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Strengthening Productivity: Workload, Compensation, Work Environment, and Work Discipline Analysis

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Abstract

Examine the relationship between workload, compensation, and work environment on work productivity, taking into account the role of work discipline as a mediator. This study applies quantitative approaches and survey methods to assess the impact of workload, compensation, and work environment on work discipline and work productivity. Likert questionnaires 1 to 5 were used as a comprehensive research instrument. Data was collected from 147 respondents at various levels within several companies. Data analysis uses Structural Equation Models (SEM) with the help of AMOS software to identify relationships between independent and bound variables. The results of the analysis showed that the relationship between workload and work discipline was not significantly confirmed. Likewise, the relationship between compensation and work discipline was also not significantly confirmed. However, there is significant confirmation that the work environment has a positive effect on work discipline. In addition, there is significant confirmation that work discipline has a positive effect on work productivity. The results of the analysis suggest that a focus on workload management and compensation may not be significant in improving employee discipline and productivity. The implication is that it needs to be focused on creating a supportive work environment, as well as paying attention to and strengthening work discipline in human resource management strategies to increase overall productivity.

Introduction

In the context of modern organizational dynamics, a deep understanding of the factors affecting employee productivity and performance is becoming increasingly important (Siraj & Hågen, 2023). Productivity is key to success for organizations in achieving their goals, while productive employees are valuable assets that drive the company's growth and sustainability. In an effort to improve employee productivity and performance, organizations must pay attention to

various factors that affect employee discipline and effectiveness in the workplace (Jiang et al., 2023; Joseph et al., 2023a)

One factor that has long been debated in the management literature is the workload experienced by employees (Jame Chenarboo et al., 2022). Workloads that are too high can potentially lead to burnout, stress, and decreased motivation, which can ultimately hinder employee performance (Stephan et al., 2024; van der Feltz-Cornelis et al., 2024). On the other hand, fair and adequate compensation is considered as one of the important factors in motivating employees to work better (Jing et al., 2023). Compensation that matches an employee's contributions and achievements can increase job satisfaction and motivation, which in turn has a positive impact on their performance (Ohunakin & Olugbade, 2022).

In addition, a conducive work environment can also play a key role in determining the level of discipline and performance of employees (Bourlakis et al., 2023a). A supportive work environment, both physically and socially, tends to create a more comfortable atmosphere and allow employees to develop optimally. Conversely, a work environment that is not conducive can hinder the ability of employees to work effectively and cause a decrease in performance (Bourlakis et al., 2023b).

In order to optimize employee productivity and performance, it is very important to understand the relationship between these factors. Therefore, this study aims to empirically examine the effect of workload, compensation, and work environment on work discipline and employee performance (Bourlakis et al., 2023b; Joseph et al., 2023b). With a deeper understanding of the factors that affect employee productivity, it is expected that organizations can develop strategies and policies that are more effective in managing their human resources (Xie et al., 2023a).

Review of Literature

Work Productivity

Work productivity is a variable that includes efficiency and effectiveness in the use of available resources to produce desired outputs or results in the workplace. Broadly, work productivity encompasses various aspects that affect the performance of individuals, teams, and the organization as a whole (Crespi et al., 2024).

First of all, work productivity is closely related to efficiency in the use of time, energy, and other resources in carrying out work tasks. This includes the ability to get work done quickly and without excessive waste of time or effort.

Furthermore, work productivity also includes aspects of the quality of the work produced (L'Heureux et al., 2023). Good productivity refers not only to the amount of output produced, but also to the quality of that output. This includes accuracy, thoroughness, and excellence in the work obtained. In addition, work productivity also involves innovation and the ability to improve work processes to achieve better results (Simpson et al., 2024). Innovation can be the development of new working methods, the use of more advanced technologies, or continuous improvement in the production process.

Work productivity is also related to the level of motivation and involvement of employees in carrying out their tasks (Sheveleva et al., 2023). Employees who feel motivated, engaged, and have a high sense of responsibility for their work tend to be more productive in carrying out their duties. Furthermore, work productivity also includes effectiveness in teamwork and collaboration between employees. The ability to work effectively in a team and contribute to the achievement of common goals is also an integral part of work productivity (Xie et al., 2023b).

Effective management of work productivity involves developing strategies and policies that support employees in improving their performance, including the provision of constructive feedback, training and skills development, and the creation of a supportive work environment. By deeply understanding work productivity variables, organizations can improve their overall performance and achieve set goals more effectively (Sui et al., 2019).

