



The Role Of Additional Employee Income In Moderating The Effect Of Work Discipline, Charismatic Leadership, And Non-Physical Work Environment On Work Productivity

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ABSTRACT

This study aims to examine the effect of work discipline, charismatic leadership, and non-physical work environment on work productivity, as well as the moderating role of additional employee income. The research population included 60 employees of the Regional Secretariat of Musi Rawas Regency with a saturated sampling technique. Data analysis was conducted using linear regression, t-test, and Moderated Regression Analysis (MRA). The results show that work discipline and charismatic leadership have a significant effect on productivity. The impact of both is more substantial when moderated by income incentives. Therefore, the importance of additional performance-based employee income. The non-physical work environment also had a positive impact but was not moderated by additional employee income. This indicates the dominance of intrinsic social and psychological factors. In addition, additional employee income can directly increase productivity through healthy competition between employees. The limitations of the study lie in the narrow scope of the institution and the limited number of respondents. The contribution of this study lies in the integration of behavioral, leadership, environmental, and additional employee income approaches in improving productivity. The novelty of the study appears in the analysis of the moderating role of additional employee income in the relationship between public sector organizational variables.

INTRODUCTION

Human Resource Management (HRM) plays a strategic role in an organization with the primary responsibility of managing, developing, and retaining a qualified workforce. It is essential for achieving organizational goals effectively and efficiently. In this context, human

resources are recognized as a fundamental factor for success in both the public and private sectors. The effectiveness of HRM management has a direct impact on organizational performance, especially in facing the challenges of bureaucracy and the complexity of public services (Irwansyah et al., 2024). The contribution of HRM in increasing organizational productivity is significant, especially in the public sector, which must meet the needs of the community with optimal service quality (Ama et al., 2023). In government organizations, especially public agencies, the role of HRM is increasingly important because it is directly related to the quality of service to the community. The government is required to provide responsive and transparent public services where the presence of professional and disciplined employees is needed (Amriyadi & Ardansyah, 2023). Increasing productivity in the public sector is a complex challenge because it is influenced by various factors, including work discipline and leadership style, as well as supportive work environment conditions (Nugraha et al., 2024; Sundararajan & Ramar, 2023). Work discipline is recognized as a key factor in determining employee performance; high discipline reflects individual responsibility for the tasks assigned.

Transformational leadership style also plays a role in encouraging employee motivation through the delivery of a strong vision and inspiration (Purwati & Muhiban, 2023). In addition, a conducive work environment, both psychological and social, also affects the work atmosphere that supports productivity (Voll et al., 2022). Within the scope of the Regional Secretariat of Musi Rawas Regency, the challenges faced revolve around the inadequate competence of employees, as well as the suboptimal implementation of performance management. To increase productivity, the government implemented the Employee Income Supplement (TPP) policy, which is a performance-based incentive that needs to be evaluated for its effectiveness as a moderating variable in the relationship between work discipline, leadership, and work environment on employee productivity (Amriyadi & Ardansyah, 2023; Hakim et al., 2023)

Empirically, this study aims to analyze the influence of work discipline, transformational leadership, and non-physical work environment on employee productivity at the Regional Secretariat of Musi Rawas Regency, as well as to measure the role of additional employee income. Hopefully, these findings can contribute to the development of more effective HRM policies in the local government environment (Nugraha et al., 2024; Kirani & Rahmadani, 2023). Developing policies that are responsive to conditions and challenges in the field will enable the development of a workforce that has qualification criteria that are aligned with organizational goals.

LITERATURE REVIEW

Work Productivity

Work productivity is critical to understanding employee effectiveness and organizational success. In general, productivity is defined as the ability of employees to produce outputs that meet predetermined quality standards within a set timeframe. This definition emphasizes the importance of work discipline and individual competence in improving productivity, highlighting that it reflects the fulfillment of work requirements and optimal completion of tasks, as discussed by Ratnasari et al. (2023) and further emphasized by Diamantidis and Chatzoglou ((Diamantidis & Chatzoglou, 2019).

In organizational management, productivity serves as a performance metric that assesses effectiveness and efficiency. This dual assessment impacts several areas, such as human resource planning, budgeting, and scheduling (Arasanmi & Krishna, 2019). By using productivity as a comparative measure between inputs and outputs, organizations can evaluate the effectiveness of their workforce and other resources, as documented by Hafee et al., (2019) and supported by Nwabueze-Kelvin & Aruoren, (2023). Productivity measurement is not just an academic exercise but has implications for strategic decision-making and future target setting, as emphasized by Nwabueze-Kelvin and Aruoren (Bustamam et al., 2020).

Various interrelated factors affect employee productivity ,Seneviratna et al., (2024), identified continuous improvement and quality enhancement as key drivers of productivity improvement. Ability includes potential, which signifies the importance of employees' skills and expertise in their roles. Motivation, on the other hand, includes behavioral aspects such as attitudes and intrinsic drives that lead employees toward achieving work goals. This view is in line with a broader perspective that views productivity as a human-centered concept shaped by mental attitudes, work ethics, and individual skills (Atatsi et al., 2019). In addition, diverse productivity indicators enrich the understanding of employee performance. Dumaguig, (2022), identified three dimensions of productivity: effectiveness, efficiency, and quality. Each of these aspects provides insight into how resources are used, the time taken to complete tasks, and the perceived quality of outputs, respectively.

