



A Study Of The Interplay Between Compensation, Work Conditions, And Stress On Productivity Of PT. XYZ

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ABSTRACT

This study examination's analysis aims to pinpoint the partial and concurrent impacts of workplace stress, work environment, and remuneration on worker productivity. The study's focus is the workers in PT. XYZ company's logistics division, and the sample size is made up of 31 respondents they was determined by the use of purposive sampling. The quantitative correlation methodology is the method employed in this study. Information was gathered by distributing questionnaires, and the results were examined using multiple linear regression analysis, as well as validity and reliability tests and traditional assumptions like normality, linearity, multicollinearity, and heteroscedasticity. The t-test results indicate that employee productivity is somewhat significantly impacted by pay, work environment, and job stress. The F-test's significance score of 0.001 indicates that these three factors simultaneously had a substantial effect on labor productivity. With an index of correlation (R squared) of 0.595, these three factors account for 59.5% of the variation in labor productivity. Therefore, it is anticipated that this research will aid in the development of labor productivity growth plans by using an appropriate technique to analyze the components under study. These three elements must be equally prioritized by the organization in order to increase worker productivity.

INTRODUCTION

Globalization is a process that occurs in various sectors, where countries around the world form an increasingly integrated market force without being bound by the territorial boundaries of a nation (Dewi, 2019). The current development of globalization can be seen with the acceleration of digitalization and increasingly higher economic integration. Companies from around the world, including PT. XYZ, must adapt to these rapid changes. This development of globalization provides greater access to international markets and modern technology, but it also presents challenges such as intense competition and shifting consumer preferences. In this

regard, companies need to develop effective strategies to remain competitive in terms of human resource management and improving employee productivity (Aryani, 2019).

The situation in Indonesia reflects the ongoing changes in society. Changes in the demographic structure, such as the increase in the number of young and educated workers, provide opportunities for companies to harness this potential. The current workforce sees their jobs not only as a source of income but also as an important part of their identity and happiness in life (Wahdiniawati.S, 2023). However, there are challenges related to social issues such as dissatisfaction with compensation and work environment. Employees who feel undervalued or experience work-related stress tend to have lower productivity.

As a result, it is critical that the business foster a healthy work atmosphere and support employees' well-being in order to enhance productivity. In the business world, PT. XYZ faces the challenge of remaining competitive amidst rapid market changes with a risk of technology and the drive to increase productivity, companies need to adapt quickly to avoid being left behind by new innovations. Moreover, unstable economic conditions can affect decisions regarding investments and strategic planning. On the other hand, the opportunity to expand the market through international cooperation and product quality improvement has become a top priority.

PT. XYZ is a manufacturing company that requires skilled and productive labor, especially in the Logistics Division. Fair compensation, a conducive work environment, and job stress management are important factors that influence employee productivity. Employees who feel valued through suitable wage rates tend to show up more enthusiastic, while a positive work environment can enhance satisfaction and reduce stress. Conversely, high job stress can decrease employee productivity. Therefore, it is very important to understand how these three aspects interact and contribute to employee productivity in the Logistics Division, so that employers may establish successful techniques for bettering the happiness and performance of workers. Employee work productivity is one of the indicators from the achievement of any company or company in achieving its business goals. Work productivity is how effectively an individual or a group of individuals produce goods and services by utilizing time, energy, and resources optimally (Mahawati et al., 2021). Most of the components that influence employee efficiency at work is compensation. Financial reward is a gift of money or goods given to employees in appreciation of their efforts to the success of the business according to Hasibuan (in Dahlia & Fadli, 2022). The compensation provided by the company to employees, whether in the form of salaries, incentives, bonuses, or other allowances, is a form of appreciation for their contributions. However, if the compensation is considered unfair or inadequate, it can trigger dissatisfaction, lower work morale, and ultimately impact productivity.