Workload

Workload, as a variable that has a significant impact on employee performance and well-being in the work environment, includes a number of factors that affect the number and type of tasks that an employee must complete in a given period of time (Malcom et al., 2024). Quantitatively, workload refers to the number of tasks or responsibilities that must be handled, including the amount of work, deadlines, and expected work volume. The higher the volume of work an employee faces, the higher the level of his workload (Giuliani-Dewig et al., 2024). On the other hand, qualitatively, workload can be related to the level of complexity or difficulty of such tasks. Even if the number is insignificant, complex tasks can qualitatively increase the workload.

The time aspect is also an important factor in workload, especially when it comes to tight deadlines or hectic schedules. Employees who face high time pressure may feel a greater workload due to having to complete many tasks in a short period of time. In addition, workload can also include emotional and psychological aspects, such as stress, anxiety, and mental fatigue experienced by employees in completing their tasks (Fletcher et al., 2024).

Interpersonal dynamics in the workplace also play a role in determining employee workload. Interaction with many people or intense teamwork can significantly increase the workload (Larsson et al., 2022a). In addition, work environment factors, such as an effective management system or lack of adequate resources, can also affect employee workload. A supportive work environment can reduce the workload, while a non-conducive environment can increase it (Larsson et al., 2022b).

In research on workload, it is important to consider these various dimensions as well as how the interactions between those factors affect employees' perceptions and experiences of their workload. It is important to develop appropriate management strategies to manage employees' workload and ensure their well-being at work (Griffiths et al., 2023).

Compensation

Compensation is a variable that includes any form of reward given to employees in return for their contributions and performance at work (Trotzke et al., 2020). Broadly, compensation is not only limited to the salary or wages that employees receive, but also includes various types of benefits, incentives, and other benefits provided by organizations to employees as part of their remuneration package. Compensation can also affect employee motivation, job satisfaction, and loyalty to the organization (Ogiemwonyi, 2022).

Compensation in this context includes several dimensions that are important to consider. First, the financial dimension of compensation includes basic salary, bonuses, health benefits, and pension plans, all of which contribute to employees' financial stability and well-being and influence their perception of the value of their work (Lee et al., 2023).

In addition to the financial dimension, compensation also includes non-financial aspects that affect employee motivation and satisfaction (Pu et al., 2024). This includes recognition of employee achievements, opportunities for career development, work schedule flexibility, a healthy work environment, and support for work-life balance. These aspects play an important role in shaping employees' perception of the value of their work and forming their emotional bond with the organization (Ohunakin & Olugbade, 2022).

Furthermore, compensation can also be viewed from a psychological perspective, where an understanding of fairness in the distribution of compensation is key. The concept of compensation fairness includes internal fairness, which is fairness in the comparison of wages between employees in the organization, and external justice, which is fairness in the comparison of wages between the organization and other organizations in the same industry. Employees' perceptions of the fairness of their compensation can affect their motivation, commitment, and performance at work (Kim & Jang, 2020).

In the context of human resource management, compensation management is an important part of an organization's strategy to attract, retain and develop qualified employees (Ohunakin & Olugbade, 2022). Therefore, a deep understanding of compensation, both financial and non-financial, and how compensation affects employee motivation, satisfaction, and performance, is critical to an organization's success in achieving their goals (Jeha et al., 2022).

Work Environment

Work environment is a variable that includes all physical, social, psychological, and cultural aspects of the workplace that affect employee experience and well-being as well as overall organizational performance. Broadly, the work environment includes the physical design of the workspace, organizational cultural norms and values, interpersonal interactions between employees, and management policies and practices implemented (Yilmaz & Seren İntepeler, 2023).

The physical dimensions of the work environment include elements such as office space layout, lighting, ventilation, temperature, and noise levels in the workplace. A well-designed work environment can physically improve employee comfort and health as well as reduce stress and burnout, which in turn can improve performance and productivity (Marzban et al., 2023).

The social aspect of the work environment includes interactions between employees, relationships between superiors and subordinates, and work team dynamics. Work environments that support collaboration, open communication, and teamwork tend to create a positive working atmosphere and build trust between colleagues (Januario et al., 2024).

The psychological dimension of the work environment includes factors such as role clarity, autonomy in work, and social support from co-workers and management. A work environment that provides opportunities for self-development, provides constructive feedback, and provides support in overcoming challenges can improve employee motivation and performance (Liaquat et al., 2024).

