

The Effect of Compensation, Work Discipline, and Job Satisfaction on Non- Civil Servant Employees Work Productivity

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Abstract

Work productivity is an important indicator in assessing workforce performance, including non-civil servant employees (Non-ASN) who play a strategic role in supporting the implementation of government institutional functions. This study aims to analyze the effect of compensation, work discipline, and job satisfaction on the work productivity of Non-ASN employees at the Public Works and Spatial Planning Office (PUPR) of Madiun City, both partially and simultaneously. This research employs a quantitative approach with an associative causal research design. The research population consists of all Non-ASN employees at the PUPR Office of Madiun City, totaling 162 individuals, with a sample of 115 respondents determined using the Slovin formula. Research data will be collected through questionnaires using a Likert scale and analyzed using multiple linear regression analysis with the assistance of SPSS software. Based on theoretical frameworks and previous empirical studies, this research proposes the hypothesis that compensation, work discipline, and job satisfaction are expected to influence the work productivity of Non-ASN employees. This study is expected to contribute theoretically to the development of human resource management studies in the public sector and practically serve as a reference for the PUPR Office of Madiun City in formulating policies to improve the productivity of Non-ASN employees

Keywords

Compensation; Work Discipline; Job Satisfaction; Work Productivity; Non-Civil Servant Employees

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1. INTRODUCTON

Research on organizational productivity requires an understanding of employee behavior, motivation, and the factors that shape work performance. This study is grounded in three major theoretical perspectives: Equity Theory, Expectancy Theory, and Herzberg's Two-Factor Theory. These theories provide a comprehensive framework for explaining how compensation, work discipline, and job satisfaction influence employee productivity. Understanding these relationships is essential because employee productivity is not solely determined by individual capabilities but is also influenced by organizational practices and employees' perceptions of fairness, motivation, and workplace conditions.



According to Equity Theory, employees evaluate the balance between their contributions and the rewards they receive from the organization. Employees are more likely to demonstrate higher commitment and performance when they perceive that compensation and treatment are fair. Meanwhile, Expectancy Theory explains that employees are motivated when they believe their efforts will lead to improved performance and desirable outcomes. In addition, Herzberg's Two-Factor Theory highlights that workplace factors consist of hygiene factors and motivators, both of which influence employee satisfaction and motivation. These theoretical perspectives demonstrate that organizational treatment of human resources plays a critical role in shaping employee attitudes and productivity.

Employee productivity represents the extent to which individuals effectively and efficiently complete their assigned responsibilities to achieve organizational objectives. High productivity reflects optimal task implementation and contributes to organizational effectiveness. However, productivity is influenced by various organizational and individual factors, including compensation, work discipline, and job satisfaction (Wahyuningsih, 2018). Therefore, understanding these factors is important, particularly in public sector organizations that rely on human resources to deliver essential services to society.

Human resources are fundamental components in ensuring that organizational activities are carried out effectively. Public service institutions require both civil servants and non-civil servant personnel to support operational activities and achieve institutional goals. In Indonesia, local government agencies, including the Department of Public Works and Spatial Planning (PUPR), depend on non-civil servant personnel to support technical and administrative functions. The PUPR Office of Madiun City plays an important role in infrastructure development and urban planning, where the contribution of non-civil servant personnel is essential in maintaining service performance and organizational continuity.

Compensation is one of the organizational mechanisms used to recognize and reward employee contributions. Fair and appropriate compensation that corresponds with workload and responsibilities can enhance motivation, commitment, and employee retention (Novita et al., 2022). Conversely, inadequate compensation may reduce employee motivation and negatively affect productivity. From the perspective of Equity Theory, employees' perceptions regarding compensation fairness influence their willingness to contribute optimally to the organization.

Work discipline is another important determinant of employee productivity. Discipline reflects employees' compliance with organizational rules, responsibilities, and work standards. Consistent implementation of workplace regulations, including attendance requirements and performance expectations, encourages employees to maintain professional behavior. Previous research by Hanafi and Zulkifli (2018) indicates that employees with higher levels of work discipline tend to demonstrate

better productivity because they are more consistent in completing tasks, maintaining punctuality, and adhering to organizational procedures.

Job satisfaction also plays a significant role in shaping employee productivity. Employees who experience positive feelings toward their work are more likely to show greater involvement, commitment, and willingness to contribute beyond minimum expectations. Saputra (2022) found that employees with higher job satisfaction tend to demonstrate stronger motivation and improved work performance. In contrast, dissatisfaction may reduce motivation, increase absenteeism, and negatively affect overall productivity.

