

Improving Employee Performance for Sustainable Growth at PT Implora Sukses Abadi and Reducing Work Stress

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Abstract. Abstract. This research aims to analyze the effect of compensation, work stress, and job satisfaction on employee productivity at PT Implora Sukses Abadi. The background of the research is based on the importance of human resource management in the highly competitive and continuously evolving cosmetics industry. Employee productivity is a key element in achieving company targets and is influenced by various internal factors such as the compensation system, work stress levels, and job satisfaction. This study employs a quantitative approach with descriptive methods. Data were collected through questionnaires from 100 respondents selected through purposive sampling from a population of 200 permanent employees. Data analysis was conducted using SPSS 22 through validity tests, reliability tests, multiple linear regression, t-tests, and F-tests. The research results show that: (1) Compensation has a positive and significant effect on work productivity; (2) Work stress has a negative but insignificant effect on productivity; (3) Job satisfaction has a positive and significant effect on productivity; and (4) simultaneously, all three independent variables have a significant effect on employee work productivity. These findings emphasize the importance of integrated human resource management strategies to enhance employee performance and company competitiveness..

Keywords : *Compensation, Work Stress, Job Satisfaction, Employee Productivity, PT Implora Sukses Abadi.*

Introduction

How competitive the cosmetic industry is today, both globally and nationally, is experiencing rapid growth. According to [1] in Indonesia, this sector experienced a growth of 20.6% in 2022, supported by a young population, beauty trends on social media, and an increasing awareness of the importance of self-care. Current consumer trends show a shift towards natural, safe, and environmentally friendly products. Sustainable innovation has become a key to competitiveness amid intense market competition. Companies like PT Implora Sukses Abadi, which is rapidly growing in the fields of cosmetics and personal care, must be able to balance business growth with effective human resource management. Fair compensation, stress management, and increased job satisfaction are essential factors in maintaining the company's performance and competitiveness.

Due to the high demand in the cosmetics industry, high, consistent, and adaptive employee performance productivity is required for companies to meet production targets, maintain product quality, and remain competitive amid increasingly fierce market competition. Employees are expected to work effectively and efficiently, and to be able to innovate in the face of constantly changing consumer trends. However, achieving optimal performance productivity is closely linked to the role of company management in creating a supportive work environment, such as fair compensation, proper work stress management, and high job satisfaction, which are important factors that directly affect employee productivity. Therefore, companies need to pay attention to these aspects to ensure that human resources can contribute maximally to supporting sustainable business growth.

Employee productivity can be defined as a measure of the extent to which employees in an organization successfully complete tasks and achieve organizational goals within a specific period of time using available

resources, such as time, skills, and facilities. Employee productivity not only encompasses the quantity of work that can be completed but also the quality and efficiency in the process. More specifically, employee productivity can be viewed from two main aspects: output (results) with input (inputs) that lead to performance achievements related to quality, quantity, and time [2]. In this context, high productivity means that an employee can produce good and high-quality work with minimal use of resources..

According to [3], employee productivity can be understood as the relationship between input (such as time, effort, and skills) and the output produced. Employees with high productivity are capable of generating more output with the more efficient use of resources. This aligns with the view of [4], which states that employee productivity is one of the key indicators in measuring an organization's success in achieving its objectives. Various factors, such as motivation, compensation, job satisfaction, training, and a conducive work environment, play a significant role in enhancing productivity. Therefore, companies need to pay attention to these factors to promote optimal productivity, which in turn will have a positive impact on achieving the company's goals..

Employee productivity is a very important factor in supporting business success [5] and a company's competitiveness in the market. At PT Implora Sukses Abadi, as in many other companies, employee productivity is key to achieving company targets and business sustainability. However, employee productivity is not only influenced by technical factors or resources available to the company, but is also affected by psychological and managerial factors present in the work environment..

The object of this research is the workforce at PT Implora Sukses Abadi, where the majority perform physical work. The compensation system is a crucial factor that influences employee productivity. Although the company is growing and demand is increasing, some employees feel that the compensation they receive does not correspond to the workload. This discrepancy has the potential to lower work morale, increase turnover, and reduce loyalty. Therefore, providing appropriate compensation in accordance with mutually agreed regulations has a positive and significant impact on employee productivity [6] and also helps maintain performance stability and supports sustainable company growth.

Compensation is one of the important factors affecting motivation, job satisfaction, and employee productivity. Providing fair and competitive compensation can enhance employee motivation to perform better and remain committed to the company for a longer period. Conversely, inadequate compensation can reduce job satisfaction and diminish employee performance. According to [2], compensation is the reward or acknowledgment given by the company to employees as a form of recognition for the performance they have delivered. This compensation is not limited to base salary but also includes allowances and various other facilities that support employees in carrying out their tasks. Providing fair and competitive compensation will motivate employees to improve their performance, making them more driven to do their best work [6], while also creating a mutually beneficial relationship between the company and its employees.

