



The Effect of Work Discipline, Work Motivation, and Compensation on Employee Productivity: A Case Study at Z Hospital

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Abstract:

This study aims to examine the effect of work discipline, work motivation, and compensation on employee productivity at Z Hospital. The study employs a quantitative approach using both primary and secondary data. The population consists of permanent employees of Z Hospital, with a sample of 178 respondents selected through probability sampling. Data were collected through questionnaires, observation, and literature review. The data analysis techniques include descriptive analysis, instrument testing, classical assumption testing, hypothesis testing, and multiple linear regression analysis using SPSS version 27. The regression results indicate that work discipline does not have a significant effect on employee productivity, work motivation has a negative and significant effect on employee productivity, while compensation has a positive and significant effect on employee productivity. These findings suggest that compensation plays a dominant role in influencing productivity, whereas motivation and discipline function more as baseline behavioral factors within the organizational context of the hospital.

Keywords: Compensation; Employee Productivity; Human Resource Management; Work Discipline; Work Motivation

1. Introduction

Employees represent a crucial organizational asset, as their performance directly supports organizational success and long-term sustainability. In human resource management, employee productivity is widely regarded as a central indicator of organizational effectiveness, particularly in service-oriented and labour-intensive sectors such as healthcare. Productivity reflects the extent to which employees can utilize time, skills, and organizational resources efficiently in achieving work targets. According to Simamora, as cited in Saleh and Utomo (2018), productivity is defined as the ability to generate optimal output from available inputs through effective and efficient work processes. This definition highlights two interrelated dimensions of productivity: effectiveness, which concerns the achievement of work targets in terms of quality, quantity, and timeliness, and efficiency, which emphasizes the optimal use of resources in performing work activities.

Within this framework, prior empirical studies consistently indicate that employee productivity is closely associated with human resource management practices, particularly work discipline, work motivation, and compensation systems. These factors are viewed as key managerial instruments that regulate employee behaviour, encourage work effort, and align individual performance with organizational objectives (Ariani et al., 2020; Sukardi, 2021; Ardiansyah et al., 2020). Although existing studies generally conclude that work discipline, work motivation, and compensation have a positive influence on employee productivity, much of the literature tends to emphasize normative expectations rather than contextual realities. Simamora (2014) explains that neglecting human resource development may lead to declining work enthusiasm and, consequently, lower productivity. However, the way discipline, motivation, and compensation operate may vary substantially across organizational settings. In hospital environments, employees work under strict standard operating procedures, continuous service demands, and high levels of physical and emotional workload. Under such conditions, work discipline may function as a routine organizational requirement rather than a differentiating factor that enhances productivity.

Similarly, work motivation may not always translate into higher productivity when employees experience prolonged fatigue, limited recognition, and sustained operational pressure. While compensation is often assumed to strengthen motivation and productivity, its effectiveness may depend on employee perceptions of fairness and adequacy. Despite these contextual challenges, empirical studies that specifically examine how discipline, motivation, and compensation interact with productivity in hospital organizations remain limited. This gap becomes more evident when empirical findings deviate from the commonly reported positive relationships, indicating the need for context-sensitive investigation. This study aims to analyze the effect of work discipline, work motivation, and compensation on employee productivity at Z Hospital. The study specifically examines whether variations in discipline, motivation, and compensation significantly influence employee productivity within a healthcare organization characterized by standardized work procedures, high service demands, and sustained workload intensity. By focusing on a hospital setting, this research seeks to provide empirical evidence on how traditional human resource factors function in shaping productivity under demanding organizational conditions.