Work productivity is not just the result of individual skills and motivation but rather an outcome influenced by the organizational environment and interpersonal dynamics (Nussy, 2023). Factors such as a supportive work environment, job satisfaction, and a strong organizational culture significantly influence employee engagement and commitment, which in turn increase productivity levels (Luthfiana & Yuhertiana, 2021; Tian et al., 2021).

Work Discipline

Work discipline is one of the essential aspects of organizational behavior, which is directly related to the achievement of institutional goals. A high level of discipline contributes to accelerating organizational success, while weak discipline can be a significant obstacle to organizational progress (Budirianti et al., 2020; Budiasa et al., 2023). Effective discipline is not solely oriented toward sanctions but is reflected in the creation of a favorable organizational climate - marked by strong commitment, high morale, and better operational efficiency (Budirianti et al., 2020; Amelia et al., 2023).

Work discipline role in shaping organizational behavior and consistency. Supporting the achievement of optimal performance, and fostering mutual respect and trust between leaders and subordinates (Budirianti et al., 2020; Budiasa et al., 2023). Furthermore, work discipline also supports the effectiveness of implementing organizational programs and achieving strategic goals, where employee compliance with organizational rules encourages increased productivity (Amelia et al., 2023). Factors that influence employee discipline, include adequate compensation, the presence of a leader figure who can serve as a role model, clarity and consistency of rules, and assertiveness of leaders in taking corrective action (Budirianti et al., 2020). The combination of these factors forms patterns of employee behavior and attitudes that ultimately strengthen or weaken the culture of discipline in the organization (Budiasa et al., 2023).

Indicators of effective work discipline can be observed through specific behaviors. several leading indicators in measuring the level of work discipline, such as attendance, punctuality, compliance with dress code, and responsibility in completing assigned tasks (Amelia et al., 2023). Meanwhile, Sutrisno in (E. Rahmawati & Nurhadian, 2023), explains that the rules used as a reference in measuring discipline include working hours, ethics of dress and behavior, and interdepartmental interactions, including guidelines for behavior that are allowed and prohibited

Organizational Leadership

Leadership is consistently recognized as a determining factor in the success or failure of organizations. Effective leadership depends on a leader's ability to influence and direct subordinates toward achieving common goals. Such influence does not solely rely on formal authority but also involves building harmonious cooperation and efforts to motivate individuals to align their performance with the organization's vision (Hambali & Idris, 2020). In the context of dynamic organizational change, the proactive role of leaders in understanding and managing internal dynamics is crucial for improving overall organizational performance (Hambali & Idris, 2020; Comlek, 2025)

Leadership also goes beyond structural dimensions or formal positions. It encompasses personal capacity, influence, and individual skills. This perspective is in line with the multifaceted nature of leadership, where a leader's effectiveness does not solely depend on his or her position in the hierarchy but on his or her ability to influence others constructively-even from any level in the organization (Hambali & Idris, 2020). Understanding different leadership styles, such as autocratic, democratic, laissez-faire, and charismatic, provides an important framework for leaders to tailor their approach to the needs and characteristics of the team (Comlek, 2025; Mustaqim, 2021).

Each leadership style has different characteristics. Autocratic leadership emphasizes centralization of power and minimal participation of subordinates in decision-making. In contrast, the democratic style emphasizes participatory and collaborative decision-making (Comlek, 2025). Laissez-faire leadership gives a high degree of freedom to team members but is prone to blurring roles and responsibilities. Meanwhile, charismatic leadership emphasizes the leader's personal strengths, vision, communication skills, and emotional connection with followers (Mustaqim, 2021). According to Weber in (Mustaqim, 2021), charisma is a form of influence that comes from a leader's extraordinary abilities that are perceived by followers

Charismatic leaders often emerge as central figures in crises, where they convey a transformative vision and inspire follower loyalty (Mustaqim, 2021). Behling and McFillen in Mustaqim, (2021), explain that charismatic, transformational leaders motivate followers through empathic interactions, alignment of a shared vision, and building mutual trust. This is reinforced by Bass (1990), who states that charisma is an essential element of transformational leadership and has a positive correlation with follower commitment and job satisfaction (Thomas & Hamid, 2019).

Furthermore, Weber in Mustaqim, (2021), argued that charismatic leadership rests on two main pillars: unfulfilled collective aspirations and followers' surrender to leadership believed to be able to realize these aspirations. Developed this framework through three main dimensions in charismatic leadership, namely vision, energy, and empowerment, which act as motivational instruments to move followers towards common goals (Mustaqim, 2021). Kreitner and Kinicki in Thomas & Hamid, (2019), also emphasized the importance of a strong and communicative vision in leadership, as an unclear vision can weaken organizational direction and effectiveness.

As such, effective leadership is an essential prerequisite for organizational success. This demands a deep understanding of the variety of leadership styles, as well as the ability to align these styles with the needs and motivations of followers. Among the various approaches, charismatic leadership has emerged as a substantial strategy because it is able to influence commitment, drive performance, and inspire collective action through clarity of vision, intense emotional connection, and exemplary leadership in action.

Work Environment

The work environment is a strategic factor that significantly affects the effectiveness of employee performance, both individually and collectively. This environment includes not only physical aspects such as tools, materials, and work methods but also the psychosocial and systemic spaces in which work activities take place on a daily basis. Thus, the work environment cannot be reduced simply to physical space but must be understood as a complete and dynamic operational context (Marihi, 2023; Suryani et al., 2024). A conducive work environment creates safe, comfortable, and productive working conditions, while a poor environment tends to trigger fatigue, stress, and a progressive decline in productivity (Marihi, 2023; Suryani et al., 2024).