In addition, the work environment also includes aspects of organizational culture, namely the values, norms, and beliefs embraced and practiced by the organization (Sun et al., 2024a). A strong culture, which promotes integrity, cooperation, innovation, and employee empowerment, can be a powerful resource in achieving organizational goals (Wang et al., 2022).

Effective management of the work environment involves developing policies and practices that support employee well-being, promotion of fairness and equality, and building an inclusive and performance-oriented organizational culture. By deeply understanding the various dimensions of the work

environment, organizations can create work environments that promote employee well-being, increase motivation and performance, and promote long-term growth and sustainability (Bradley et al., 2023).

Work Discipline

Work discipline is a variable that includes a set of behaviors and attitudes that indicate the level of compliance, obedience, and responsibility of employees to the rules, procedures, norms, and values applicable in the workplace (Hu & Liu, 2020). Broadly, work discipline includes compliance with working hours, punctuality, compliance with company regulations, quality of work, as well as involvement and dedication in carrying out job duties (Tarantul & Berkovich, 2024).

The first dimension of labor discipline is compliance with the rules and procedures of the enterprise. This includes compliance with organizational policies related to attendance, permits, work rules, and safety protocols, as well as compliance with established work procedures (Xing et al., 2019).

Second, work discipline also includes punctuality, that is, the ability of employees to be present and start and complete their tasks according to a set schedule. This punctuality includes arriving at work, attending meetings or meetings, and completing work according to predetermined deadlines (Barongo et al., 2024).

The dimension of work quality is also part of work discipline, which includes quality standards maintained by employees in carrying out their duties (Young & Roos, 2024). It includes aspects such as accuracy, thoroughness, cleanliness, and consistency in the resulting work.

Furthermore, work discipline also involves the involvement and dedication of employees to their work (Meier & Kock, 2023). Employees who have high levels of engagement tend to exhibit proactive behavior, initiative, and concern for the success of the organization, and have an intrinsic motivation to achieve the best results.

Effective management of work discipline involves the establishment of an organizational culture that encourages and reinforces desirable behaviors and attitudes, as well as the implementation of appropriate supervisory and reward systems to facilitate compliance and optimal performance (Sun et al., 2024b). By deeply understanding the variables of work discipline, organizations can create a work environment that supports employees to become more disciplined, productive, and high performers, which will ultimately contribute to the success and sustainability of the organization (Larson et al., 2019).

Hypothesis Development

Workload and Work Discipline

It rests on the idea that when an employee experiences a high workload, it can trigger a variety of adverse psychological and emotional impacts (T.-H. Chen et al., 2023). In situations where employees feel depressed, stressed, or exhausted due to heavy workloads, and they will experience decreased motivation, focus, and concentration on the tasks they have to do (Ijichi et al., 2023). In addition, this condition can also cause them to lose their sense of willingness or commitment to comply with rules or procedures that apply in the workplace (Fitriani et al., 2019).

In this context, lack of focus and motivation caused by high workload can distract employees from carrying out their duties with attention and thoroughness. They may become prone to errors or omissions in carrying out their work, which can then affect the overall quality and productivity of work (Carey et al., 2022).

In addition, stressful and fatigue conditions caused by high workloads can also reduce the ability of employees to maintain good work discipline (Hanifah, 2023). They may become less concerned about punctuality, attendance, or compliance with regulations, as they focus more on coping with the piling up workload. While this indicates a negative relationship between the level of workload and the level of employee discipline, it is important to remember that the hypothesis is only an initial assumption that needs to be tested empirically.

H1: If the workload experienced by employees is getting higher, then their level of work discipline will tend to decrease

Compensation and work discipline

The effect of compensation on work discipline involves a complex series of interactions between financial factors, motivation, and employees' perceptions of the value and appreciation of their contributions in the workplace (Wu et al., 2024). Fair and adequate compensation not only impacts an employee's financial stability, but can also affect their level of engagement, dedication, and loyalty to the organization (Suhartati et al., 2022).

For example, financial rewards that match employee contributions can provide strong incentives for them to maintain high levels of performance and adhere to established work rules and procedures (Peng et al., 2023). Employees who feel valued and treated fairly through a transparent compensation system tend to have higher levels of job satisfaction (Huang et al., 2020), which in turn can strengthen their work discipline (Huang et al., 2020).