Table 1. Employee Attendance Data at Z Hospital

Month	Number of Employees	Total Employees Arriving Late	Employees Late More Than 120 Minutes
January	321	257	53
February	321	272	62
March	321	240	32
April	321	243	24
May	321	248	30

Source: Internal data of Z Hospital

This study offers both theoretical and managerial contributions. From a theoretical perspective, it extends existing productivity research by providing empirical evidence from a hospital context that demonstrates the conditional role of work discipline, motivation, and compensation in influencing productivity outcomes. The findings contribute to a more nuanced understanding of productivity management by showing that human resource factors may not always operate in line with conventional expectations. From a managerial perspective, this study provides practical insights for hospital management in evaluating and refining human resource policies, particularly in balancing disciplinary mechanisms, motivational practices, and compensation systems to support sustainable

employee productivity. By grounding the analysis in established theories and prior empirical findings, this research contributes to a contextualized understanding of productivity management in healthcare organizations.

Research Problems and Objectives

Employee productivity in hospital organizations is influenced by various human resource management factors that regulate behavior, motivation, and rewards. In the context of Z Hospital, challenges related to employee discipline, motivation, and compensation have been observed to potentially affect productivity levels. However, the extent to which each of these factors individually contributes to employee productivity remains unclear. Therefore, this study addresses the central issue of whether work discipline, work motivation, and compensation significantly influence employee productivity at Z Hospital, either as independent factors or as part of an integrated human resource management mechanism. Based on this problem formulation, the objective of this study is to analyze the effect of work discipline, work motivation, and compensation on employee productivity at Z Hospital. Specifically, the study seeks to examine the individual influence of each variable on productivity in order to provide empirical evidence that can support more effective human resource management practices within hospital organizations.

2. Literature Review

1. Human Resource Management and Employee Productivity

Human Resource Management (HRM) has been extensively discussed as a strategic function that enables organizations to align employee capabilities with organizational objectives. Early and subsequent studies conceptualize HRM as a systematic process encompassing planning, organizing, directing, and controlling human resources to achieve effectiveness and sustainability (Makmur in Usman, 2019; Rivai in Usman, 2019). This view is reinforced by Simamora (2014) and Handoko (in Indahingwati & Nugroho, 2020), who emphasize that HRM extends beyond administrative functions to include the utilization, development, and maintenance of human capital. Collectively, these perspectives position HRM as a central mechanism through which organizations influence employee behavior and performance outcomes.

Within the HRM framework, employee productivity has emerged as a key performance indicator reflecting the effectiveness of human resource practices. Productivity is commonly defined as the relationship between output and input, capturing both efficiency and effectiveness in work execution (Triton in Rampisela & Lumintang, 2020; Sedarmayati in Sukardi, 2021). Simamora (2014) further argues that productivity is not solely determined by technical ability but also by work enthusiasm, self-development, and the quality of work results. Complementing this view, Terry and Rue (2016) identify productivity dimensions such as work quality, quantity, responsibility, and cooperation, highlighting the multidimensional nature of productivity in organizational settings. These studies collectively suggest that productivity is a behavioral and managerial outcome rather than a purely mechanical measure of performance.

2. Work Discipline, Motivation, and Compensation as Productivity Determinants

Work discipline is widely regarded as a behavioral control mechanism that ensures employee compliance with organizational rules and standards. Hasibuan (in Situmorang et al., 2022) and Afandi (in Farisi et al., 2020) define discipline as voluntary and responsible adherence to organizational norms. This perspective is supported by Simamora (in Harahap et al., 2022), who argues that discipline fosters consistency in behavior and supports productivity by minimizing deviations from expected work patterns. Empirical studies have generally found that disciplined employees tend to demonstrate higher punctuality, responsibility, and task completion accuracy, which are assumed to contribute positively to productivity outcomes (Ariani et al., 2020; Sukardi, 2021).

However, several scholars note that the role of discipline may vary depending on organizational context. In highly standardized environments, discipline may function as a baseline requirement rather than a differentiating factor of performance. When compliance becomes routine, its marginal contribution to productivity improvement may diminish. Despite this possibility, most empirical studies continue to treat discipline as a universally positive determinant of productivity, leaving limited discussion on contexts where its influence may weaken or become insignificant. Work motivation has also been extensively examined as a key driver of employee productivity. Motivation is defined as the internal and external forces that direct individuals toward goal achievement (Irwandy in Rivaldo et al., 2020; Sutrisno in Hustia, 2020). Hasibuan (2017) emphasizes that motivation enhances work enthusiasm, discipline, loyalty, and efficiency, thereby supporting productivity improvement. Robbins and Judge

(2017) conceptualize motivation through needs for achievement, power, and affiliation, suggesting that psychological fulfillment plays an important role in shaping work behavior.