In addition to compensation, work stress also has a significant impact on employee productivity. Stress arising from excessive workload, internal conflicts, or pressure from superiors can decrease concentration, efficiency, and overall performance. Work stress occurs when job demands exceed an individual's ability to cope, and can have negative effects both physically and psychologically..

According to [7], stress is a condition that exceeds an individual's capacity and is felt to pressure both the physical and mental aspects of a person, which can negatively impact health if not addressed promptly. Stress typically arises from various experiences, especially when those situations are beyond the control or ability of the individual. Stress can occur as a response to various situations or events that are perceived as challenging or burdensome, whether at work, in personal life, or in social interactions. This stress response can manifest as feelings of anxiety, worry, depression, or even anger, which can affect a person's physical and mental well-being..

Work stress can occur in two forms: distress (negative stress) and eustress (positive stress) [8]. Distress occurs when the pressures or demands of work lead to feelings of anxiety, depression, or exhaustion, while eustress refers to a level of stress that can motivate employees to work harder and achieve their goals. In response to the pressures faced in work, [9] it is explained that work stress is an individual's reaction to demands that can affect their behavior and performance. This book also discusses various ways that managers can implement to

manage stress in the workplace, in order to improve employee well-being and overall organizational productivity.

High job satisfaction is usually associated with better performance, lower absenteeism rates, and a desire to stay with the company. Conversely, job dissatisfaction can decrease motivation, reduce productivity, and increase the likelihood of employees leaving the company. Job satisfaction is assessed as a result of employees' evaluation of the work they have done. Job satisfaction is also an equally important factor in improving productivity. Employees who feel satisfied with their jobs, in terms of work environment, relationships with colleagues, and managerial support, tend to have higher enthusiasm and better productivity. High job satisfaction encourages employees to be more committed to their work and improves both efficiency and quality of output.

High job satisfaction is usually associated with better performance, lower absenteeism, and a desire to stay with the company. Conversely, job dissatisfaction can lower motivation, reduce productivity, and increase the likelihood of employees leaving the company. Assessing job satisfaction as a result of employees' evaluations of their work, [10] it explains that job satisfaction is influenced by the extent to which the job meets individuals' needs and desires. Job satisfaction is not only dependent on material factors, but is also influenced by the psychological and social aspects present in the job.

Job satisfaction is also an equally important factor in enhancing productivity. Employees who feel satisfied with their work, in terms of the work environment, relationships with colleagues, and managerial support, tend to have higher motivation and better productivity. High job satisfaction encourages employees to be more committed to their work and improves the efficiency and quality of their output. Based on this, it is important to examine how compensation, stress, and job satisfaction are interrelated and affect employee productivity at PT Implora Sukses Abadi. This study aims to provide a clear picture of the impact of these three factors on employee productivity, as well as recommendations that can be used by the company to improve employee performance and the company's competitiveness.

The purpose of this research is to gain an in-depth understanding of how compensation factors, work stress, and job satisfaction affect employee productivity at PT Implora Sukses Abadi. Through this study, the author aims to identify the extent to which the compensation provided by the company can enhance employee motivation and performance, how work stress impacts work effectiveness and efficiency, and how the level of employee job satisfaction can drive more optimal productivity. This research is also intended as an effort to provide data-driven recommendations to the company's management in formulating more effective and sustainable human resource management policies and strategies. Therefore, the results of this study are expected to contribute to supporting the achievement of the company's goals and improving competitiveness in the cosmetics industry.

This research is motivated by the existence of a gap in previous studies that mainly used performance as the dependent variable. This study develops that focus by emphasizing employee productivity. Until now, there have not been many studies that specifically examine the effects of compensation, work stress, and job satisfaction on productivity at PT Implora Sukses Abadi. However, human resource aspects are very important to maintain the sustainability of the company's growth. Therefore, this research is conducted to fill that gap and support more effective employee management..

Problem formulation: Do compensation, work stress, and job satisfaction have a positive and significant effect on employee productivity at PT Implora Sukses Abadi?

Research questions:

1. How does compensation affect employee productivity at PT Implora Sukses Abadi?
2. How does work stress affect employee productivity at PT Implora Sukses Abadi?
3. How does job satisfaction affect employee productivity at PT Implora Sukses Abadi?
4. To what extent do compensation, work stress, and job satisfaction simultaneously affect employee productivity at PT Implora Sukses Abadi?

