



Mapping factors that boost employee productivity

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Abstract

This study aims to identify and map the key factors that enhance employee productivity at PT NEIA Services in Tangerang City, focusing on three critical determinants: teamwork, work motivation, and compensation. This research employs a quantitative approach with an associative strategy. Data were collected through saturated sampling of all 80 employees using structured questionnaires based on a Likert scale distributed via Google Form. The data analysis employed multiple linear regression, partial coefficient of determination, and t-test hypothesis testing using SPSS version 25. The findings provide a clear map of productivity drivers, demonstrating that all three factors significantly enhance employee productivity. Both teamwork and compensation show statistically significant positive effects, while work motivation exhibits a substantial positive influence on productivity outcomes. This research offers valuable insights for organizational management by highlighting strategic areas for intervention. The results suggest that optimized teamwork structures, enhanced motivation systems, and competitive compensation schemes serve as powerful levers for boosting workforce performance and organizational effectiveness.

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Abstrak

Penelitian ini bertujuan untuk mengidentifikasi dan memetakan faktor-faktor kunci yang meningkatkan produktivitas karyawan di PT NEIA Services di Kota Tangerang, dengan fokus pada tiga determinan kritis: kerja tim, motivasi kerja, dan kompensasi. Penelitian ini menggunakan pendekatan kuantitatif dengan strategi asosiatif. Data dikumpulkan melalui sampling jenuh terhadap seluruh 80 karyawan menggunakan kuesioner terstruktur berdasarkan skala Likert yang didistribusikan melalui Google Form. Analisis data menggunakan regresi linier berganda, koefisien determinasi parsial, dan uji hipotesis t-test menggunakan SPSS versi 25. Temuan penelitian ini memberikan gambaran jelas tentang faktor-faktor pendorong produktivitas, menunjukkan bahwa ketiga faktor tersebut secara signifikan meningkatkan produktivitas karyawan. Baik kerja sama tim maupun kompensasi menunjukkan efek positif yang signifikan secara statistik, sementara motivasi kerja memiliki pengaruh positif yang substansial terhadap hasil produktivitas. Penelitian ini memberikan wawasan berharga bagi manajemen organisasi dengan menyoroti area strategis untuk intervensi. Hasil menunjukkan bahwa struktur kerja tim yang dioptimalkan, sistem motivasi yang ditingkatkan, dan skema kompensasi yang kompetitif berfungsi sebagai lever yang kuat untuk meningkatkan kinerja tenaga kerja dan efektivitas organisasi.

Kata Kunci: Teamwork, Work Motivation, Compensation, Employee Productivity.

INTRODUCTION

Human resources play a vital role in driving operations within an organization. According to Irmayani (2021:1), human resources encompass the science and methods used to effectively and efficiently manage relationships and activities of individuals to achieve company goals. Effective management of human resources involves fostering teamwork, motivating employees, and offering competitive compensation, all of which contribute to enhanced work productivity.

Pragiwani et al. (2020) emphasize that motivating employees to increase productivity is closely tied to offering compensation, such as salaries or wages that reflect the accomplishments achieved by employees.

Riana (2019) points out that teamwork is the interpersonal ability to form and manage groups. A job becomes more effective and productive when employees work collaboratively. Teamwork also positively impacts a company's progress. These findings align with previous research conducted by Padang and Sitorus (2022) and Jasmine and Hongdiyanto (2023), which also found a significant and positive influence of teamwork on employee productivity. In contrast, research by Rahmah et al. (2023) suggests that teamwork does not significantly impact employee productivity.

Motivation is another essential aspect of effective human resource management; companies must nurture motivation among employees. Kurniasari (2018) defines motivation as a force that drives, channels, and supports the behavior of individuals who are eager, active, and enthusiastic about achieving optimal results or targets. After establishing teamwork and motivation, companies must provide employees with appropriate compensation. Research conducted by Putra et al. (2022) and Pragiwani et al. (2021) found a significant and positive correlation between work motivation and employee productivity. However, Rampisela and Lumintang (2020) reported findings that contradicted this, stating that work motivation does not affect employee productivity.

Fitrianti (2018) highlights that compensation is one of several factors influencing employee productivity levels. This research aligns with previous studies by Priadi (2020) and Yuliansyah and Marzoeki (2019), which found a significant and positive relationship between compensation and employee productivity. However, Suryanti (2022) presents findings indicating that compensation

does not impact employee productivity. Finally, Ariani (2020) defines work productivity as the ability to enhance work results and employee skills based on the available human resources.