In addition to compensation, The workspace atmosphere additionally contains a major part in supporting employee productivity. The workplace encompasses everything around employees, both physical and non-physical, that can influence work processes and create a certain impression (Rampisela & Lumintang, 2020). A safe, comfortable, and conducive work environment can enhance employee focus and work efficiency. Conversely, inadequate working conditions can disrupt performance and reduce employee productivity. In the logistics division of PT. XYZ, a supportive work environment is a primary necessity given the complexity of the tasks faced. On the other hand, job stress is one of the challenges often faced by employees in carrying out their daily tasks. Job stress can negatively impact employees' physical and mental health due to tight deadlines, high work pressure, and heavy workloads (Makkira et al., 2022). If job stress is not managed well, it can hinder individual performance and reduce overall productivity.

Research results (Djalupi, Makkasau, & Bachri, 2023) explaining that whatever compensation is received by employees does not affect employee productivity and job stress has a positively insignificant impact on employee productivity. Moreover, according to (Ariansah & Wahyuningsih, 2023). The corporate circumstance has no substantial impact on productivity among staff members.

it appears that all three of these issues continue to lack a significant impact on employee work productivity. This indicates that there is still room for new research on the role of work environment, and daily stressful situations in stress in improving work productivity, which has not been comprehensively addressed. Therefore, remains is important to re-examine and explain the influence of these three variables on work productivity in different contexts and conditions. The results of the current study are expected to provide practical contributions to PT. XYZ in identifying and addressing the constraints affecting employee work productivity. Additionally, this research can also serve as a reference for additional businesses in formulating strategies to enhance employee work productivity encountered similar challenges.

LITERATURE REVIEW

Compensation

According to (Dahlia & Fadli, 2022; Fauzany & Hatimatunnisani, 2022; Shafwah & Clara, 2024; Thalibana, 2022) Compensation is the remuneration given to employees as a reward for their contributions to the company, which is part of the human resource management's task to enhance employee performance and productivity. Although it is often considered a confusing personnel management function due to its complexity, the establishment of an effective compensation system is crucial in attracting and retaining talented workforce and providing benefits to both employees and the organization. Forms of compensation usually include wages, incentives, allowances, and facilities. However, these forms of compensation can vary according to the policies of a company (Zunaidah, Susetyo, & Hadjr, 2019).

Work Conditions

An upbeat and transparent workplace can increase employee enthusiasm and facilitate teamwork. To create a comfortable and productive environment, all components within it must support each other. A healthy environment can encourage focus while on duty, stable health stamina, and the ability to achieve targets, whereas an unhealthy environment can cause stress and a decline in work morale (Herispon & Daulay, 2021; Siswandari, Baidlowi, & Poernomo, 2024). Meanwhile, according to (Rampisela & Lumintang, 2020) In general terms, there are two components to the workplace: the physical environment and the non-physical environment. Both components are very important for providing comfort, increasing productivity, and supporting employee well-being. Employee health is also crucial for creating a high impact on the effectiveness and productivity of employees' work.

Job Stres

Work stress arises when there is an imbalance between the physical and mental abilities of employees and the demands of the job. Excessive workload, pressure from the company, and a less supportive work environment can trigger stress that affects employees' emotions, mindset, and behavior. Because workplace stress can reduce productivity and well-being. By fostering an equitable and uplifting work environment, the company can assist with reduce employee stress, which in turn leads to better accomplishments and promotes the accomplishment of the business's objectives for the future (Djalupi et al., 2023; Fadli Alwi Yahya, Riantih, Allisya, & Sairin, 2023; Intan & Hawignyo, 2024). Meanwhile, according to (Asih, Widhiastuti, & Dewi, 2018) Pressure at the office affects an employee's emotions, mental processes, and working conditions by causing physical and mental imbalance. Work stress can also be caused by an individual's subjective perception of their work environment, which can threaten and put pressure on their psychology, physical state, and attitude, according to Wijono (in Ariansah & Wahyuningsih, 2023).