Despite the importance of these factors, challenges related to compensation systems, work discipline, and job satisfaction remain relevant among non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. Differences in workload distribution, variations in compensation, inconsistent attendance patterns, and concerns regarding performance evaluation mechanisms indicate potential issues that may influence employee productivity. These conditions highlight the need for empirical investigation into how organizational factors affect productivity among non-civil servant personnel in public sector institutions.

Therefore, this study aims to examine the effects of compensation, work discipline, and job satisfaction on the work productivity of non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. The findings are expected to provide practical insights for improving human resource management strategies in public organizations, particularly in developing fair compensation systems, strengthening workplace discipline, and enhancing employee satisfaction to achieve better organizational performance.

2. METHOD

This study employed a quantitative approach with a causal-associative research design to examine the relationship between independent variables and work productivity. The study aimed to analyze the effects of compensation, work discipline, and job satisfaction on the work productivity of non-civil servant personnel. A quantitative design was selected because the research hypotheses were developed based on established theories and previous empirical studies, which were subsequently tested through statistical analysis. Multiple linear regression analysis was applied to examine both the partial and simultaneous effects of compensation, work discipline, and job satisfaction on employee productivity.

This research was conducted at the Department of Public Works and Spatial Planning (PUPR) of Madiun City, Indonesia. The research location was selected because non-civil servant personnel play an important role in supporting technical and administrative activities within the institution. Their

productivity is considered essential in ensuring the effective implementation of infrastructure development and public service programs.

The study population consisted of 272 non-civil servant personnel working at the Department of Public Works and Spatial Planning of Madiun City. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a total sample of 162 respondents. The study applied probability sampling, allowing each member of the population to have an equal opportunity to participate in the research.

The study examined three independent variables and one dependent variable. The independent variables consisted of compensation (X1), work discipline (X2), and job satisfaction (X3), while work productivity of non-civil servant personnel was used as the dependent variable (Y). The conceptualization of these variables was based on human resource management theories and previous research findings.

Compensation was defined as all forms of financial and non-financial rewards provided by organizations in return for employees' contributions. The indicators used to measure compensation included salary and overtime payment. Work discipline referred to employees' compliance with organizational rules, procedures, and responsibilities. The indicators consisted of punctuality, compliance with work procedures, and responsibility for assigned tasks.

Job satisfaction was defined as employees' positive perception and evaluation of their work experiences. It was measured through satisfaction with the job, income, supervisors, and colleagues. Meanwhile, work productivity was measured based on work quantity, work quality, timeliness, and effectiveness.

The study used both primary and secondary data. Primary data were collected through structured questionnaires distributed to non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. Secondary data were obtained from institutional documents, government reports, and relevant literature to support the research analysis.

The research instrument was developed based on theoretical concepts and operational definitions of each variable. A closed-ended questionnaire using a five-point Likert scale was applied to measure respondents' perceptions. The response categories ranged from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was conducted using Statistical Package for the Social Sciences (SPSS). The analysis process involved several stages, including instrument testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. Before conducting regression analysis, the data were examined through normality testing to ensure that the regression model met statistical assumptions.

The Kolmogorov-Smirnov test and graphical analysis using histogram and probability plots were used to assess residual normality.

Multiple linear regression analysis was then performed to determine the influence of compensation, work discipline, and job satisfaction on work productivity. The regression model was used to evaluate the contribution of each independent variable, both individually and simultaneously. Partial effects were tested using the t-test, while the simultaneous influence of all independent variables was assessed using the F-test. The coefficient of determination (R^2) was used to determine the proportion of variance in work productivity explained by compensation, work discipline, and job satisfaction. Statistical significance was determined at a 5% significance level ($p < 0.05$).

3. FINDINGS AND DISCUSSION

3.1 Respondent Characteristics

A total of 162 non-civil servant personnel from the Department of Public Works and Spatial Planning of Madiun City participated in this study. The respondents were described based on demographic characteristics, including gender, age, educational background, and working period.

The gender distribution showed that male respondents represented the majority of participants, with 124 respondents (76.54%), while female respondents accounted for 38 respondents (23.46%). This composition indicates that the workforce was predominantly male, which is consistent with the technical and field-oriented nature of many tasks performed within the institution.