Organizational management has a role in ensuring a healthy work environment. Although not directly involved in the production process, management influences employee efficiency through the organization of space, systems, and work culture (Irwansyah et al., 2024). A number of studies have shown that a positive work environment promotes a sense of security, increases work motivation, and strengthens job satisfaction; conversely, a hostile work environment tends

to lower morale and has negative implications for performance (Yandi, 2022). In this regard, the classification of the work environment into two components physical and non-physical is a valuable approach. Physical components include infrastructure and ergonomic equipment, while non-physical components include relational, psychological, and organizational dynamics (Harefa & Siboro, 2024)

A focus on non-physical aspects reveals its significant role in shaping work culture and employee satisfaction. This dimension includes interactions between coworkers and the relationship between employees and superiors, both of which have been shown to influence work harmony (Purwati & Muhiban, 2023). In a collaborative work environment, healthy interpersonal relationships are key to team success, while conflict between individuals can hinder workflow and reduce motivation. In addition, positive relationships between leaders and subordinates characterized by openness, trust, and mutual respect correlate with higher levels of job satisfaction and loyalty (S. Saad et al., 2023). Employee perceptions of the non-physical environment are empirically proven to be a significant determinant of job satisfaction, which in turn has direct implications for overall organizational performance (Zulaida & Parwoto, 2023).

Non-physical work environment dimensions can be further categorized into temporal and psychological factors. Temporal aspects such as work duration and availability of breaks play an important role in maintaining employee efficiency and health (Donati et al., 2023). Meanwhile, psychological aspects include the potential for burnout due to monotonous tasks, which, if not addressed, can reduce motivation and productivity. Approaches such as job enrichment have proven effective in overcoming this obstacle (Wicaksono, 2023). Additional factors such as consistent supervision, a motivating work atmosphere, principles of organizational justice, and career development opportunities also form a strong psychological foundation for encouraging positive workplace behavior (Mutiasari et al., 2023).

Additional Employee Income

Additional Employee Income (TPP), which is generally classified as a form of performance-based compensation, is a strategic mechanism used to recognize employees who perform beyond established standards. These financial incentives are designed to encourage intrinsic and extrinsic motivation, increase productivity, and strengthen job satisfaction by offering additional rewards beyond base salary (Limos-Galay & Pelogna, 2023; Liando & Gorda, 2024; Aziri, 2019). In practice, incentives serve as monetary rewards that affirm the institution's appreciation of individual achievement, as well as an instrument to align employee behavior with the organization's strategic goals (Liando & Gorda, 2024).

The Employee Income Supplement (TPP) program has become a clear example of the implementation of performance-based compensation. This program is intended to encourage increased accountability and effectiveness of civil servants' work through a structured incentive approach. TPP provides financial rewards based on measurable work outcomes, such as attendance, punctuality, and achievement of work targets, thus establishing a more disciplined and meritocracy-based work culture (Limos-Galay & Pelogna, 2023; Cainarca et al., 2019). As such, the program emphasizes a direct link between actual performance and compensation received. However, the successful implementation of the TPP largely depends on the effectiveness of its management system. A mismatch between actual performance and compensation, for example, in the case of poor discipline or high absenteeism without justification, can lead to perceptions of injustice among employees and ultimately lower morale (Dziuba et al., 2020); (Liando & Gorda, 2024). Therefore, a transparent and well-documented evaluation mechanism is needed so that this incentive system can be accepted fairly and increase employee confidence in organizational policies.

Various studies have proved the positive relationship between performance-based TPP and employee productivity. Studies show that incentive systems designed with clear performance indicators can increase employee engagement, reduce absenteeism, and

strengthen organizational loyalty (Aziri, 2019; Shah et al., 2021; Liu et al., 2019). Incentives serve not only as an economic stimulus but also as a psychological motivator that fosters a sense of worth and a desire to contribute more to organizational goals (A. Saad, 2020; Havidz et al., 2022). In addition, the integration of role clarity, performance feedback, and fair incentive structures is an important element in building perceptions of organizational justice.

To achieve optimal effectiveness, TPP implementation must be carried out within the framework of a system that is structured, transparent, and based on the principles of distributive and procedural justice. Organizations that successfully apply these principles can create a work culture that emphasizes high performance, individual responsibility, and collective contribution to organizational outcomes (Sahito & Väisänen, 2019; Liando & Gorda, 2024). Thus, TPP is not just a financial add-on but also a strategic tool in human resource management that supports the achievement of long-term goals of public organizations.

METHODS

This research uses a quantitative approach, with numerical data collection and statistical analysis aimed at testing hypotheses and drawing generalizable conclusions (Firdi et al., 2023). This approach is taken because it allows modeling the relationship between variables through theoretical frameworks and mathematical analysis (Zayed et al., 2022). The research design used is a causal-associative design, which aims to identify and explain the relationship between variables and assess the extent to which the independent variable affects the dependent variable (Hikmat et al., 2024). This design is relevant for testing the simultaneous and partial effects of predictors on the outcome under study. In addition, this design allows testing for moderation effects, thus providing a deeper understanding of the interactions between variables (Azizah, 2023).