Employee Productivity

According to (Mahawati et al., 2021) How effectively an employee completes their tasks, both in producing goods and services in compliance with the guidelines and targets set by the company, is called work productivity. The efficiency of the work and the caliber of the output produced simultaneously indicate the level of a worker's productivity. A person's ability to work optimally and make a tangible contribution to the accomplishment of the business's objectives is influenced by compensation support, motivation, skills, and the work environment. Meanwhile, according to (Rampisela & Lumintang, 2020) The efficiency of work is a gauge of an employee's effectiveness and ability to maximize outcomes by making the best use of the resources at hand.. Essentially, work productivity reflects a person's ability to produce high-quality results with effective effort in a relatively short time. Not only working hard, but also working smart by utilizing resources, skills, and time as best as possible. In the research conducted by (Indahyati & Yanita, 2020) explains that compensation significantly affects employee work productivity, similar results were found in the research findings (Ariansah & Wahyuningsih, 2023) which explains that work stress significantly enhance employment efficiency and the travail surrounding do not significantly impact it. The overall results of The findings show that the relationship between compensation, work environment, and work stress is closely related to work productivity.

METHODS

The quantitative inquiry technique, a scientific strategy that places an emphasis on measurement, is what this study employs. of numerical data and statistical analysis to investigate social or natural phenomena (Waruwu et al., 2025) This research was conducted on employes of the Logistics Division at PT. XYZ, located in Madiun City. The research focus is on employes in that division to analyze the extent to which compensation factors, work environment, and work stress play a role in influencing their productivity levels. The selection of this location and object is based on the consideration that work activities in the logistics division are very intensive and require high efficiency, making it relevant to analyze them from a human resources perspective. According to (Nur Fadilah Amin, Sabaruddin Garancang, 2023), the population is the entire group of individuals, animals, events, or objects located in a specific environment in an organized manner, and it serves as the basis for obtaining and drawing conclusions from research results. Meanwhile, a sample is simply defined as a portion of the population that serves as the actual data source in a study (Amin et al., 2023). In this study, the sampling technique used was purposive sampling, which is a method of selecting samples based on specific considerations or criteria that align with the research objectives. This technique was chosen because the criteria set for sample selection were: 1) Permanent Employees 2) Employees with at least three years of service. This consideration was made because sufficient work experience allows respondents to have adequate knowledge and understanding of compensation, work environment, and work stress. By using this approach, it is hoped that the data obtained will be more accurate, relevant, and representative of the actual conditions in the field. Thus, the sample size in this study was set at 31 permanent employes out of a total of 50 employes working in the Logistics Division of PT. XYZ.

The research instrument used was primary data obtained thru the distribution of closed questionnaires, which had previously undergone validity and reliability testing and were compiled based on theoretical indicators (Thalibana, 2022) for variable X1, Sedarmayati's theory (in Khaeruman et al., 2021) for variable X2, Hasibuan's theory (in Buulolo et al., 2021) for variable X3, and Kamuli's theory (in Mahawati et al., 2021) for variable Y. A 5-point Likert scale was used to rate 32 statements in the questionnaire. Direct data collection was carried out by giving printed questionnaires to participants at the business site where the study was carried out. Two methods were used to analyze the data in this study: both inferential and descriptive analysis. The characteristics of the respondents and the distribution of responses for each variable were

described using descriptive analysis, and the impact of pay, work environment, and job stress on employee productivity was investigated using multiple linear regression inferential analysis. A validity test using Pearson correlation was performed prior to regression analysis, and all questionnaire items were deemed valid as their computed r-value was higher than 0.35. The Cronbach's Alpha technique was used to test for reliability, and all variables had values over 0.60, indicating a high degree of instrument consistency. SPSS version 27 was used to help with the full data analysis process.