Regarding age characteristics, most respondents were between 31 and 40 years old, comprising 69 respondents (42.59%). Respondents aged 20–30 years accounted for 48 individuals (29.63%), followed by those aged 41–50 years with 33 individuals (20.37%), and respondents above 50 years with 12 individuals (7.41%). These findings indicate that the majority of non-civil servant personnel were within the productive working-age category.

In terms of educational background, respondents had diverse levels of education. The largest proportion consisted of those with senior high school or vocational high school education, representing 50% of respondents. Meanwhile, 32.10% held undergraduate degrees (S1), 16.67% had diploma qualifications (D3), and 1.23% had postgraduate qualifications (S2). This variation reflects the different educational requirements associated with technical and administrative responsibilities within the organization.

The working period distribution showed that the majority of respondents had worked for 5–10 years, representing 43.83% of the total respondents. This indicates that most non-civil servant personnel had sufficient experience and familiarity with their assigned duties.

3.2 Validity and Reliability Testing

The validity test was conducted using Pearson Product Moment correlation analysis. The results showed that all questionnaire items for compensation, work discipline, job satisfaction, and work productivity had significance values below 0.05, with correlation coefficients ranging from 0.808 to 0.878. These results indicate that all measurement items were valid and adequately represented the constructs being examined.

Table 3. 1. Validity Test Results of Research Instrument

Variable	Item Statement	Pearson Correlation	Sig.	Decision
Compensation (X1)	X1.1	0.843	0.000	Valid
	X1.2	0.835	0.000	Valid
	X1.3	0.819	0.000	Valid
	X1.4	0.845	0.000	Valid
	X1.5	0.838	0.000	Valid
Work Discipline (X2)	X2.1	0.860	0.000	Valid
	X2.2	0.843	0.000	Valid
	X2.3	0.815	0.000	Valid
	X2.4	0.833	0.000	Valid
	X2.5	0.808	0.000	Valid
Job Satisfaction (X3)	X3.1	0.832	0.000	Valid
	X3.2	0.833	0.000	Valid
	X3.3	0.840	0.000	Valid
	X3.4	0.811	0.000	Valid
	X3.5	0.878	0.000	Valid
Work Productivity (Y)	Y1	0.831	0.000	Valid
	Y2	0.820	0.000	Valid
	Y3	0.860	0.000	Valid
	Y4	0.833	0.000	Valid
	Y5	0.832	0.000	Valid

Reliability testing was performed using Cronbach's Alpha. The instrument was considered reliable when the Cronbach's Alpha value exceeded the threshold of 0.70.

Table. 3.2. Reliability Test Results of Research Instrument

Variable	Cronbach's Alpha	Acceptance Criteria	Decision
Compensation (X1)	0.892	> 0.70	Reliable
Work Discipline (X2)	0.890	> 0.70	Reliable
Job Satisfaction (X3)	0.895	> 0.70	Reliable
Work Productivity (Y)	0.892	> 0.70	Reliable

The results demonstrated that the research instruments had strong internal consistency, with Cronbach's Alpha values for work discipline, job satisfaction, and work productivity reaching 0.890, 0.895, and 0.892, respectively. Therefore, the instruments were considered reliable for further statistical analysis.

3.3 Descriptive Analysis of Research Variables

The descriptive analysis showed that respondents generally provided positive assessments of compensation, work discipline, job satisfaction, and work productivity. For the compensation variable, respondents tended to agree that the compensation system reflected their workload, performance, benefits, and motivation. The majority of responses were concentrated in the "agree" and "strongly agree" categories, indicating a positive perception of compensation received by non-civil servant personnel.

The work discipline variable also demonstrated a positive tendency. Respondents reported high levels of compliance with working hours, organizational regulations, task completion schedules, and responsibility. The responses indicated that most employees maintained discipline even without direct supervision. The job satisfaction variable obtained an overall mean score of 3.77, categorized as good. Respondents showed positive perceptions regarding satisfaction with their work, income, supervisors, relationships with colleagues, and career development opportunities.

The work productivity variable achieved an overall mean score of 3.80, categorized as good. Respondents indicated that they were able to complete tasks according to targets, maintain work quality, perform efficiently, remain productive under increased workloads, and continuously improve their performance.