Category SDGs: This research aligns with the objectives of the Sustainable Development Goals (SDGs) point 8,

which focuses on promoting inclusive and sustainable economic growth, providing full and productive employment opportunities, as well as creating decent work for all, and enhancing labor productivity. The main focus of the research on compensation, work stress, and job satisfaction is directed towards improving productivity and overall employee well-being. Thus, this research makes a significant contribution to achieving the SDGs targets, particularly in the context of strengthening human resources and improving work quality in the industrial sector.

Literatur review:

Compensation (X1)

Compensation is a form of reward, both financial and non-financial, received by every employee as a form of repayment for the contributions they have made to the company [11]. According to [12], compensation is all forms of income, whether in the form of money or goods, received directly or indirectly by employees as a reward for the contributions or services they provide to the company. Compensation includes basic salary, allowances, bonuses, facilities, and other benefits provided as a form of appreciation for employee hard work. The indicators of compensation supporting this research according to [13] include:

- a. Basic Salary: The base pay received by employees regularly based on the employment agreement.
- b. Allowances: Additional earnings such as family allowances, transportation, or meals.
- c. Bonus or Incentives: Additional rewards given for specific performance or achievement of targets.
- d. Work Facilities: Supporting resources and infrastructure such as company vehicles or comfortable workspaces.
- e. Fairness in Compensation: The level of fairness perceived by employees in the company's pay system.

Compensation is one of the crucial factors that influence motivation, job satisfaction, and employee productivity. Providing compensation fairly and competitively can also enhance employee motivation to work better and commit longer to the company. Previous findings [14], [15], [16], [17], [18] indicate that compensation positively affects employee work productivity.

Stress (X2)

Stress is the imbalance between physical and mental capacities in carrying out tasks assigned by the business organization, which can affect various aspects of employee individuals, such as emotions, ways of thinking, behavior, and other aspects [19]. According to [20] stress is a condition that arises when individuals feel that environmental demands exceed their personal and social resources. Stress can be triggered by various pressures, both at work and in personal life, and can affect both physical and mental well-being. According to [21] the indicators of stress support this research, including:

- a. Excessive Workload: Too many tasks in a limited time.
- b. Time Pressure: The need to complete work quickly, causing stress.
- c. Role Conflict: Inconsistency between work expectations and the role being performed.
- d. Role Ambiguity: Lack of clarity regarding tasks and responsibilities.
- e. Uncomfortable Work Environment: A working atmosphere that is disturbing, such as noise or unfavorable temperature.

Work-related stress is an individual's reaction to demands that can affect their behavior and performance. Previous findings [22], [23], [24], [25] indicate that stress has a negative impact on employee productivity.

Job Satisfaction (X3)

Job Satisfaction is the positive or negative feeling of employees about their work, which is influenced by factors such as tasks, salary, relationships with colleagues, and working conditions. According to [26] job satisfaction is a pleasant or unpleasant emotional state with which employees view their jobs. This satisfaction reflects the extent to which work can meet the expectations and needs of each individual, both intrinsically and extrinsically. Indicators of job satisfaction according to [27] that support this research include:

- a. The Job Itself: To what extent employees enjoy the tasks they perform.
- b. Superiors: Perception of the attitude, leadership, and support from superiors
- c. Colleagues: Interpersonal relationships and cooperation with fellow employees.
- d. Promotion: Opportunities for growth and obtaining a promotion
- e. Salary: Assessment of the level of compensation received compared to the workload

Job satisfaction is influenced by the extent to which the job can meet all the needs and desires of each individual. Job satisfaction is not only dependent on material factors but is also affected by the psychological and

social aspects present in the job. Previous findings [28] , [29] , [30] , [31] suggest that job satisfaction has a positive effect on employee productivity