RESULTS

Validity And Reliability Test

Table 1. Validity Test

Variable	Items	Correlation Value	Information
Compensation (X1)	X1.1	0,407	Valid
	X1.2	0,571	Valid
	X1.3	0,496	Valid
	X1.4	0,497	Valid
	X1.5	0,678	Valid
	X1.6	0.707	Valid
	X1.7	0,365	Valid
	X1.8	0,425	Valid
	X1.1	0,407	Valid
	X1.2	0,571	Valid
Work Conditions (X2)	X2.1	0,544	Valid
	X2.2	0,596	Valid
	X2.3	0,569	Valid
	X2.4	0,615	Valid
	X2.5	0,591	Valid
	X2.6	0,725	Valid
	X2.7	0,660	Valid
	X2.8	0,663	Valid
	X2.1	0,544	Valid
Job Stress (X3)	X3.1	0,472	Valid
	X3.2	0,472	Valid
	X3.3	0,703	Valid
	X3.4	0,431	Valid
	X3.5	0,771	Valid
	X3.6	0,402	Valid
	X3.7	0,637	Valid
	X3.8	0,604	Valid
	X3.1	0,472	Valid
Employee Productivity (Y)	Y.1	0,623	Valid
	Y.2	0,580	Valid
	Y.3	0,518	Valid
	Y.4	0,677	Valid

	Y.5	0,395	Valid
	Y.6	0,553	Valid
	Y.7	0,565	Valid
	Y.8	0,470	Valid

Source: SPSS Output Version 27, 2025

Table 2. Reliability Test

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Compensation	.615	8
Work Conditions	.762	8
Job Stress	.627	8
Employee Productivity	.646	8

Source: SPSS Output Version 27, 2025

Tests for Validity and Reliability were conducted to assess the suitability of the instruments used in this study. With a sample size of 31 respondents, The r-table value determined was 0.355 at a 5% significance level. An instrument is considered valid when it satisfies the criteria of $r\text{-calculated} > r\text{-table}$ and a significance value < 0.05 . The test results show that all items in the Compensation (0.365–0.707), Work Environment (0.544–0.725), Work Stress (0.402–0.771), and Employee Productivity (0.395–0.677) variables show r-values exceeding 0.355, and are therefore deemed valid. Meanwhile, the findings from the reliability assessment conducted with Cronbach's Alpha indicated that all variables had values above 0.60, specifically: Compensation = 0.615, Work Environment = 0.762, Work Stress = 0.627, and Productivity = 0.646, demonstrating that all research instruments are reliable.

Normality Test

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			31
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		.07910318
Most Extreme Differences	Absolute		.106
	Positive		.106
	Negative		-.090
Test Statistic			.106
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.495
	99% Confidence Interval	Lower Bound	.482
		Upper Bound	.508
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

Source: SPSS Output Version 27, 2025

As shown in Table 3, the Asymp. Sig value obtained is 0.200. Given that this value is higher than 0.05, it indicates that the study data are normally distributed.

Linearity Test

Table 4. Linearity Test

ANOVA Table		
Variable	Information	sig
Y * X1	Deviation from Linearity	.407
Y * X2	Deviation from Linearity	.179
Y * X3	Deviation from Linearity	.063

Source: SPSS Output Version 27, 2025

As presented in Table 4, the Deviation from Linearity analysis reveals that the Compensation variable scored 0.407, Work Environment 0.179, and Work Stress 0.063. Given that all values are above 0.05, it can be inferred that the relationship among these three variables is linear.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.002	4.838		1.447	.159
	X1	.073	.070	.214	1.050	.303
	X2	-.131	.080	-.340	-1.645	.112
	X3	-.090	.116	-.144	-.776	.444

Source: SPSS Output Version 27, 2025

Referring to Table 5 above, the heteroskedasticity test results indicate that all variables have significance values greater than 0.05. Thus, it can be concluded that this regression model does not exhibit heteroskedasticity.

Multicollinearity Test

Table 6. Multicollinearity Test

Coefficients ^a			
Model		Statistical Collinearity	
		Tolerance	VIF
1	Compensation	.802	1.247
	Work Conditions	.778	1.285
	Job Stress	.965	1.036
Employee Productivity			

Source: SPSS Output Version 27, 2025

The multicollinearity test findings, as shown in Table 6 above, indicate that all variables have tolerance values more than 0.10 and variance inflation factor (VIF) values less than 10. Therefore, it may be said that there are no signs of multicollinearity in the regression model.