3.4 Data Analysis

3.4.1 Classical Assumption Tests

Before conducting multiple linear regression analysis, classical assumption tests were performed to ensure that the regression model met the required statistical criteria. The tests included normality, multicollinearity, and heteroscedasticity assessments.

The normality test was conducted to examine whether the residuals of the regression model followed a normal distribution. This assumption is important because normally distributed residuals ensure the validity of statistical inference in regression analysis. The One-Sample Kolmogorov-Smirnov (K-S) test was applied using SPSS.

Table 3.3. Results of Normality Test

Kolmogorov–Smirnov Statistic	Asymp. Sig. (2-tailed)	Decision
0.052	0.200	Normal

The results of the One-Sample Kolmogorov–Smirnov test showed a significance value of 0.200, which is greater than the 0.05 threshold. Therefore, the residuals of the regression model were normally distributed, indicating that the normality assumption was fulfilled and the regression analysis could proceed.

The multicollinearity test was conducted to identify potential correlations among independent variables in the regression model. Multicollinearity may reduce the accuracy and stability of regression coefficients. The assessment was based on the Tolerance and Variance Inflation Factor (VIF) values. A model is considered free from multicollinearity when the Tolerance value is above 0.10 and the VIF value is below 10

Table 3.4. Results of Multicollinearity Test

Independent Variable	Tolerance	VIF	Decision
Compensation (X1)	0.174	5.756	No Multicollinearity
Work Discipline (X2)	0.210	4.753	No Multicollinearity
Job Satisfaction (X3)	0.151	6.623	No Multicollinearity

The results showed that all independent variables had Tolerance values greater than 0.10 and VIF values below 10. Compensation obtained a Tolerance value of 0.174 and VIF of 5.756, work discipline obtained a Tolerance value of 0.210 and VIF of 4.753, while job satisfaction obtained a Tolerance value of 0.151 and VIF of 6.623. These findings indicate that the regression model did not experience multicollinearity problems.

The heteroscedasticity test was performed to determine whether the variance of residuals remained constant across predicted values. This study applied both scatterplot analysis and the Glejser test to evaluate heteroscedasticity. The scatterplot results showed that the residual points were randomly distributed above and below the zero line without forming a specific pattern, such as a funnel or wave pattern. This indicates that the regression model fulfilled the homoscedasticity assumption.

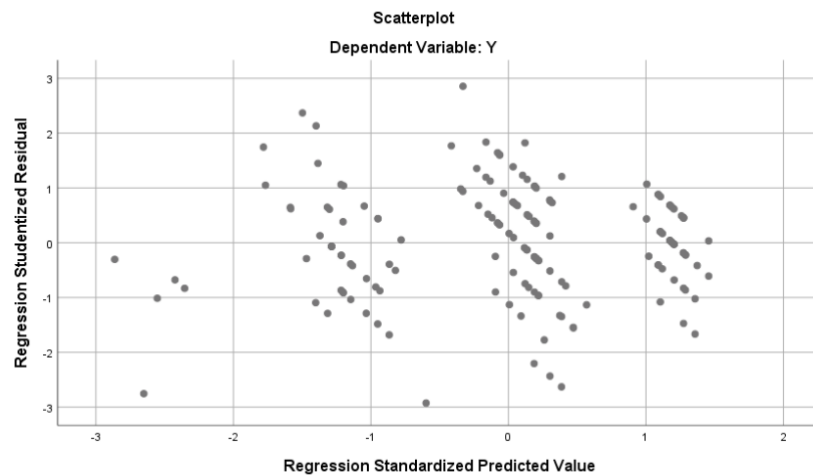


Figure 2. Scatterplot Analysis of Heteroscedasticity Test

Furthermore, the Glejser test was conducted by examining the significance values of each independent variable. A significance value greater than 0.05 indicates the absence of heteroscedasticity.

Table 3.5 Results of Glejser Test

Independent Variable	Sig. Value	Decision
Compensation (X1)	0.729	No Heteroscedasticity
Work Discipline (X2)	0.053	No Heteroscedasticity
Job Satisfaction (X3)	0.086	No Heteroscedasticity

The Glejser test results indicated that all independent variables had significance values above 0.05. Compensation, work discipline, and job satisfaction obtained significance values of 0.729, 0.053, and 0.086, respectively. Therefore, the regression model did not show heteroscedasticity problems and met the assumption of constant residual variance.