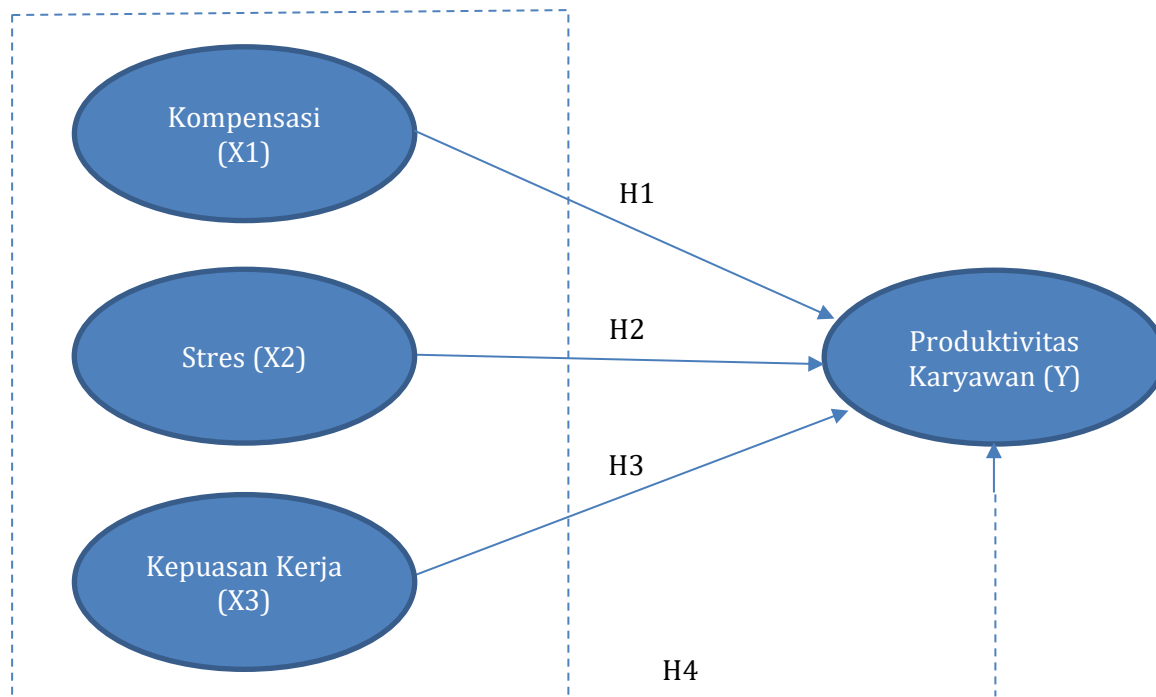
Work Productivity (Y)

Work productivity is a measure of an employee's ability to produce output effectively and efficiently within a certain timeframe, in accordance with the organization's goals and standards. According to [32] work productivity is the result achieved by an individual in carrying out the tasks assigned to them based on their skills, experience, seriousness, and time. Productivity encompasses quantity, quality, timeliness, and optimal use of resources. Therefore, productivity needs to be measured in detail based on the industry or type of work [33]. The indicators of work productivity support this research according to [34], [35] including:

- Work Quality: Level of accuracy, neatness, and precision of work results
- Work Quantity: Amount of work completed within a specific time.
- Timeliness: Ability to complete tasks according to deadlines
- Ability to Collaborate: Involvement in teamwork and coordination with colleagues
- Work Discipline: Compliance with work rules, including attendance and punctuality.

Employee productivity is not only determined by individual work capacity but also by various external factors, such as workload, stress levels, working environment conditions, and the balance between personal and professional life.

Conceptual Framework



Hipotesis

H1: Compensation has a positive and significant influence on employee work productivity at PT Implora Sukses Abadi..

H2 : Work stress has a negative and significant influence on employee work productivity at PT Implora Sukses Abadi.

H3 : Job satisfaction has a positive and significant influence on employee work productivity at PT Implora Sukses

Abadi.

H4 : Compensation, work stress, and job satisfaction simultaneously have a significant influence on employee work productivity at PT Implora Sukses Abadi.

Methods

This type of research is a quantitative descriptive study that describes the figures obtained as a result of the research. The population of employees at PT. Implora Sukses Abadi consists of 200 people, and only 100 people are used as samples in this study. Data collection uses purposive sampling techniques with specific criteria, including: Permanent employees who have worked at PT Implora Sukses Abadi for at least one year, Employees who have direct experience with the company's compensation policies, Employees from various divisions who can provide a comprehensive picture of the stress conditions and job satisfaction in the company. After the sample size is determined, data will be collected through the distribution of questionnaires to respondents who meet the sample criteria..

The location of this research is at Ritzgate Warehouse Block BB No. 10 - 11, Bohar Timur, Taman District, Sidoarjo Regency, East Java 61257. The data source used in this study is primary data, which is the main data collected directly through questionnaire responses from all employees of PT Implora Sukses Abadi. The data obtained will then be processed using the Statistical Product and Service Solution (SPSS) version 25 program and employing data analysis techniques, validity tests, and reliability tests. In addition, it uses several multiple linear regression tests, t-tests, and f-tests to test the hypotheses. Below are the formulas for multiple linear regression tests.:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$$

Keterangan:

- Y = Work Productivity
- a = Constant
- b_1, b_2, \dots, b_n = The regression coefficient values of each variable
- X_1 = Compensation
- X_2 = Stress
- X_3 = Job Satisfaction
- e = Random Error

Operational Definition

Compensation (X1)

Compensation is a form of reward received by permanent employees, which includes both financial and non-financial aspects. The compensation indicators refer to:

- a. **Basic Salary**: The base income received by employees according to the regional minimum wage (UMR) each month
- b. **Allowances**: Additional income received by employees in the form of meal, transportation, and health allowances.
- c. **Bonus**: Extra income received by employees for achieving work targets.
- d. **Work Facilities**: Amenities provided by the company, such as work tools, insurance, or housing

Work Stress (X2)

Work stress is the employees' physical and emotional response to job demands that exceed their capacity. The stress indicators refer to:

- a. **Workload**: The amount of tasks that must be completed by employees within a specific period.
- b. **Time Pressure**: The demand to complete tasks within tight deadlines.
- c. **Role Conflict**: When employees feel confused or pressured because they must perform multiple conflicting roles and responsibilities.
- d. **Role Ambiguity**: Uncertainty about what tasks or duties need to be performed at work.
- e. **Work Environment**: External factors such as noise, room temperature, and poor coworker relationships or stressful social interactions.

Kepuasan Kerja (X3)

Job satisfaction refers to the level of comfort and happiness employees feel toward their job and work environment. The job satisfaction indicators refer to:

- The Job Itself:** The level of enjoyment toward the type of tasks and work routines performed.
- Relationship with Supervisor:** The quality of interaction and communication between employees and their supervisors.
- Relationship with Coworkers:** The quality of cooperation and social interaction among employees.
- Promotion Opportunities:** Perception of career development or promotion opportunities.
- Salary Satisfaction:** The level of satisfaction toward the financial compensation received.

Employee Work Productivity (Y)

Employee work productivity is the ability of employees to complete tasks effectively and efficiently. The productivity indicators refer to:

- Work Quality:** Accuracy and precision of the work produced.
- Work Quantity:** The amount of work completed within a certain time frame.
- Timeliness:** The ability to complete tasks according to the given deadlines.
- Teamwork:** The ability to work in a team and coordinate with others.
- Discipline:** Adherence to schedules, rules, and job responsibilities.

Result and Discussion

Respondent Analysis

Tabel 1. Deskripsi Responden

Type	Category	Frequency	Presentation
Gender	Female	69	69%
	Male	31	31%
Age	18-25 years	45	45%
	26-33 years	48	48%
	34-41 years	6	6%
	42-55 years	1	1%
Long Working Hours	1-5 years	50	50%
	6-10 years	19	19%
	>10 years	31	31%

Source : Output SmartPLS3 processed 2025

Based on the information presented in Table 3, the majority of respondents are female, accounting for 69% or 69 individuals, while male respondents make up 31% or 31 individuals. In terms of age, respondents aged 26–33 years dominate with 48% or 48 individuals, followed by those aged 18–25 years at 45% or 45 individuals, 34–41 years at 6% or 6 individuals, and 42–55 years at 1% or 1 individual. Regarding length of employment, the most common tenure is 1–5 years, with 50% or 50 individuals, followed by 6–10 years at 19% or 19 individuals, and more than 10 years at 31% or 31 individuals.

Validity Test

Tabel 2. Validity Test Results

Variabel	Item	Correlation (R Count)	R Table	Description
Compensation (X1)	X1.1	0,690	0.1638	Valid
	X1.2	0,740	0.1638	Valid
	X1.3	0,752	0.1638	Valid
	X1.4	0,718	0.1638	Valid
	X1.5	0.827	0.1638	Valid
Stress (X2)	X2.1	0,839	0.1638	Valid
	X2.2	0,813	0.1638	Valid
	X2.3	0,843	0.1638	Valid
	X2.4	0,841	0.1638	Valid
	X2.5	0,780	0.1638	Valid
Job Satisfaction (X3)	X3.1	0,843	0.1638	Valid
	X3.2	0,888	0.1638	Valid
	X3.3	0,876	0.1638	Valid

	X3.4	0,848	0.1638	Valid
	X3.5	0,757	0.1638	Valid
Work Productivity (Y)	Y1.1	0,612	0.1638	Valid
	Y1.2	0,894	0.1638	Valid
	Y1.3	0,873	0.1638	Valid
	Y1.4	0,840	0.1638	Valid
	Y1.5	0,873	0.1638	Valid

Source : Data Processing Results SPSS.22, Results 2025

Validity tests were conducted on the table above to measure the validity of a questionnaire. From the total item validity testing, it shows that the statements given to respondents on the variables of compensation, work stress, job satisfaction, and work productivity have correlation coefficient values for each statement item greater than the R Table value of 0.1638, thus all statement items can be declared valid.