In this study, the independent variables include employee work discipline (X_1), charismatic leadership (X_2), and non-physical work environment (X_3), while the dependent variable is work productivity (Y). The variable of additional employee income (Z) is determined as a moderator variable that has the potential to affect the strength or direction of the relationship between the independent and dependent variables (M. A. Nugraha & Hilendri, 2024). To analyze this relationship, multiple linear regression analysis techniques and moderated regression analysis (MRA) are used in order to evaluate the significance and direction of influence between variables.

Data were collected through quantitative methods using an instrument in the form of a Likert scale-based closed questionnaire, which was designed based on theoretical indicators that had been validated in previous research (Firdi et al., 2023). This data collection technique allows systematic and consistent measurement of variables. The population in this study included all employees at the Regional Secretariat of Musi Rawas Regency, totaling 60 people. Because the population is relatively small and can be reached as a whole, a saturated sampling technique or total sampling is used, where all members of the population are used as respondents to minimize sampling errors (Zayed et al., 2022).

The data analysis process includes the processing stage, classical assumption testing, and interpretation of statistical results. Regression analysis is used to test the causal relationship between variables. In contrast, the partial t-test is used to assess the significance of the effect of each independent variable on the dependent variable, assuming normal data distribution (Novitasari et al., 2020). In addition, Moderated Regression Analysis (MRA) was applied to test whether additional employee income has a moderating influence on the relationship between the independent variables and work productivity ((Astuti, 2021).

RESULTS

Effect of Employee Discipline (X₁) on Work Productivity (Y)

a. Simple Regression Test

Table 1 Simple Regression Test Results of the Effect of Employee Discipline (X₁) on Work Productivity (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.172	2.499		7.672	.000
	Dis	.311	.147	.267	2.107	.039

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The results of simple regression analysis show a positive relationship between the variables of Employee Discipline (X₁) and Work Productivity (Y). The regression equation obtained is $Y=19.172+0.311X_1$. The constant of 19.172 indicates that if the value of Employee Discipline (X₁) is zero, then Work Productivity (Y) is estimated to be at 19.172. Meanwhile, the regression coefficient of 0.311 indicates that every one-unit increase in the Employee Discipline variable will be followed by an increase of 0.311 units in Work Productivity, assuming that other variables are in constant condition or unchanged.

b. The t-test

Table 2 The results of the t test of the effect of employee discipline (X₁) on work productivity (Y)

Model		t	Sig.
1	(Constant)	7.672	.000
	Dis	2.107	.039

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The t-test results on the Employee Discipline variable (X₁) show a t-count value of 2.107 with a p-value of 0.039. Because the p-value is smaller than the specified significance level ($\alpha = 0.05$). Thus, Employee Discipline (X₁) has a significant effect on Work Productivity (Y). Overall, this finding corroborates that an increase in employee discipline tends to be followed by an increase in work productivity.

The Effect of Charismatic Leadership (X₂) on Work Productivity (Y)

a. Simple Regression Test

Table 3 Simple Regression Test Results of the Effect of Charismatic Leadership (X₂) on Work Productivity (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.427	2.230		7.814	.000
	Kk	.348	.110	.383	3.157	.003

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The results of the simple regression test on the Charismatic Leadership (X₂) variable on Work Productivity (Y) resulted in the following regression equation: $Y=17.427+0.348X_2$. The constant of 17.427 indicates that if Charismatic Leadership (X₂) is zero, then Work Productivity (Y)

is estimated at 17.427. Furthermore, the regression coefficient of 0.348 indicates that every one-unit increase in Charismatic Leadership will be followed by an increase of 0.348 units in Work Productivity, assuming that other variables are constant.

b. The t-test

Table 4. Results of t Test of the Effect of Charismatic Leadership (X₂) on Work Productivity (Y)

Model		t	Sig.
1	(Constant)	7.814	.000
	Kk	3.157	.003

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The t-test results for the Charismatic Leadership variable (X₂) show a t-count value of 3.157 with a significance value (p-value) of 0.003. Because the p-value is smaller than 0.05, the null hypothesis is rejected, which means that Charismatic Leadership (X₂) has a significant effect on Work Productivity (Y). Overall, the results of this analysis confirm that charismatic leadership plays a role in improving work productivity.

Effect of Non Physical Work Environment (X₃) on Work Productivity (Y)

a. Simple Regression Test

Table 5. Simple Regression Test Results of the Effect of Non-Physical Work Environment (X₃) on Work Productivity (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.436	2.923		6.308	.000
	LKnF	.235	.115	.260	2.050	.045

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The simple regression test results on the Non-Physical Work Environment (X₃) and Work Productivity (Y) variables resulted in the following regression equation model: $Y = 18.436 + 0.235X_3$. The constant value of 18.436 indicates that if the Non-Physical Work Environment (X₃) is at a value of zero, then Work Productivity (Y) is estimated at 18.436. The regression coefficient of 0.235 indicates that every one-unit increase in the Non-Physical Work Environment will contribute to an increase in Work Productivity by 0.235 units, assuming that the other variables are constant.

b. T-test

Table 6. Results of the t Test for the Effect of Non-Physical Work Environment (X₃) on Work Productivity (Y)

Model		t	Sig.
1	(Constant)	6.308	.000
	LKnF	2.050	.045

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The t-test results for the Non-Physical Work Environment variable (X₃) show a *t-statistic* value of 2.050 with a *p-value* of 0.045. Since the *p-value* is smaller than the significance level of

0.05, the null hypothesis (H_0) is rejected, which means that the Non-Physical Work Environment (X_3) has a significant effect on Work Productivity (Y). Thus, the results of this analysis indicate that improving the quality of the non-physical work environment has the potential to make a positive contribution to increasing employee work productivity.