3.4.2 Hypothesis Testing

Multiple linear regression analysis was conducted to examine the effects of compensation, work discipline, and job satisfaction on work productivity among non-civil servant personnel. The analysis was performed using IBM SPSS to determine both the individual and simultaneous effects of the independent variables on the dependent variable.

Table 3.6. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient (β)	t-value	Sig.
Constant	0.961	-	-
Compensation (X1)	0.300	4.011	0.000
Work Discipline (X2)	0.304	4.381	0.000
Job Satisfaction (X3)	0.355	4.310	0.000

Based on the regression analysis, the regression equation was obtained as follows $Y = 0.961 + 0.300 X_1 + 0.304 X_2 + 0.355 X_3$. The regression coefficient for compensation (X1) was 0.300, indicating that an increase in compensation was associated with an increase in work productivity, assuming other variables remained constant. Work discipline (X2) had a positive regression coefficient of 0.304, indicating that higher levels of discipline contributed to increased employee productivity. Meanwhile, job satisfaction (X3) obtained the highest regression coefficient of 0.355, indicating that job satisfaction had the strongest positive contribution to work productivity compared with other independent variables.

The t-test was conducted to evaluate the partial effect of each independent variable on work productivity. The decision criteria were based on a significance level of 5% ($\alpha = 0.05$). A hypothesis was accepted when the significance value was below 0.05 and the calculated t-value exceeded the critical t-value.

Table 3.7. Results of Partial Regression Test (t-Test)

Variable	t-value	t-table	Sig.	Decision
Compensation (X1)	4.011	1.975	0.000	Significant
Work Discipline (X2)	4.381	1.975	0.000	Significant
Job Satisfaction (X3)	4.310	1.975	0.000	Significant

The results showed that compensation had a significant positive effect on work productivity ($t = 4.011$; $p = 0.000$). Therefore, H1 was supported, indicating that improved compensation contributes to higher employee productivity.

Work discipline also showed a significant positive effect on work productivity ($t = 4.381$; $p = 0.000$). This finding supports H2, demonstrating that employees with stronger work discipline tend to achieve higher productivity levels. Similarly, job satisfaction had a significant positive effect on work productivity ($t = 4.310$; $p = 0.000$). Thus, H3 was supported, indicating that employees with higher job satisfaction tend to demonstrate better work productivity.

The coefficient of determination was used to measure the explanatory power of the regression model. It indicates the extent to which compensation, work discipline, and job satisfaction explain variations in work productivity.

Table 3.8. Results of Coefficient of Determination Test

Model	R Square	Adjusted R Square
Regression Model	0.842	0.839

The results showed that the R^2 value was 0.842, indicating that compensation, work discipline, and job satisfaction collectively explained 84.2% of the variation in work productivity. The remaining 15.8% was influenced by other factors outside the research model. The adjusted R^2 value of 0.839 indicates that the model maintained strong explanatory power after considering the number of predictors included in the analysis.

The F-test was conducted to determine whether compensation, work discipline, and job satisfaction simultaneously affected work productivity. The decision was based on a significance level of 5% ($\alpha = 0.05$).

Table 3.9. Results of Simultaneous Regression Test (F-Test)

Model	F-value	F-table	Sig.	Decision
Regression	280.284	2.66	0.000	Significant

The F-test results showed that the calculated F-value was 280.284, which exceeded the F-table value of 2.66, with a significance value of 0.000 (<0.05). These findings indicate that compensation, work discipline, and job satisfaction simultaneously have a significant effect on work productivity. Therefore, H4 was supported, confirming that the combination of these three factors significantly predicts the productivity of non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City.

3.4. Discussion

The results of this study demonstrate that compensation has a positive and significant effect on the work productivity of non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. The findings indicate that improvements in compensation are associated with higher levels of employee productivity. This result suggests that compensation is not merely a financial reward mechanism but also represents organizational recognition of employee contributions. When employees perceive that the rewards they receive are proportional to their responsibilities and workload, they tend to develop stronger motivation, demonstrate greater work commitment, and

contribute more effectively toward achieving organizational goals.

These findings are consistent with Adams' Equity Theory, which explains that employees evaluate the fairness of their work relationship by comparing their contributions with the rewards they receive from the organization. Employees who perceive a balance between their efforts and compensation are more likely to experience positive work attitudes, which subsequently encourage higher motivation and productivity. In the context of this study, the compensation system implemented at the Department of Public Works and Spatial Planning of Madiun City was perceived positively by non-civil servant personnel, as reflected by the average score of 3.78, which was categorized as "agree." This indicates that most respondents considered the compensation received to be appropriate with their responsibilities and work contribution.