Reliability Test

Table 3. Reliability Test Results

Variable	N	Cronbach Alpha Value	Value	Description
Compensation (X1)	5	0,800	0,70	Reliabel
Stress (X2)	5	0,880	0,70	Reliabel
Job Satisfaction (X3)	5	0,896	0,70	Reliabel
Work Productivity (Y)	5	0,827	0,70	Reliabel

Source : Data Processing Results SPSS.22, Results 2025

Data is considered reliable when the value of the variable has a Cronbach's Alpha >0.70 . The reliability coefficient values from the table above show that the Compensation variable (X1) is 0.800, Work Stress (X2) is 0.880, Job Satisfaction (X3) is 0.896, and Work Productivity (Y) is 0.827. Therefore, it can be concluded from these tests that they are considered reliable because the Cronbach's Alpha values are >0.70 .

CLASSIC ASSUMPTION TEST

Classic Assumption Test

Normality Test

Table 4. Results of the Normality Test
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	150
Normal Parameters ^{a,b}	
Mean	.0000000
Std. Deviation	1.38847702
Most Extreme Differences	
Absolute	.071
Positive	.042
Negative	-.071
Test Statistic	.071
Asymp. Sig. (2-tailed)	.065 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data Processing Results SPSS.22, Results 2025

Based on the table above, in this normality test, it is obtained with a Sig. value of $0.065 > 0.05$. It can be

confirmed that the variable is normally distributed. If the significance value is above 5% or 0.05, then the results obtained can be stated that this research variable has a normal distribution assumption.

Linierity Test

Table 5. Results of the Linierity Test

Variabel	F	Deviation from linierity	Sig. Linierity	Conclusion
Compensation (X1) -> Y	3,268	0,235	Deviation from linierity>0,05	Linier
Stress (X2) -> Y	3,286	0,580	Deviation from linierity>0,05	Linier
Job Satisfaction (X3) -> Y	3,748	0,528	Deviation from linierity>0,05	Linier

Source: Data Processing Results SPSS.22, Results 2025

Based on the table above, it can be seen that the Deviation from linearity value for the compensation variable (X1) is 0.235, work stress (X2) is 0.580, Job Satisfaction (X3) is 0.528 and all values are >0.05. Therefore, it can be concluded that the relationship between the variables is linear.

Autocorrelation Test

Table 6. Results of the Autocorrelation Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.770 ^a	.593	.585	1.403	1.837

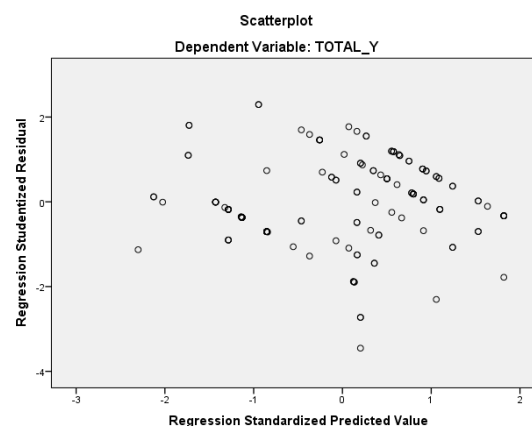
a. Predictors: (Constant), TOTAL_X3, TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

Source: Data Processing Results SPSS.22, Results 2025

The autocorrelation test can be conducted using the Durbin-Watson (DW) test. If the Durbin-Watson (DW) value is below 5, then autocorrelation does not occur. From the results in the table above, the test obtained a Durbin-Watson (DW) value of 1.837. It is stated that in research, autocorrelation does not occur if the Durbin-Watson (DW) value is below 5 or $1.837 < 5$, so it can be interpreted that this research does not exhibit autocorrelation.

Heteroscedasticity Test



Source: Data Processing Results SPSS.22, Results 2025

In this research, heteroscedasticity testing was conducted using graphic method tests, the results of which

can be seen from the Scatterplot Chart. Based on the image above, it can be observed that the data spreads uniformly across all quadrants (above and below the value of 0 from the horizontal and vertical lines or the X and Y axes). Therefore, it can be concluded that heteroscedasticity does not occur.

Multicollinearity Test

Table 7. Results of the Multicollinearity Test

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	TOTAL_X1	.345	2.894
	TOTAL_X2	.379	2.638
	TOTAL_X3	.631	1.585

a. Dependent Variable: TOTAL_Y

Source: Data Processing Results SPSS.22, Results 2025

Based on the test results, it shows that all independent variables have a VIF (Variance Inflation Factor) value of less than 10. Compensation (X1) is 2.894, work stress (X2) is 2.638, and job satisfaction (X3) is 1.585. Additionally, the tolerance values of all variables are greater than 0.1 with the compensation variable (X1) at 0.345, work stress (X2) at 0.379, and job satisfaction (X3) at 0.631. This indicates that there is no multicollinearity in the independent variables in this study.