THEORETICAL FRAMEWORK AND HYPOTHESES

Workteam

Rizal et al. (2022:117) reveal that teamwork is a process that involves interaction between team members who unite their resources to complete task demands, for example. Ali (2022:125) demonstrates that a team comprises two or more people who collaborate to accomplish tasks and fulfill responsibilities in pursuit of a shared objective.

Padang and Sitorus (2022), as well as Sahariah and Hasanuddin (2021), revealed that several indicators of teamwork exist, including the effectiveness of cooperation over working alone, such as responsibility and mutual contribution. Next is trust, which is confidence in an individual based on their actions, such as honesty, task assignment, and integrity. Furthermore, solidarity, among other things, involves the interdependence of tasks and results, as well as a high level of commitment.

Work Motivation

Afandi (2018:23) reveals that motivation is a desire that arises in a person when they are motivated, driven, and encouraged to do something sincerely, happily, and with hard work, so that the results of what they do are better and of higher quality. Irmayani (2018:96) stated that motivation is a force that develops self-confidence, enthusiasm, and perseverance, enabling a person to adopt good work habits and achieve predetermined goals.

Putra et al. (2022) and Suprpto et al. (2023) revealed that several indicators of work motivation exist, including return service, which encompasses all forms of compensation, such as gifts and job promotions, that employees receive in recognition of their contributions. Furthermore, working conditions involve providing employees with a comfortable environment and a suitable working space. Moreover, work facilities will provide a smooth work environment for employees, including adequate facilities and infrastructure. Furthermore, recognition from superiors, such as praise for employee success and regular evaluations of employees' work, will also be provided.

Compensation

Afandi (2018:191) states that compensation refers to all income in the form of money or goods received by an employee, either directly or indirectly, as compensation for services provided by the Company to create job satisfaction for the employee. Nursaimatussaddiya (2021:7) revealed that the rewards given are not only in the form of money, but can also be in the form of goods or services. The size of the salary given has a significant impact on employee performance and Productivity.

Priadi (2020) and Ningsih and Prastiwi (2021) revealed that several indicators of work compensation influence employee work productivity, including direct compensation, such as awards given by companies to employees for the achievements they make in the interests of the Company. This type of compensation is directly related to the work performed by the employee, for example, salary, wages, bonuses, incentives, and position allowances. Furthermore, indirect compensation refers to additional benefits provided to employees based on management policy to

enhance employee welfare. This type of compensation is not directly related to the employee's work, such as holiday allowance, pension, and health benefits.

Work Productivity

Busro (2018) revealed that work productivity is the ability of individuals or groups of people to produce goods or services within a predetermined time period or according to plan. These abilities include physical aspects and skills. Noor et al. (2023) revealed that work productivity is an indicator used to measure the level of efficiency and effectiveness of individuals, departments, or companies in achieving work goals.

Muliawan (2020) and Indriyani (2023) revealed that there are several indicators in their research, namely efficiency, which is something to measure how good the results obtained are compared to the resources used, such as measuring the results achieved, using human resources to the maximum extent possible, achieving goals, and managing the budget efficiently. Furthermore, effectiveness is about achieving goals precisely and quickly, such as accuracy of results, speed of time, and managing the budget appropriately. Moreover, work quality encompasses achieving organizational standards, contributing to the Company, striving to improve, and demonstrating self-awareness.

Hypothesis

A hypothesis is an initial guess or solution that could be true but is not necessarily accurate (Wibowo, 2021:72). Based on the theory put forward and the problems presented, the researcher makes the following assumptions:

H1: It is suspected that teamwork has an influence on employee work productivity at PT NEIA Services in Tangerang City

H2: It is suspected that work motivation has an influence on employee work productivity at PT NEIA Services in Tangerang City

H3: It is suspected that compensation has an influence on employee work productivity at PT NEIA Services in Tangerang City.

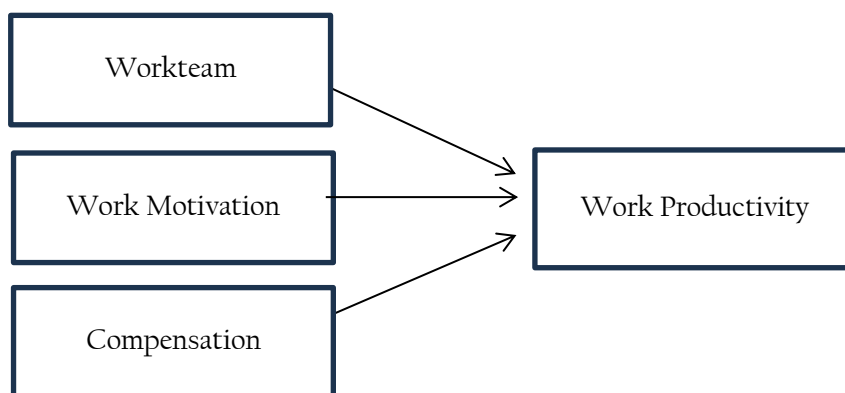


Figure 1. Framework of Thought

METHODS

This study uses an associative strategy with a quantitative approach. According to Sujawerni (2020:49-50), associative research aims to understand the relationship between two or more variables. Data was collected through a survey method using a questionnaire as the primary data

collection instrument (Jaya, 2020:20). The quantitative approach in this study focused on the characteristics of specific variables relevant to the phenomenon under study (Jaya, 2020:12).