Although motivation is commonly assumed to exert a positive influence on productivity, existing literature often overlooks situational constraints that may alter this relationship. High workloads, prolonged work pressure, and limited organizational recognition may reduce the effectiveness of motivational mechanisms. Collectively, prior research underscores the importance of contextual organizational factors in shaping employee behavior, yet limited attention has been given to how these dynamics operate within highly regulated healthcare environments. While prior studies predominantly report positive motivational effects on productivity (Ariani et al., 2020; Sukardi, 2021), fewer studies critically examine conditions under which motivation fails to enhance productivity or produces counterintuitive outcomes. Organizational factors such as workload and work environment have also been shown to significantly influence employee attitudes and behavioral outcomes (Rahmat & Rasyidi, 2023), suggesting that the impact of motivation is embedded within broader organizational conditions rather than operating as an isolated psychological driver.

Compensation represents an extrinsic mechanism through which organizations reward employee contributions. According to Hasibuan (in Hayatun & Ernawati, 2022) and Dessler (in Hayatun & Ernawati, 2022), compensation includes both financial and non-financial rewards provided in exchange for work performance. Sadili Samsudin (in Hamali, 2016) argues that compensation aims to fulfill economic needs, maintain fairness, and improve productivity. Edison et al. (2017) further distinguish compensation into normative components, such as salary and fixed allowances, and policy-based components, such as bonuses and incentives. Prior empirical studies consistently indicate that compensation has a strong and direct relationship with employee productivity, particularly when employees perceive reward systems as fair and performance-based (Ardiansyah et al., 2020; Sukardi, 2021).

3. Theoretical Gap and Research Positioning

Despite extensive empirical attention to work discipline, motivation, and compensation as determinants of employee productivity, the existing literature exhibits several limitations. First, most studies emphasize positive and linear relationships without sufficiently accounting for organizational context. Second, research in healthcare settings remains relatively limited, even though hospitals present distinctive characteristics such as high work intensity, emotional labor, and standardized procedures. Third, the literature provides limited explanation of situations where motivational mechanisms do not lead to higher productivity, creating a gap between theoretical assumptions and empirical realities. Accordingly, this study positions itself to address these gaps by examining the influence of work discipline, work motivation, and compensation on employee productivity within a hospital context. By doing so, the study seeks to contribute a more context-sensitive understanding of how HRM practices operate in high-demand organizational environments and to clarify whether commonly accepted productivity determinants function uniformly across sectors.

3. Method

This study was conducted at Z Hospital over a period extending from March 2024 to June 2025. The research employed a quantitative approach with a positivist paradigm, aiming to test predefined hypotheses through statistical analysis of empirical data collected from respondents. A quantitative design was considered appropriate as the study seeks to examine causal relationships between work discipline, work motivation, compensation, and employee productivity using measurable indicators. The data used in this study consisted of both primary and secondary sources. Primary data were obtained directly from respondents through structured questionnaires distributed to employees of Z Hospital. Secondary data were collected from relevant literature, academic journals, and scientific publications related to human resource management and employee productivity, which provided theoretical support for the research framework and variable measurement.

The research examined the effect of three independent variables—work discipline (X_1), work motivation (X_2), and compensation (X_3)—on employee productivity (Y) as the dependent variable. Work discipline, motivation, and compensation were treated as explanatory variables, while employee productivity represented the outcome variable. All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement indicators were developed based on established theoretical frameworks proposed by Hasibuan (2017), Robbins and Judge (2017), and Simamora (2014), ensuring content validity and conceptual consistency. The population of this study comprised 321 permanent employees of Z Hospital, including nurses and supporting staff with a tenure ranging from two to five years. A probability sampling technique was applied to ensure

equal opportunity for each population member to be selected as a respondent. The sample size was determined using the Slovin formula with a margin of error of 5%, resulting in a total of 178 respondents included in the study.