HYPOTHESIS TEST

Multiple Regression Analysis Test

The purpose of the multiple linear regression analysis test is to estimate or predict the value of variables, in this study the dependent and independent variables are compensation variable (X1), work stress (X2), job satisfaction (X3), and work productivity (Y).

Tabel 8. Hasil Uji T (Parsial)

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	3.065	1.336		2.294
	TOTAL_X1	.500	.098	.456	5.074
	TOTAL_X2	-.154	.086	-.154	-1.797
	TOTAL_X3	.242	.062	.260	3.913

a. Dependent Variable: TOTAL_Y

Source: Data Processing Results SPSS.22, Results 2025

From the information presented in the table above, it can be explained through the following multiple linear regression equation:

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

$$Y = 3.605 + 0,500 X_1 - 0,154 X_2 + 0,242 X_3$$

Referring to the regression equation, the following conclusions can be drawn:

- The constant value (a) is positive at 3.605. This indicates that when the variables compensation (X1), work stress (X2), and job satisfaction (X3) are considered constant or fixed, the work productivity is 3.605.

- b. The compensation variable has a coefficient of 0.500, indicating a positive effect on work productivity. This means that if compensation increases by one unit, work productivity will increase by 0.500 units.
- c. The work stress variable has a coefficient of -0.154, indicating a negative effect on work productivity. This means that if work stress increases by one unit, work productivity will decrease by 0.154 units.
- d. The job satisfaction variable has a coefficient of 0.242, indicating a positive effect on work productivity. This means that if job satisfaction increases by one unit, work productivity will increase by 0.242 units.

Uji F (Simultan)

Table 9. Results Uji F (Simultan)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	418.941	3	139.647	70.978	.000 ^b
	Residual	287.252	146	1.967		
	Total	706.193	149			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X3, TOTAL_X2, TOTAL_X1

Source: Data Processing Results SPSS.22, Results 2025

Based on the table above, the results of the F test show that the calculated F value is 70.978 with a significance of 0.000. Meanwhile, the significance value is less than α , which is $0.000 < 0.05$. Therefore, it can be concluded that H_0 is rejected while H_a is accepted, indicating that the independent variable has an effect on the dependent variable..

Coefficient of Determination

Table 10. Results Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.593	.585	1.403

a. Predictors: (Constant), TOTAL_X3, TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

Source: Data Processing Results SPSS.22, Results 2025

The findings in Table 8 show that the coefficient of determination (R^2) is 0.593 or 59.3%. This indicates that the variables compensation (X1), work stress (X2), and job satisfaction (X3) collectively contribute 59.3% to the work productivity variable (Y). Meanwhile, approximately 40.7% of work productivity is influenced by other variables not discussed in this study.

Based on the statistical analysis of respondent data processed using SPSS 22, it can be concluded that the proposed hypotheses regarding the effect of compensation (X1), work stress (X2), and job satisfaction (X3) on work productivity show significant results. This indicates that these three variables contribute positively to work productivity.

Discussion

Compensation on Employee Work Productivity

This finding indicates that the higher the compensation in any form of reward received by employees as an acknowledgment of their contributions to the company, the more it can enhance their task performance effectively and efficiently. The higher the rewards given to employees, the higher the productivity of an employee

will be, where the ability of employees to complete tasks effectively and efficiently increases. This result aligns with the studies by [21], [22] which show a positive relationship between compensation and employee work productivity. However, it contrasts with the findings of [23] which state that compensation has no effect on employee productivity.

An increase in the compensation received by employees is directly correlated with an increase in their work productivity. PT Implora Sukses Abadi has implemented a compensation policy that complies with the Regional Minimum Wage (UMR) in each region, ensuring that employees receive rewards proportional to their performance. In addition, the company provides BPJS (social security) as health coverage, contributing to employees' sense of being valued and cared for by the company. Additional compensation, such as performance-based bonuses and tenure allowances, is also provided to motivate employees to achieve optimal performance.

Compensation is built by several indicators, namely base salary, allowances, bonuses, work facilities, and fairness of compensation. The most dominant compensation indicator in the respondents' perception is the **basic salary**, which proves that the basic income provided by the company is the most important factor in increasing productivity, where the majority of respondents agree that a large reward can enhance productivity. This is also related to the length of time respondents have worked, as the longer they work, the higher the compensation they expect, due to its permanent nature and regularly received each month. The provision of base salaries in accordance with the minimum wage by PT Implora Sukses Abadi has proven to be a driving factor for **high productivity** among employees. This is due to the intrinsic motivation arising from the certainty of monthly income.

Work Stress Has a Negative and Significant Impact on Employee Work Productivity.