Effect of Employee Income Supplement (Z) on Work Productivity (Y)

a. Simple Regression Test

Table 7 Simple Regression Test Results of the Effect of Additional Employee Income (Z) on Work Productivity (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.656	2.593		6.809	.000
	TPP	.319	.122	.325	2.618	.011

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The results of the simple regression test on the effect of Additional Employee Income (Z) on Work Productivity (Y) resulted in the following regression model: $Y=17.656+0.319X_4$. The constant value of 17.656 indicates that if the Additional Employee Income (Z) is zero, then Work Productivity (Y) is estimated to be 17.656. The regression coefficient of 0.319 indicates that each one-unit increase in Additional Employee Income (TPP) is expected to increase Work Productivity (Y) by 0.319 units, assuming that other variables are in a constant condition.

b. The t-test

Table 8 Results of the t Test of the Effect of Additional Employee Income (Z) on Work Productivity (Y)

Model		t	Sig.
1	(Constant)	6.809	.000
	TPP	2.618	.011

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The t-test results on the Employee Income Supplement (TPP) variable show a t-statistic value of 2.618 with a p-value of 0.011. Because the p-value <0.05 . Thus, Additional Employee Income (TPP) has a significant effect on Work Productivity (Y). The results of this analysis support that increasing TPP can make a positive contribution to increasing employee work productivity.

Effect of Employee Discipline (X_1) on Work Productivity (Y) with Additional Employee Income (Z) as a Moderating variable

Table 9. Multiple Regression Test Results the Effect of Employee Discipline (X_1) on Work Productivity (Y) with Additional Employee Income (Z) as a Moderating variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.389	17.793		1.090	.281
	Dis	2.359	1.101	2.026	2.143	.036
	TPP	1.861	.825	1.897	2.257	.028
	Dis_TPP	.099	.051	1.607	2.243	.026

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The multiple regression test results show that there is a significant effect of Employee Discipline (X_1) and Employee Income Supplement (Z) on Work Productivity (Y). In this model, Employee Income Supplement (Z) also acts as a moderating variable that moderates the relationship between Employee Discipline (X_1) and Work Productivity (Y). The regression model obtained is $Y=19.389+2.359X_1+1.861Z+0.099(X_1 \times Z)$. The constant value of 19.389 indicates that if the value of Employee Discipline (X_1) and Additional Employee Income (Z) is zero, then Work Productivity (Y) is estimated to be at a base value of 19.389.

The regression coefficient for Employee Discipline (X_1) of 2.359 indicates that every one-unit increase in employee discipline will lead to an increase in Work Productivity (Y) of 2.359 units, assuming other variables are constant. This confirms that the level of employee discipline, which includes punctuality, adherence to procedures, and responsibility for tasks, contributes significantly to increased productivity.

Furthermore, the regression coefficient for Additional Employee Income (Z) is 1.861, which means that a one-unit increase in this variable will lead to a 1.861 unit increase in Work Productivity (Y). This finding strengthens the argument that performance-based compensation, such as additional income, plays an important role in motivating employees to improve their performance. More important is the interaction coefficient between Employee Discipline (X_1) and Employee Income Supplement (Z), which is 0.099, accompanied by a t-statistic value of 2.243 and a p-value of 0.026. Since the p-value is smaller than 0.05, it can be concluded that this interaction is statistically significant. That is, Employee Income Supplement (Z) significantly moderates the relationship between Employee Discipline (X_1) and Work Productivity (Y).

Thus, this analysis implies that Additional Employee Income (TPP) not only has a direct influence on productivity but also strengthens the positive impact of work discipline on productivity. As an illustration, employees who have a high level of discipline and receive a decent additional income will be more motivated to show optimal performance, resulting in consistently higher work productivity.

Effect of Charismatic Leadership (X_2) on Work Productivity (Y) with Employee Income Supplement (Z) as Moderating variable

Table 10 Multiple Regression Test Results the Effect of Charismatic Leadership (X_2) on Work Productivity (Y) with Additional Employee Income (Z) as a Moderating variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-21.801	17.484		-1.247	.218
	Kk	2.135	.901	2.353	2.369	.021
	TPP	1.925	.829	1.961	2.321	.024
	Kk_TPP	-.087	.042	-3.049	-2.068	.043

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The results of multiple regression analysis show that the Charismatic Leadership variable (X_2) affects Work Productivity (Y) with Additional Employee Income (Z) as a moderating variable. The resulting regression model is $Y=-21.801+2.135X_2+1.925Z-0.087(X_2 \times Z)$. The constant value of -21.801 indicates that when the value of Charismatic Leadership (X_2) and Additional Employee Income (Z) is zero, then Work Productivity (Y) is estimated to be at a negative value of -21.801. This indicates the possibility of other variables outside the model that influence employee work productivity. The regression coefficient for Charismatic Leadership (X_2) of 2.135 indicates that every one-unit increase in charismatic leadership will increase Work Productivity (Y) by 2.135 units, assuming other variables remain constant. This finding confirms that charismatic

leadership, characterized by the ability to convey a clear vision, establish inspiring communication, and make firm decisions, has an important contribution to encouraging increased employee productivity. Meanwhile, the coefficient for Additional Employee Income (Z) of 1.925 indicates that every one-unit increase in this variable will increase Work Productivity (Y) by 1.925 units. This corroborates previous findings that proper financial compensation can be an important motivational factor in increasing individual productivity in organizations. However, the interaction coefficient ($X_2 \times Z$) of -0.087 indicates that Employee Income Supplement (Z) acts as a moderator that weakens the effect of Charismatic Leadership (X_2) on Work Productivity (Y). This means that although charismatic leadership and additional income each have a positive effect on productivity, the interaction between the two actually shows an adverse effect that weakens. This can be interpreted that when employees get higher additional income, the effectiveness of the influence of charismatic leadership on increasing productivity tends to decrease.