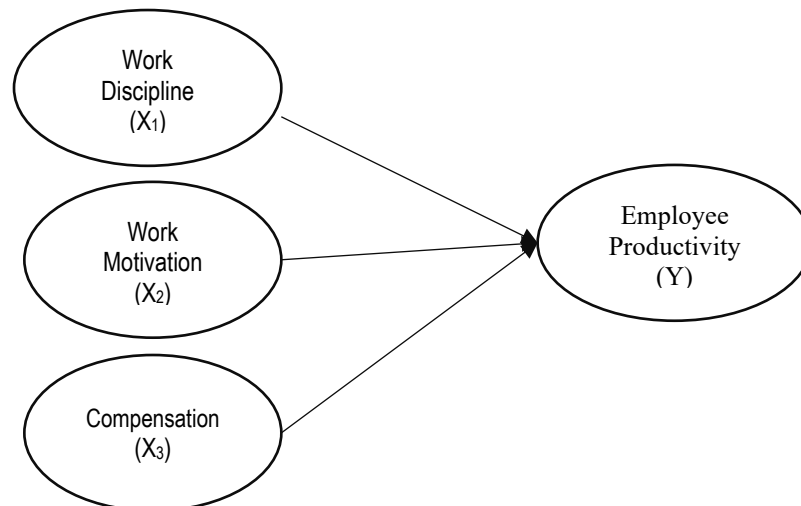
Data collection was conducted through direct observation of employee working conditions at Z Hospital and the distribution of closed-ended questionnaires. The questionnaires consisted of structured statements corresponding to each research variable and were designed to capture respondents' perceptions based on the specified indicators.

Data analysis was performed using SPSS version 27. The analysis process began with descriptive statistical analysis to illustrate respondent characteristics and variable distributions. Instrument testing was then conducted, including validity testing where items were considered valid if the calculated correlation coefficient exceeded the critical value and reliability testing using Cronbach's Alpha, with a threshold value of 0.60 indicating acceptable internal consistency. Classical assumption tests were subsequently applied to ensure the suitability of the regression model, including normality testing, multicollinearity testing using tolerance values (≥ 0.10) and Variance Inflation Factor ($VIF \leq 10$), as well as heteroscedasticity testing. Hypothesis testing was carried out using multiple linear regression analysis. The simultaneous effect of independent variables on employee productivity was examined using the F-test, while partial effects were assessed through the t-test. The coefficient of determination (R^2) was used to determine the proportion of variance in employee productivity explained by the independent variables. The multiple linear regression model applied in this study is expressed as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where Y represents employee productivity, X_1 denotes work discipline, X_2 denotes work motivation, X_3 denotes compensation, a is the constant, b_1 – b_3 are the regression coefficients, and e represents the error term. The conceptual framework of this study illustrates the hypothesized relationships between work discipline, work motivation, compensation, and employee productivity, as presented in Figure 1.

Figure 1. Conceptual Framework



Source: processed by researchers

4. Findings and discussion

A. Results

1. Descriptive Statistics

Table 1 presents the descriptive statistics of the main research variables measured in this study. The results indicate that respondents reported relatively high levels of work discipline (mean = 4.09) and work motivation (mean = 4.02). Compensation was perceived at a moderate-to-high level (mean = 3.94), while employee productivity recorded a comparatively lower mean score (mean = 3.78). This pattern suggests an important descriptive insight:

although employees perceive themselves as disciplined and motivated, these favorable perceptions are not fully mirrored by productivity outcomes. The gap between high motivation and discipline scores and lower productivity scores indicates that productivity in the hospital context may be influenced by factors beyond individual attitudes and compliance, such as workload intensity, task standardization, and organizational constraints. These descriptive findings provide an initial indication that the relationship between human resource factors and productivity may not be linear.