Sample and procedure

This study uses primary data collected directly through questionnaires from the entire population and a sample of 80 employees of PT NEIA Services, where the saturation sampling technique was applied, considering the relatively small and accessible population (Hendryadi et al., 2025). The primary data consisted of respondents' opinions and perceptions of the variables under study, as is characteristic of primary data collected directly from the source (Hendryadi et al., 2025).

Measurement

The following is the operational data for the variables that became the author's benchmark for determining the questionnaire distributed to several respondents.

Table. 1
Operational independent Variable

Variabel	Indikator	Sub Indikator	
Teamwork Padang and Sitorus (2022) & Sahariah and Hasanuddin (2021)	Cooperation	1. Responsibility	
		2. Mutual Contribution	
		3. Honesty	
		4. Assignment of tasks	
	Trust	5. Integrity	
		6. Interdependence of tasks	
		7. Interdependence of result	
		8. High Commitment	
Work Motivation Putra et al., (2022) & Suprpto et al., (2023)	Return Service	1. Gift-giving	
		2. Job Promotion	
	Working Condition	3. Good Envirotment	
		4. a comfortable working environment	
	Work Facilities	5. Adequete facilities	
			6. Adequate infrastructure
		Recognition from superior	7. Praise for employee success
			8. Evaluation of employees' work
Compensation Priadi (2020) & Ningsih dan Prastiwi (2021)	Direct Compensation	1. Salary of Wages	
		2. Bonuses of Incentives	
	Inderect Compensation	3. Positional allowance	
		4. Holiday allowance	
		5. Pension	
		6. Health	

Table. 2
Operational dependent Variable

Variabel	Indikator	Sub Indikator
Work Productivity Muliawan (2020) & Indriyani (2023)	Efficiency	1. Measuring the results achieved
		2. using human resources to the maximum
		3. Achieving goals
		4. Manage the budget efficiently
	Effectiveness	5. Accuracy of results
		6. Speed of time
		7. Managing the budget appropriately
		8. Achieving organizational standards
	Work Quality	9. Contributing to the Company
		10. Striving to be better
		11. Showing self-quality.

Data Analysis Techniques

Data analysis in this study was conducted using SPSS software version 25, beginning with data instrument testing, which included validity testing to measure the accuracy of questionnaire items (Norfai et al., 2019, p. 23) and reliability testing to assess the consistency of the measuring instruments (Norfai et al., 2019, p. 23). Next, statistical analysis was performed using multiple linear regression to analyze the effect of independent variables (Sugiyono, 2014), the coefficient of determination to measure the model's ability to explain the variation in the dependent variable (Ghozali, 2016, p. 55), and the partial coefficient of determination to calculate the partial influence of each independent variable (Ghozali, 2016, p. 55). The final stage is hypothesis testing using the partial t-test to test the significance of the individual influence of independent variables on the dependent variable (Mahfud, 2018).

RESULTS AND DISCUSSION

Table 3 shows the demographic and employment characteristics of the 80 respondents who participated in this research.

Table 3.
Respondent characteristics

Characteristics	Respondent	Percentage (%)	Total
Gender	Male	45	56,25%
	Female	35	43,75%
Age	< 20 Years	5	6,25%
	21 – 30 Years	34	42,5%
	31 – 40 Years	22	27,5%
	41 – 50 Years	15	18,75%
	50 > Years	4	5%
Final education	SMA/SMK	15	18,75%
	D3	27	33,75%
	S1	35	43,75%
	S2	3	3,75%

Table 3 illustrates that the majority of respondents were male (56.25%) and within the age range of 21–30 years (42.5%). Most respondents held a bachelor's degree (43.75%), indicating that the workforce at PT NEIA Services is predominantly young and educated, reflecting a productive and skilled employee demographic.

Reliability Test

Reliability testing is used to measure the consistency of a research instrument. An instrument is considered reliable if its Cronbach's Alpha value is ≥ 0.6 (Ghozali, 2016).