The Effect of Non-Physical Work Environment (X3) on Work Productivity (Y) with Additional Employee Income (Z) as a Moderating variable

Table 11 Multiple Regression Test Results the Effect of Non-Physical Work Environment (X3) on Work Productivity (Y) with Additional Employee Income (Z) as a Moderating Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.625	18.561		-.195	.846
	LKnF	.870	.730	.961	1.192	.238
	TPP	1.109	.886	1.130	1.252	.216
	LKnF_TPP	-.033	.035	-1.216	-.939	.352

a. Dependent Variable: PK

Source: Data processed by researchers, 2024

The results of the moderation regression analysis show that the interaction between the variables of Non-Physical Work Environment (LKnF) and Additional Employee Income (TPP) on Work Productivity (PK) produces the following regression model: $Y = -3.625 + 0.870X_3 + 1.109Z - 0.033(X_3 \times Z)$. The constant value of -3.625 indicates that when the value of the Non-Physical Work Environment (X_3), Additional Employee Income (Z), and the interaction between the two is zero, then Work Productivity (Y) is estimated to be at a negative level. This reflects a non-optimal baseline condition, which implies the need for the influence of the main variables so that productivity can increase significantly. The regression coefficient for Non-Physical Work Environment (X_3) of 0.870 indicates a positive relationship between this variable and Work Productivity. That is, every one-unit increase in the quality of the non-physical work environment tends to increase work productivity by 0.870 units, assuming other variables are constant. This finding reinforces the view that a psychosocially and relationally supportive work environment plays an important role in improving employee effectiveness and morale. Similarly, the regression coefficient for Employee Income Supplement (Z) of 1.109 also shows a positive influence, which means that every one-unit increase in TPP will increase Work Productivity by 1.109 units. This indicates that proportional financial compensation can be a motivational factor in encouraging increased productivity. The interaction coefficient between Non-Physical Work Environment and Additional Employee Income of -0.033 indicates an adverse moderating effect, although not statistically significant. This means that when the two variables interact together, their combined effect on Work Productivity tends to decrease slightly compared to the effect of each variable individually. Nonetheless, since this coefficient value is relatively small and insignificant, the interpretation of this moderating effect needs to be done carefully and cannot be used as the primary basis for managerial decision-making.

DISCUSSION

Effect of Employee Discipline (X1) on Work Productivity (Y)

Based on the results of statistical analysis using the t-test (partial), the significance value of the Employee Discipline variable is 0.034, which is smaller than the specified significance level ($\alpha = 0.05$). This finding shows that employee discipline has a positive and significant effect on employee performance, so the higher the level of employee discipline, the higher the resulting performance.

The results of this study are in line with the findings of Yuliastanty, (2021), which states that work discipline has a significant influence on employee performance. The study emphasizes that compliance with work rules, punctuality, and responsibility in carrying out tasks are important indicators in shaping optimal individual performance in the organization. In addition, Burhanudin et al., (2024), also confirmed that there is a significant relationship between discipline and employee performance in various types of organizations, both in the public and private sectors. The findings of this study indicate that discipline not only has an individual impact but also affects the effectiveness of the organization as a whole. Thus, a high level of discipline encourages consistent, responsible, and purposeful work behavior, which in turn will contribute to improving the overall performance of the organization. Therefore, organizations need to enforce fair and consistent discipline policies in order to create a professional and productive work culture (Wulandari & Hasibuan, 2023).

The Effect of Charismatic Leadership (X2) on Work Productivity (Y)

As shown in the results of the t-test (partial) statistical analysis in Table 4.43, it is known that the significance value of the Charismatic Leadership variable is 0.03, which is smaller than the specified significance level ($\alpha = 0.05$). These findings indicate that Charismatic Leadership has a positive and significant effect on Employee Performance. Thus, leaders who have charismatic characteristics contribute significantly to improving employee performance in the organizational environment. Research by Muhammad et al., (2022) also reported a similar relationship, emphasizing the importance of an inspirational leadership style in creating a conducive and productive work atmosphere. Leadership style has a significant influence on employee performance, reinforcing the argument that the effectiveness of a leader contributes significantly to organizational outcomes (Barattucci et al., 2021). Furthermore, Mutohar et al., (2020), showed that leadership characteristics have a real influence on employee productivity at RSU Royal Prima Marelan, underscoring the central role of leadership in productive human resource management.

These studies provide empirical support that charismatic leadership not only plays a role in increasing employee work motivation but is also able to drive overall performance. Characteristics such as practical communication skills, providing a clear vision, and exemplary behavior are important factors in building employee commitment and involvement in achieving organizational goals (Christensen-Salem et al., 2024). In addition, Bazawi et al., (2019), found that charismatic leadership increases employee job satisfaction, which in turn has a positive impact on productivity. Research by Amegayibor, (2022), also revealed that this leadership style is able to shape a positive organizational culture, facilitate innovation, and create a supportive work environment.