Table 2. Descriptive Statistics of Research Variables (n = 178)

Variable	Mean	Std. Deviation	Interpretation
Work Discipline	4.09	—	High
Work Motivation	4.02	—	High
Compensation	3.94	—	Moderate–High
Employee Productivity	3.78	—	Moderate

Source: Processed primary data (SPSS 27)

2. Regression Analysis Results

The multiple linear regression results are presented in Table 2. The overall regression model is statistically significant, as indicated by an F-value of 11.855 with a significance level of $p < 0.001$. This result confirms that work discipline, work motivation, and compensation jointly explain variations in employee productivity. The Adjusted R^2 value of 0.155 indicates that 15.5% of the variance in employee productivity is explained by the three independent variables included in the model, while the remaining 84.5% is influenced by other factors not examined in this study. Although the explanatory power of the model is moderate, it is consistent with empirical research in healthcare organizations, where productivity is shaped by complex organizational, professional, and environmental dynamics.

Individually, work discipline does not have a statistically significant effect on employee productivity ($\beta = -0.082$; $p = 0.583$). This result indicates that variations in discipline levels among employees do not significantly influence productivity outcomes. Work motivation shows a negative and statistically significant effect on employee productivity ($\beta = -0.221$; $p = 0.039$). This finding indicates that higher levels of reported motivation are associated with lower levels of employee productivity. In contrast, compensation has a positive and statistically significant effect on employee productivity ($\beta = 0.409$; $p = 0.001$), making it the strongest predictor in the regression model.

Table 3. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	20.528	4.684	—	4.383	0.001
Work Discipline (X_1)	-0.082	0.150	-0.042	-0.549	0.583
Work Motivation (X_2)	-0.221	0.106	-0.160	-2.082	0.039
Compensation (X_3)	0.409	0.071	0.409	5.758	0.001

Source: Processed primary data (SPSS 27)

B. Discussion

This study provides empirical evidence regarding the relationship between work discipline, work motivation, compensation, and employee productivity in a hospital setting. The findings demonstrate that these human resource management variables do not exert uniform effects on productivity, highlighting the importance of organizational context in shaping productivity outcomes. The non-significant effect of work discipline on employee productivity suggests that discipline functions primarily as a baseline organizational requirement rather than as a performance-enhancing mechanism. In Z Hospital, employees operate under strict attendance rules, professional standards, and standardized operating procedures. As a result, compliance with disciplinary regulations is relatively homogeneous across employees, reducing behavioral variation and limiting its explanatory contribution to productivity differences. While discipline remains essential for maintaining operational order, it does not appear to differentiate productivity levels among employees in this highly regulated environment. This finding contrasts with studies conducted in less standardized organizational contexts, where improvements in discipline often lead to productivity gains.

The most theoretically significant finding of this study is the negative and significant relationship between work motivation and employee productivity. This result challenges the dominant assumption in human resource

management literature that motivation universally enhances performance. Rather than representing a methodological anomaly, this finding reflects a context-specific dynamic characteristic of healthcare organizations. This finding also contrasts with prior empirical research conducted in different organizational contexts. For instance, Anah et al. (2020) reported that work motivation did not significantly affect employee performance in a cooperative organization, whereas work discipline showed a positive and significant influence. Such inconsistencies suggest that the influence of motivation and discipline on performance outcomes is not universally linear, but highly contingent upon organizational characteristics and work conditions.

In high-demand environments such as hospitals, employees are exposed to continuous service pressure, emotional labor, and rigid work schedules. Prior empirical evidence suggests that organizational conditions, particularly the work environment, significantly shape employee motivation and engagement (Setiyani et al., 2019). This supports the argument that motivational processes are embedded within structural and environmental constraints, which may limit their translation into productivity gains. Under these conditions, high motivation may manifest as strong professional commitment and ethical responsibility rather than discretionary performance capacity. Excessive motivational pressure may lead employees to exert sustained effort beyond their physical and psychological limits, increasing the risk of role overload and burnout. Consequently, higher motivation does not necessarily translate into higher productivity but may instead coincide with fatigue and reduced performance efficiency. Moreover, motivational mechanisms in hospital settings are often constrained by limited autonomy and tightly standardized work processes. Even highly motivated employees may lack sufficient control over task execution to improve productivity outcomes. As a result, motivation may intensify effort without yielding proportional performance gains, producing a negative association between motivation and productivity. This finding refines existing theoretical perspectives by demonstrating that the motivation–productivity relationship is conditional rather than linear, particularly in organizations characterized by high workload intensity and regulatory control.