Hypothesis Testing

The multiple linear regression analysis method used by the researcher is to determine the extent to which the independent variables (Compensation, Work Environment, and Work Stress) influence the dependent variable (Employee Productivity). To obtain the desired results, the researcher used SPSS version 27. The multiple linear regression model can be formulated as follows:

Table 7. Hypothesis Testing

No	Variable	coefisients	Sig	Informations
1	Constant	3.699	.463	
2	Compensation	.196	.011	Ho is rejected. Ha is accepted
3	Work Conditions	.270	.003	Ho is rejected. Ha is accepted
4	Job Stress	.415	.002	Ho is rejected. Ha is accepted
5	F-Test		.001	Ho is rejected. Ha is accepted
6	R2	.595		

Source: SPSS Output Version 27, 2025

$$Y = a + b1.X1 + b2.X2 + b3.X3 + e$$

$$\text{Employee Productivity} = 3,699 + 0,196 (\text{Compensation}) + 0,270 (\text{Work Conditions}) + 0,415 (\text{Job Stress}) + e$$

Constant (3.699)

The value of the dependent variable, employee productivity, is expected to be 3.699 when all independent variables compensation, work environment, and work stress have no influence. This figure represents the minimum productivity that may be attained in the absence of these three influences.

The Influence of Compensation on Employee Productivity

The findings of the investigation demonstrate that employee productivity is positively and significantly impacted by salary. This implies that the higher the level of production generated by the employees, the better the compensation plan the organization offers. Employee motivation, morale, and responsibility in carrying out their responsibilities can all be raised by offering fair and adequate compensation based on workload, which will have a direct effect on overall performance and productivity..

The Influence of Work Environment on Employee Productivity

The work environment variable's coefficient value, as determined by the t-test results in Table 7, is 0.270. This suggests that, under the assumption that all other factors stay the same, any improvement in the working environment will raise the value of the dependent variable, which is employee productivity. Therefore, it can be said that employee productivity is positively and significantly influenced by the work environment, indicating that the higher the level of productivity attained, the better the work environment.

The Influence of Work Stress on Employee Productivity

The labor pressure variable's coefficient value, as determined by the t-test results in Table 1, is 0.415. Compared to the other two variables, this number shows that work stress has the biggest impact on employee productivity. This shows that the level of work stress experienced by employes plays a big influence in determining their productivity, where proper stress management can help enhance overall performance and job outcomes.

DISCUSSION

To make sure the data used satisfies the requirements for multiple linear regression analysis, classical assumption testing is carried out. When the Kolmogorov-Smirnov method was used to test for normality, a significance value of 0.200—greater than 0.05—was achieved. Consequently, it can be said that the residual data has a normal distribution. Additionally, as the significant value for Deviation from Linearity is higher than 0.05, the results of the linearity test show a linear relationship between the independent and dependent variables. Additionally, the multicollinearity test reveals that all variables have Variance Inflation Factor (VIF) values below 10 and Tolerance values greater than 0.10. Since each independent variable makes a distinct contribution and has a distinct effect on the dependent variable, the regression model is deemed free of multicollinearity.

The results of the multiple linear regression analysis indicate that all independent variables, namely compensation (X1), work environment (X2), and work stress (X3), have a significant effect on work productivity (Y). This is evidenced by the results of the t^* -test, where each variable has a significance value less than 0.05. Thus, it can be concluded that the three variables individually have a significant influence on employee productivity, both in increasing and decreasing it. In addition, With a significance value of 0.001, which is less than 0.05, the simultaneous test (F-test) results demonstrate that the three independent variables taken together have a substantial impact on job productivity. Approximately 59.5% of the variation in employee work productivity can be explained by the factors of compensation, work environment, and work stress simultaneously, according to the coefficient of determination value (R^2) of 0.595. Other variables not included in this research model influence the remaining 40.5%.