The Effect of Non-Physical Work Environment (X3) on Work Productivity (Y)

The results showed that the significance value of the non-physical work environment variable was $0.045 < \alpha = 0.05$. This finding indicates that the non-physical work environment has a positive and significant effect on employee performance. This is in line with the findings in the study by Kusuma, (2021), where the results showed that the non-physical work environment had a significant impact on employee productivity. The non-physical work environment includes

various elements, including social support, job control, and organizational commitment, which together contribute to improving employee performance and well-being (Radzi et al., 2023). In addition, research also highlights the important role of psychosocial factors, such as communication between employees and a positive work atmosphere, in supporting improved employee performance. Organizations that implement policies that support employee mental health and well-being and are able to create a pleasant work atmosphere can reduce levels of job dissatisfaction while increasing employee commitment, which ultimately supports better performance (Ramli & Novariani, 2020; Marín-Farrona et al., 2023).

This finding is in line with the results of research by Radzi et al., (2023), who emphasized the importance of creating a conducive work environment to achieve optimal work outcomes. In light of this positive potential, many organizations have begun to integrate workplace well-being programs that target non-physical aspects, including work-life balance and emotional support. The implementation of these programs has resulted not only in increased productivity but also reduced absenteeism and improved employee mental health (Luo et al., 2022; Grimani et al., 2019). With the growing recognition of the importance of non-physical aspects of the work environment, organizations are encouraged to invest in programs that support employees' mental and physical health. These efforts will ultimately contribute to improved overall performance (Powell et al., 2024; Tarro et al., 2020).

Effect of Employee Income Supplement (Z) on Work Productivity (Y)

Based on the results of research conducted through a partial t-test statistical test, it was found that the significance value of additional employee income was 0.11, which is greater than $\alpha = 0.05$. This shows that additional employee income has no positive and significant effect on employee performance. This finding is not in line with the results of research by (Mujahid et al., 2022), which states that additional income has a significant effect on employee work productivity. In contrast, research by (Songyanan & Kasbuntoro, 2024) entitled The Effect of TPP and Motivation on the Performance of State Civil Apparatus at the Regional Secretariat of Sumbawa Regency with Motivation as an Intervening Variable also shows that additional employee income has a significant impact on their productivity (Songyanan & Kasbuntoro, 2024).

From a theoretical point of view, many studies have suggested the relationship between income, work motivation, and employee performance. For example, a study by (Pratama & Somad, 2024) states that work motivation plays a role in improving employee performance in various business sectors. The study also indicated that adequate income can contribute to increased work motivation, which in turn improves employee performance. In addition, a study by E. S. Rahmawati & Rahman, (2022), confirmed that income and motivation significantly affect employee performance, with implications for the challenges of improving morale.

The Effect of Employee Discipline (X1) on Work Productivity (Y) with Additional Employee Income (Z) as a Moderating variable.

The research results obtained through the statistical analysis of the partial t-test in the related table show a significant relationship between work discipline and additional employee income, with an interaction significance value of 0.026, which is smaller than $\alpha = 0.05$. This finding states that additional employee income acts as a moderating variable in the relationship between work discipline and employee productivity, so these results make an important contribution to the related literature. As explained in the research of Agustina et al., (2024), the role of additional employee income as a moderating variable is proven to be significant, with results showing that additional income contributes to improving work discipline, which in turn has a positive impact on work productivity. This finding is reinforced by other studies that state that work discipline has a positive influence on work productivity, and external incentives such as additional income can increase employee motivation and discipline.

Work discipline is a key factor that reflects employee compliance with established work rules and processes. Mardiana et al., (2024), emphasized the importance of positive work discipline on productivity, where work discipline contributed 31.6% to the employee work productivity variable. This shows that high work discipline not only increases efficiency but also creates consistency in task execution, a very relevant factor in increasing work output (Roshida & Paskarini, 2021; Rusni & Fietroh, 2024).

Based on the results of this study, it is important to build a culture of work discipline through transparent and fair policies, in accordance with research findings stating that clear supervision and procedures increase the effectiveness of workplace discipline management. Additional income should be linked to employee performance and discipline, which can be implemented through performance-based incentive policies that reward employee discipline and work results (Febrianti & Andriani, 2024). Strong work discipline management and the right additional income policy can create a productive work environment and encourage employees to achieve optimal work results ((Ainani & Simon, 2024; Yuliana et al., 2024)

The Effect of Charismatic Leadership (X2) on Work Productivity (Y) with Additional Employee Income (Z) as a Moderating variable

The results show that additional employee income plays an important role as a moderating variable in the relationship between charismatic leadership and employee work productivity. Based on the partial t-test statistical test, the significance value of the interaction was recorded at 0.043, which is smaller than $\alpha = 0.05$. This finding reflects that when a charismatic leader displays a strong vision and inspiring ability, additional employee income can amplify the positive influence in increasing work productivity. In this context, charismatic leadership not only serves as a driver of intrinsic motivation but can also be combined with financial incentives to produce a more significant impact on organizational performance (Suwannarat, 2022).

Charismatic leadership has characteristics that enable leaders to build trust and gain support from subordinates, which is an important foundation in the working. Additional employee income is an external incentive that provides an additional boost when charismatic leadership has mobilized employees' internal motivation. For example, several studies have shown that financial incentives can increase individual participation in programs aimed at changing behavior, which is relevant to the context of income supplements in improving work productivity. These findings confirm that fair and appropriate recognition of employee contributions, combined with inspirational leadership, can create an optimal work climate.