The positive relationship between compensation and productivity can also be explained through employee motivation mechanisms. Adequate compensation provides employees with a sense of appreciation and recognition, which encourages them to maintain and improve their work performance. Employees who believe that their efforts are valued are more likely to demonstrate higher levels of initiative, responsibility, and willingness to complete assigned tasks effectively. Therefore, a fair compensation system can become an important organizational strategy to maintain employee productivity, particularly among non-civil servant personnel who do not receive the same employment benefits as permanent government employees.

The findings of this study are supported by previous research. Novita et al. (2022) found that compensation has a positive and significant relationship with employee productivity, indicating that appropriate rewards can increase employee motivation and performance. Similarly, Yeremia and Nuridin (2022) reported that fair compensation contributes to improved employee motivation and work outcomes. These findings confirm that compensation remains an important determinant of productivity across different organizational contexts, including public sector institutions. Therefore, improving compensation management for non-civil servant personnel may become one of the strategic approaches to strengthening organizational performance.

The second hypothesis was supported, indicating that work discipline has a positive and significant effect on the productivity of non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. The findings demonstrate that employees with stronger discipline tend to achieve higher productivity levels. Work discipline reflects employees' ability to comply with organizational regulations, maintain punctuality, complete tasks according to schedules, and demonstrate responsibility in performing their duties.

This finding supports the concept proposed by Hasibuan (2019), who explains that work discipline represents employees' willingness and awareness to comply with organizational rules and procedures.

Discipline is not only related to obedience toward formal regulations but also reflects employees' internal commitment to completing responsibilities effectively. Employees who possess strong discipline are more likely to manage their working time efficiently, minimize delays, and maintain consistent performance standards.

The descriptive analysis showed that the work discipline variable was categorized as "agree" among non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. Most respondents provided positive responses regarding punctuality, compliance with organizational procedures, task completion, and responsibility. These findings indicate that the majority of employees have developed positive disciplinary behaviors that support the effectiveness of daily organizational activities.

Strong work discipline also contributes to organizational stability because it creates predictable patterns of employee behavior. In public sector organizations, where service quality depends on consistent implementation of programs and administrative procedures, employee discipline becomes an essential factor. Non-civil servant personnel who consistently follow organizational standards are more capable of completing technical and administrative duties efficiently, thereby supporting the achievement of institutional objectives.

The findings of this study are in line with previous studies conducted by Hanafi and Zulkifli (2018), which showed that employees with higher discipline levels tend to demonstrate better productivity. Similarly, Saleh and Utomo (2018) found that workplace regulations and employee compliance positively contribute to productivity improvement. These results reinforce the argument that work discipline is a fundamental organizational factor influencing employee performance in both public and private sector environments.

The third hypothesis was accepted, indicating that job satisfaction has a positive and significant effect on work productivity among non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. The findings reveal that employees who experience higher levels of satisfaction tend to demonstrate better productivity. This relationship suggests that positive emotional experiences toward work influence employees' willingness to contribute, maintain work quality, and achieve organizational targets.

Job satisfaction can be understood through Robbins and Judge's perspective (2017), which defines job satisfaction as an individual's positive evaluation of their job based on various aspects of employment. Employees who feel satisfied with their work environment, compensation, relationships with supervisors, and interactions with colleagues are more likely to develop positive attitudes toward their responsibilities. These positive attitudes encourage stronger engagement and greater effort in completing tasks.

The results of the descriptive analysis indicate that job satisfaction among non-civil servant personnel was categorized as “agree,” with an average score of 3.77. This finding shows that employees generally expressed positive perceptions regarding their work, income, relationship with supervisors, cooperation with colleagues, and opportunities for professional development. A supportive work environment at the Department of Public Works and Spatial Planning of Madiun City appears to contribute to employees’ ability to perform their duties effectively.

From the perspective of Herzberg’s Two-Factor Theory, job satisfaction is influenced by both motivational factors and workplace conditions. Employees who experience supportive working conditions and recognition are more likely to develop higher motivation, which ultimately improves productivity. Therefore, job satisfaction should not be viewed only as an individual feeling but also as an organizational outcome influenced by management practices.