Table 4.
Reliability Test

Variables	Min. Cronbach Alpha	Cronbach Alpha	Keterangan
Teamwork	0,6	0,779	Reliabel
Work Motivation	0,6	0,831	Reliabel
Compensation	0,6	0,844	Reliabel
Work Productivity	0,6	0,950	Reliabel

Based on Table 4, all variables in this study are considered reliable because their Cronbach's Alpha values exceed the minimum threshold of 0.6. Specifically, Teamwork has a value of 0.779, Work Motivation has a value of 0.831, Compensation has a value of 0.844, and Work Productivity has a value of 0.950, indicating that the measurement instruments are consistent and suitable for further analysis.

Partial coefficient of determination

Table 5.
Partial Coefficient of Determination

Correlations			
Work Productivity	Workteam	Work Motivation	Compensation
1,000	,695**	,729**	,734**

****.** Correlation is significant at the 0.01 level (2-tailed).

Based on Table 5, the correlation coefficients show the strength of the relationship between each independent variable and Work Productivity. Teamwork correlates 0.695, Work Motivation has a Correlation of 0.729, and Compensation has a Correlation of 0.734, all significant at the 0.01 level. When squared to obtain the partial determination coefficients, these correlations indicate that Teamwork contributes 48.3% to the variation in Work Productivity, Work Motivation contributes 53.14%, and Compensation contributes 53.88%. This means that each variable individually has a substantial effect on employee productivity, with Compensation and Work Motivation slightly more influential than Teamwork.

Hypothesis testing

To further validate the research framework, hypothesis testing was conducted to examine the relationships between variables. The results of the hypothesis testing are presented in the Table 5.

Table 6.
Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
Workteam (Constant)	-8.928	4.484		-1.991	0.050
Work Motivation	0.412	0.153	0.208	2.689	0.009
Compensation	0.402	0.142	0.231	2.840	0.006
Workteam	1.076	0.169	0.536	6.350	0.000
Model Summary					
R	0.858 ^a				
R Square	0.736				
Adjusted R Square	0.726				
Std. Error of the Estimate	2.972				

a. Predictors: (Constant), Compensation, Workteam, Work Motivation

b. Dependent Variable: Work Productivity

From Table 3, it can be concluded that social media has a significant positive effect on Attention, Interest, and Search (with R² values of 0.874, 0.863, and 0.843, respectively). Furthermore, Search has a positive impact on Vegetarian Food Literacy (with an R² value of 0.134). Vegetarian Food Literacy also has a positive effect on Purchase Decision with a t-value of 0.286. Meanwhile, Purchase Decision has a positive impact on Share with a t-value of 0.916. Attention and Interest, however, do not have a positive effect on Vegetarian Food Literacy (with R² of 0.134).

Discussion

The effect of teamwork on employee work productivity

The study's results reveal that teamwork has a significant impact on employee productivity. This finding aligns with the research by Padang and Sitorus (2022), which indicates that teamwork has a positive and significant effect on employee work productivity. Well-established team synergy can create a collaborative work environment that encourages performance improvement.

The effect of work motivation on employee productivity

Based on data analysis, work motivation has been shown to have a significant impact on employee productivity. This result is consistent with the findings of Putra et al. (2022), who found that work motivation has a positive effect on productivity. Providing the right motivation can increase employee enthusiasm and dedication in carrying out their duties.

The effect of compensation on employee productivity

This study demonstrates that compensation has a substantial impact on employee productivity. This finding is supported by Priadi's (2020) research, which states that compensation has a positive effect on productivity. Providing appropriate compensation not only increases work enthusiasm but also makes employees feel that their contributions to the company are valued.

Limitations

This study has several limitations that should be noted. First, the research sample was limited to employees of PT NEIA Services in Tangerang City. Although the company operates in various logistics sectors, including land, sea, and air transportation, this study only focused on the air

services division, resulting in a relatively small number of respondents. Second, the limited availability of information provided by the company restricted the researcher's ability to explore and analyze certain phenomena in greater depth. These constraints may have influenced the comprehensiveness of the study's findings and should be taken into account when interpreting the results.

CONCLUSION

Based on the research results and discussions, it can be concluded that teamwork, work motivation, and compensation all have a positive and significant impact on employee productivity at PT NEIA Services in Tangerang City. Teamwork should be implemented effectively among employees, as it can enhance collaboration and improve overall productivity. Work motivation, provided by superiors or the company, is crucial in fostering employee enthusiasm and drive, ultimately leading to improved work performance. Additionally, timely and appropriate compensation plays a vital role in maintaining employee morale, which in turn contributes to higher productivity levels. Collectively, these factors underscore the importance of managing human resources strategically to optimize employee productivity.

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