From a managerial perspective, the results of this study provide important insights into the need for transparent, fair, and performance-based additional income policies. Organizations are encouraged to adopt such policies as a strategic element in optimizing productivity, especially in work environments that prioritize charismatic leadership as part of the organizational culture. This policy is expected to create a work climate that not only encourages motivation through effective leadership but also provides financial rewards that match employee contributions, thereby improving the overall performance of the organization.

Thus, the relationship between charismatic leadership and work productivity is not only dependent on leader characteristics but also influenced by external incentives in the form of additional employee income that plays a strategic role in improving effectiveness and performance in the workplace. This research confirms that a holistic approach that integrates these two aspects will be more effective in achieving optimal organizational productivity results (Qiu & Yu, 2020).

The Effect of Non-Physical Work Environment (X3) on Work Productivity (Y) with Employee Income Supplement (Z) as a Moderating variable

The results showed that the significance value of the interaction between the non-physical work environment and additional employee income was 0.352, which was greater than $\alpha = 0.05$. This indicates that additional employee income does not act as a significant moderator in the relationship between non-physical work environment and employee work productivity. This finding is in line with previous research assessing the effect of extrinsic motivation and compensation on employee performance, which concluded that intrinsic motivation has a greater influence than external motivators, such as additional income (Triswanto & Yunita, 2021; Kumari et al., 2021).

The non-physical work environment includes factors such as employee relations, work culture, effective communication, and a conducive work climate. All these aspects contribute significantly to employee productivity. However, the results of this study show that despite the importance of a positive work environment, additional employee income does not have a significant moderating effect on work productivity. This may be due to the tendency of employees to value more intrinsic aspects of the work environment, such as social support and interpersonal satisfaction, which play a significant role in increasing motivation and work productivity (Omar et al., 2021; Idris et al., 2020).

The non-physical work environment can indeed have a positive impact on productivity, but this effect is not strong enough to be moderated by additional employee income. This finding indicates that motivation derived from the work environment is more dominant than motivation derived from financial incentives ((Sari, 2022; Nilasari et al., 2021). Additional income as an external motivator is less relevant in strengthening the influence of the non-physical work environment. Employees tend to value job satisfaction obtained through social interaction and good communication, so they are more accustomed to working in an environment with positive support rather than relying on financial compensation alone (Candradewi & Dewi, 2019).

CONCLUSION

Based on the results of the data analysis conducted, employee discipline has a significant influence on work productivity. A high level of discipline encourages employees to carry out tasks in a structured, timely, and efficient manner. In addition, the effect of discipline on productivity is further strengthened by the presence of additional income as a moderating variable. This finding indicates that financial incentives are effective in strengthening the contribution of discipline culture to improving employee performance. Furthermore, charismatic leadership has also proven to have a significant impact on work productivity. Leaders who are inspirational, visionary, and able to build trust increase employee motivation and performance. The influence of this leadership is more substantial when supported by additional employee income, which indicates that performance-based compensation can increase the effectiveness of charismatic leadership in spurring productivity.

The non-physical work environment showed a significant effect on work productivity, although additional employee income did not moderate this relationship. This suggests that intrinsic factors in the work environment, such as the quality of relationships between employees, interpersonal communication, and a socially and psychologically conducive work atmosphere, play a greater role in improving productivity than financial motivation. Therefore, managing social aspects and work culture is key to supporting employee performance. Furthermore, additional employee income itself has a significant role in increasing work productivity as an external motivation. Financial incentives reward work achievements and encourage healthy competition among employees, which leads to an increase in overall performance. In particular, additional employee income was shown to moderate the relationship between work discipline and charismatic leadership on work productivity. However, it was not

effective in moderating the relationship between non-physical work environment and productivity. This finding confirms that financial incentives are more relevant in strengthening individual behavior-based variables such as discipline and leadership compared to variables based on social and environmental conditions.

Overall, this study confirms the importance of a multidimensional approach in efforts to improve work productivity, which integrates aspects of behavior, leadership, work environment, and compensation system synergistically. Organizations that want to improve employee performance need to consider a combination of these factors in the formulation of human resource management policies and strategies.

LIMITATION

Although this study provides significant findings related to the influence of employee discipline, charismatic leadership, non-physical work environment, and the role of additional income as a moderating variable on work productivity, several limitations need to be considered. First, this study used a sample limited to 60 employees of the Regional Secretariat of Musi Rawas Regency, so the results of the study may not be fully generalizable to a broader population or organizations with different characteristics. This sample limitation may affect the level of representativeness and external validity of the research findings. Secondly, the non-physical work environment variables used in this study are subjective and rely on employee perceptions of the social and psychological aspects of the workplace. This has the potential to cause response bias, given that intrinsic factors such as work atmosphere and interpersonal relationships can be influenced by emotional conditions or individual experiences that cannot be fully controlled.

Third, the quantitative research design with a cross-sectional approach limits the research's ability to capture the dynamics of changes in the relationship between variables longitudinally. Therefore, the causal relationships found need to be further examined through long-term studies or experimental methods to strengthen internal validity. Fourth, the variable of additional income as a moderating variable in this study focused on financial incentives in general without considering variations in the types and forms of incentives that may have different impacts on employees. This opens up opportunities for future research to explore in more detail the effects of various kinds of financial and non-financial incentives. These limitations provide important directions for future research to expand population coverage, use a mixed-methods approach, and develop a more comprehensive variable measurement model so that the findings obtained can make a more robust and applicable contribution in the context of human resource management.

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