The results of the data analysis show that work stress has a significant negative impact on employee work productivity. This finding indicates that employees' physical and emotional responses to job demands that exceed their capacity can lower work productivity. The higher the work stress experienced by an employee, the lower their productivity will be, and vice versa, thus this work stress has a negative influence on productivity. These research results are in line with studies from [24], [25], [26] which state that work stress negatively affects employee performance. This is in contrast to the research from [27] which proved that work stress does not affect employee performance..

This means that the increase in stress levels experienced by employees will correlate with a decrease in their productivity. At PT Implora Sukses Abadi, the implications of this finding are very relevant, especially concerning the tight deadlines and excessive workload, particularly in the production division. Employees are required to achieve high daily production targets, and this pressure can lead to significant stress levels. This high stress, in turn, can hinder the achievement of the established targets, creating a negative cycle where stress decreases productivity, and the failure to meet targets can exacerbate employees' stress levels..

Work stress is built by several indicators of workload, time pressure, role conflict, role ambiguity, and work environment. In this study, workload is identified as the main indicator most frequently mentioned by respondents. This proves that too many tasks in a limited time can cause work stress that negatively impacts employee productivity. These findings also indicate that employees face significant demands in completing numerous targets, which directly contributes to work stress conditions. This is also related to the length of time an employee has worked, where employees with shorter tenures often feel burdened by excessive tasks, due in part to a still short adaptation period. This phenomenon affirms the existence of an inverse relationship between excessive workload and employee efficiency, where unmanaged pressure can hinder an individual's ability to perform at their best.

Job Satisfaction Has a Positive and Significant Impact on Employee Work Productivity.

Based on the analysis of the data, it has been proven that job satisfaction has a positive and significant effect on employee productivity. This finding indicates that the level of comfort and happiness that employees feel towards their work and work environment affects their ability to complete tasks effectively and efficiently. This means that the higher the level of job satisfaction experienced by an employee, the higher the productivity they can achieve. The results of this study are in line with studies from [28], [29] which state that job satisfaction has a positive and significant effect on employee productivity. However, this is contrary to the research from [30] which proves that job satisfaction does not affect employee productivity. This finding also underscores the importance of creating a work environment that fosters employee satisfaction, as it directly contributes to the improvement of performance and output of the company.

Job satisfaction is built by several indicators, namely the job itself, relationships with superiors, relationships with colleagues, opportunities for promotion, and satisfaction with salary. The indicator most

frequently chosen by respondents is social relationships with fellow employees. This proves that the quality of cooperation and social relationships with fellow employees can enhance an employee's work productivity. This is also related to the length of service of the employee. This indicator is most commonly chosen by respondents with a work experience of 1-5 years, indicating that they require adaptation to a new environment, where colleagues contribute the most. At PT Implora Sukses Abadi, it is also evident that employees have a strong and positive working relationship, which inherently fosters a culture of mutual support. The quality of this social interaction not only creates a harmonious work atmosphere but also contributes to team effectiveness and the overall well-being of employees. This condition shows that PT Implora Sukses Abadi has succeeded in fostering an environment where collaboration and interpersonal support are the main pillars, which in turn can influence performance and job satisfaction..

Compensation, Work Stress, and Job Satisfaction Simultaneously Have a Significant Effect on Employee Work Productivity at PT Implora Sukses Abadi.

Based on the results of the data analysis, it can be concluded that compensation, work stress, and job satisfaction together (simultaneously) have a significant impact on employee work productivity at PT Implora Sukses Abadi. This indicates that these three factors, when considered integratively, collectively influence the efficiency levels and work outcomes of employees. In other words, changes in any one or combination of the compensation levels received by employees, the level of stress they experience, and their level of satisfaction with their jobs will affect the productivity produced. Therefore, PT Implora Sukses Abadi needs to pay attention to and manage these three aspects comprehensively to maintain and improve employee productivity.

Conclusion

Overall, this research emphasizes that compensation, work stress, and job satisfaction simultaneously have a significant impact on employee productivity at PT Implora Sukses Abadi. Compensation, especially the basic salary in accordance with the minimum wage and various allowances, proves to be positively correlated with increased productivity, supported by the intrinsic motivation of employees. Conversely, work stress, which is largely caused by excessive workload and high target demands, shows a significant negative impact on productivity. Meanwhile, job satisfaction, particularly that driven by positive social relationships among employees, is positively correlated with increased productivity. These findings underscore the importance of a holistic approach in human resource management at PT Implora Sukses Abadi, where a comprehensive strategy in terms of fair compensation and work stress mitigation is essential, and the improvement of job satisfaction becomes crucial to maintain and enhance employee productivity sustainably..

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