In contrast, compensation exhibits a positive and significant effect on employee productivity, indicating that tangible rewards remain a critical driver of performance in hospital settings. Compensation provides direct and concrete recognition of employee contributions, reinforcing productivity even when intrinsic motivation and disciplinary mechanisms reach their functional limits. Employees appear to respond positively to compensation structures that signal fairness and appreciation, particularly in demanding work environments where psychological resources are continuously taxed. This result aligns with prior empirical findings emphasizing the central role of compensation in sustaining employee performance. Overall, the findings of this study demonstrate that productivity determinants operate differently depending on organizational conditions. While compensation functions as a direct and reliable productivity enhancer, work discipline and motivation exhibit more complex and context-dependent relationships with productivity. These results underscore the need to move beyond generalized assumptions and to interpret human resource management practices within their specific organizational contexts.

C. Implications and Directions for Future Research

The findings of this study generate several important directions for future research. First, the negative relationship between work motivation and productivity highlights the need for further validation using objective productivity indicators, such as performance records, service efficiency measures, or supervisor evaluations, to complement self-reported data. Second, future studies should examine moderating variables that may shape the motivation–productivity relationship, including workload intensity, work environment, and employee well-being. Investigating these factors would provide a more precise understanding of when motivation enhances productivity and when it becomes counterproductive. Third, the non-significant effect of work discipline suggests the need to explore contextual conditions under which discipline contributes more strongly to productivity. Future research may examine the moderating role of organizational climate, task flexibility, or managerial enforcement styles, particularly in less standardized work environments.

5. Conclusion and recommendation

A. Conclusion

This study examined the effects of work discipline, work motivation, and compensation on employee productivity at Z Hospital. The findings demonstrate that these human resource management variables do not exert uniform effects on productivity, emphasizing the importance of organizational context in healthcare institutions. The results

indicate that work discipline does not significantly influence employee productivity. In a highly regulated hospital environment, discipline appears to function as a basic operational requirement rather than a factor that differentiates productivity levels among employees. While discipline remains essential for maintaining order and compliance, its contribution to productivity improvement is limited when behavioral standards are already institutionalized.

A key contribution of this study is the finding that work motivation has a negative and significant effect on employee productivity. This result challenges the common assumption that higher motivation automatically leads to better performance. In the context of Z Hospital, elevated motivation may coexist with excessive workload and sustained service pressure, leading to fatigue and reduced productive capacity. Under such conditions, motivation may intensify effort without producing proportional performance gains. In contrast, compensation has a positive and significant effect on employee productivity and emerges as the strongest predictor in the model. This finding highlights the role of fair and performance-linked compensation as a tangible mechanism for sustaining productivity in demanding work environments. Overall, this study contributes to the literature by demonstrating that productivity determinants are context-dependent and may produce counterintuitive outcomes in highly regulated organizations.

B. Recommendation

From a managerial perspective, hospital management should maintain consistent disciplinary standards while recognizing that stricter enforcement alone may not enhance productivity. Motivational strategies should be designed with attention to workload balance and employee well-being to prevent fatigue and burnout. In addition, compensation systems should be strengthened through transparent and performance-based mechanisms to reinforce employee contributions. For future research, studies should validate the negative motivation–productivity relationship using objective productivity indicators and examine moderating factors such as workload, work environment, and employee well-being. Comparative studies across different organizational contexts may also help clarify the conditions under which discipline and motivation influence productivity more effectively.

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