For that reason, it can be concluded that the regression model developed is both practical and pertinent for application in elucidating the impact of the three factors on job productivity. Thus, it can be said that pay plays a crucial role in boosting employee productivity since it can help workers feel more appreciated for their output, and the results of this study align with those of other research by (Fauzany & Hatimatunnisani, 2022; Nanda & Siagian, 2022). However, this is not consistent with the research (Burmana, 2023; Safira, Nurhidayah, & Arini, 2023). From these findings, Depending on the circumstances, conditions, and features of each organization's workplace, including the reward system in place, employee well-being levels, and individual opinions regarding the fairness of the compensation offered, it can be concluded that the impact of compensation on employee productivity can vary. Furthermore, the degree to which compensation can best promote enhanced employee performance can also be influenced by outside variables such the workplace culture, organizational culture, and motivation levels.

This study shows a significant and consistent association between employee productivity and the work environment. (Amijanti Evi & Prasetya Bangun, 2024; Moh. Filzan Al-Mustajidi, Agung Widhi Kurniawan, & Zainal Ruma, 2025) showing that a conducive, supportive, and comfortable work environment can help employees improve their focus, motivation, and work spirit. In a company, a good and positive work environment is essential to boost the quality of its human resources. This also needs to be monitored regularly with reviews every month or every three months. By providing decent rest areas, places of worship that are not too far away, cafeterias stocked with dry/wet food, sufficient lighting, fast internet, adequate meeting rooms, and so on. The goal is to create a non-toxic work environment where employees can work peacefully and calmly, allowing them to feel comfortable while working, increasing employee productivity, and delivering satisfactory results.

Employees are not far from the increasing demands of their tasks, which leads to a loss of awareness, patience, and innovation and creativity in their work. This is rarely considered by companies due to a lack of concern for employees, which leads to work-related stress for employees due to fatigue. Research results have shown that work-related stress significantly

impacts employee productivity. This discovery aligns with the findings of studies carried out by (Merlina Aris Fitria Dewi & Kusumasari, 2024; Intan & Hawignyo, 2024). However, dissimilar results were found in the research by (Judith, Syawaluddin, Pramita, & Goh, 2022; Kristanti & Pangastuti, 2019). Consequently, it may be said that the company's attitude toward its employees differs, which might lead to work-related stress. If a company cares about its employees, almost all employees can feel calm and peaceful while performing their duties. The results obtained when performing tasks with a good heart and mind also greatly affect employee productivity. However, unlike companies that don't care about their employees, they will experience work stress due to the high demands, as well as the unsupportive compensation and work environment that doesn't reflect their hard work. Therefore, this can impact the level of employee work productivity within the company.

CONCLUSION

This study was carried out in the Logistics Division of PT. XYZ Company, involving 31 respondents selected through the purposive sampling technique. The analysis results indicate that compensation, work environment, and work stress significantly affect employee productivity, as evidenced by t-test results showing significance values below 0.05. Therefore, it can be inferred that higher compensation leads to increased employee productivity. Moreover, a safe, comfortable, and supportive work environment has been shown to enhance employee performance, demonstrating a positive correlation between work environment quality and productivity. In contrast, higher levels of work-related stress reduce productivity; however, effective stress management enables employees to work more focused and efficiently.

Based on the overall research results, all findings indicate that the three variables examined have a significant influence on employee work productivity levels in the Logistics Division of PT. XYZ, both individually and simultaneously. The regression model used has passed all classical assumption tests, so the analysis results can be relied upon. Thus, companies need to give balanced attention to these three aspects to optimally increase employee productivity.

Company management, particularly the Logistics Division of PT. XYZ, is advised to continue improving the quality of the compensation system provided to employees. Fair, transparent, and proportionate compensation can increase employee motivation to work more efficiently. This will be even more optimal if supported by a comfortable work environment, both physically and non-physically (such as the relationship between employees and supervisors), which will further improve their performance. A positive environment will boost work enthusiasm and reduce the potential for conflict in the workplace. And the company needs to pay attention to managing employee work stress by providing a proportional workload, stress management training, and creating a more open and supportive work environment. This seeks to preserve employees' psychological stability so that productivity at work stays at its highest level. It is advised that future studies take into account additional factors including company culture, leadership, and job motivation that might affect productivity. Furthermore, broadening the scope of the study and boosting the sample size can yield a more thorough comprehension of the variables affecting employee productivity.

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