The findings are consistent with Augustine et al. (2022), who found that job satisfaction significantly influences employee productivity. Nurhandayani (2022) also demonstrated that satisfied employees tend to show stronger dedication, loyalty, and commitment toward their work. These studies strengthen the evidence that improving job satisfaction is an important strategy for increasing productivity, including within government-related institutions.

The results of the simultaneous analysis indicate that compensation, work discipline, and job satisfaction collectively have a significant effect on the productivity of non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. These findings demonstrate that employee productivity is influenced by multiple interconnected factors rather than by a single organizational element. A productive workforce is developed when employees receive appropriate compensation, maintain discipline, and experience satisfaction in their workplace.

The coefficient of determination analysis showed that the combination of compensation, work discipline, and job satisfaction explained a substantial proportion of variations in work productivity. This finding highlights the importance of an integrated human resource management approach. Organizations cannot rely on only one intervention, such as increasing compensation, without considering other factors such as employee discipline and psychological satisfaction.

This finding supports the human resource management perspective proposed by Hasibuan (2019), which emphasizes that employee productivity is shaped by interactions between organizational systems and individual factors. Compensation provides external motivation, discipline ensures consistent work behavior, and job satisfaction strengthens internal commitment. When these three factors operate together, employees are more likely to demonstrate higher performance and productivity.

The descriptive analysis further supports this conclusion, as all research variables were categorized

positively by respondents. Non-civil servant personnel generally perceived their compensation, discipline system, job satisfaction, and productivity levels positively. This indicates that employee perceptions regarding organizational practices are closely associated with their willingness to perform tasks effectively.

These results are consistent with previous studies. Yeremia and Nuridin (2022) found that compensation and work discipline significantly influence employee performance. Saleh and Utomo (2018) also highlighted the role of discipline and organizational factors in improving productivity. Furthermore, Augustine et al. (2022) confirmed that job satisfaction contributes significantly to employee productivity. Therefore, the findings of this study emphasize that public organizations should develop comprehensive human resource strategies that integrate fair compensation, consistent discipline mechanisms, and supportive work environments to improve the productivity of non-civil servant personnel.

4. CONCLUSION

This study examined the effects of compensation, work discipline, and job satisfaction on the work productivity of non-civil servant personnel at the Department of Public Works and Spatial Planning of Madiun City. Based on descriptive analysis, hypothesis testing, and regression analysis, the findings indicate that non-civil servant personnel generally have positive perceptions regarding compensation, work discipline, job satisfaction, and work productivity. These results demonstrate that effective human resource management practices contribute significantly to improving employee productivity within public sector organizations.

The findings confirm that compensation has a positive and significant effect on work productivity. The partial regression test showed that compensation obtained a t-value of 4.011 with a significance value of 0.000, indicating that improvements in compensation contribute to increased productivity among non-civil servant personnel. This finding emphasizes the importance of providing fair and appropriate rewards that correspond with employee responsibilities and contributions.

Work discipline was also found to have a positive and significant effect on employee productivity. The statistical analysis showed a t-value of 4.381 with a significance value of 0.000, confirming that stronger work discipline is associated with higher productivity levels. Employees who demonstrate punctuality, compliance with organizational procedures, and responsibility toward their tasks are more likely to achieve better work outcomes.

Furthermore, job satisfaction significantly influenced work productivity among non-civil servant personnel. The results showed a t-value of 4.310 and a significance value of 0.000, indicating that employees with higher levels of job satisfaction tend to demonstrate better productivity. This finding

highlights the importance of creating a supportive work environment that promotes positive employee experiences and encourages greater commitment toward organizational goals.

Simultaneously, compensation, work discipline, and job satisfaction significantly affected work productivity. The F-test result showed an F-value of 280.284 with a significance value of 0.000, exceeding the critical value of 2.66. The regression model explained 84.2% of the variation in work productivity ($R^2 = 0.842$), while the remaining 15.8% was explained by other factors outside this research model. Among the three predictors, job satisfaction demonstrated the strongest contribution to productivity based on the standardized regression coefficient, followed by work discipline and compensation.

Overall, this study highlights that improving the productivity of non-civil servant personnel requires an integrated human resource management approach. Public organizations should not only focus on compensation policies but also strengthen workplace discipline and create conditions that enhance employee satisfaction. These efforts are essential for supporting better organizational performance and improving the effectiveness of public service delivery.

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