Nevertheless, the effect of compensation is not only financial in nature, but also involves important non-financial aspects. In addition to salaries and other material benefits, employees also want recognition for their contributions, opportunities for career development, and a work environment that supports their professional growth (Colonnello et al., 2023). These non-financial factors can contribute significantly to an employee's intrinsic motivation to maintain high work discipline (Saputra et al., 2018).

In this context, the role of management in designing and managing compensation systems becomes very important. A good compensation system must take into account not only financial fairness, but also the need for recognition, rewards, and development opportunities for employees. Thus, the effect of compensation on labor discipline is not only transactional, but also reflects the complex relationship between the organization and employees in an effort to achieve common goals (Rasheed et al., 2020).

H2: If the compensation received by employees is getting higher, then their level of work discipline will tend to increase

Work environment and work discipline

The influence of the work environment on work discipline reflects the complexity of the interaction between physical, social, psychological, and cultural factors in the workplace that influence employees' behavior and attitudes toward their work rules, procedures, and responsibilities (Nurhabibah et al., 2023). A conducive work environment tends to create an atmosphere that supports compliance, obedience, and consistency in carrying out work duties, while an environment that is not conducive can inhibit employees from maintaining high work discipline (Griffin & Neal, 2000).

Physical aspects of the work environment, such as office space design, lighting, ventilation, and noise levels, can affect the comfort and health of employees and their ability to maintain concentration and focus in carrying out work tasks (Kroemer & Kroemer, 2016). A well-designed work environment is physically likely to create conditions that support employee productivity and discipline.

Furthermore, social aspects of the work environment, including interactions between colleagues, relationships between superiors and subordinates, and work team dynamics, can also affect work discipline (Griffin & Neal, 2000). A work environment that encourages collaboration, open communication, and support among colleagues tends to create a positive work atmosphere and build trust in adhering to existing rules and procedures.

Psychological aspects of the work environment, such as role clarity, autonomy in work, and social support, also have a significant impact on work

discipline (Abbas et al., 2014). Employees who feel trusted, supported, and valued by colleagues and management tend to be more motivated to abide by rules and norms that apply in the workplace (Tezci et al., 2015).

In addition, organizational culture which includes the values, norms, and practices embraced and practiced by the organization is also an integral part of the work environment that influences work discipline (Mulyadi et al., 2023). Organizational cultures that emphasize integrity, responsibility, and openness tend to reinforce employee attitudes toward adhering to existing rules and procedures.

H3: If the quality of the work environment is getting higher, then their level of work discipline will tend to increase

Work Discipline and Work Productivity

In the context of modern organizational dynamics, there is a strong assumption that a high level of labor discipline is positively associated with an optimal level of work productivity. Work discipline, as a measure of an employee's willingness and ability to comply with rules, procedures, and work responsibilities, is believed to have a significant impact on the efficiency and quality of work produced (Beautiful Farena & Dedy Dewanto, 2023).

By maintaining good work discipline, employees tend to be better able to maintain focus, consistency, and responsibility in carrying out their duties (J. Chen et al., 2023; Dolan et al., 2018). This means that they are more likely to honor deadlines, maintain the quality of work, and execute tasks with the necessary rigor, which in turn contributes to an increase in overall work productivity. In addition, high work discipline also reflects a high level of responsibility and involvement of employees towards their work. Employees who have good work discipline tend to be more motivated to achieve work goals, overcome challenges, and engage proactively in improving individual and team performance and productivity (Azmi, 2022).

Thus, it can be concluded that the relationship between work discipline and work productivity is mutually reinforcing. High work discipline can help create an efficient, organized, and results-oriented work environment (Zaeni et al., 2023), which ultimately improves the organization's ability to achieve its predefined goals and objectives. Therefore, it is important for organizations to pay attention to and facilitate the development of good work discipline among employees as part of strategies to improve productivity and overall performance.

H4: that a high level of work discipline will be positively associated with a high level of work productivity as well.

Research Method

The study was carefully designed to ensure the validity and reliability of the data obtained. The quantitative approach was chosen because it can provide a more quantitative and measurable picture of the effect of workload, compensation, and work environment on work discipline and employee performance. Through the survey method, researchers can collect data from a number of respondents covering various levels in several companies, reaching a total of 147 respondents, resulting in representative and varied data.

The instrument used in this study was a questionnaire with a Likert scale of 1 to 5. The questionnaire is carefully designed to ensure that all relevant aspects of the variables under study are covered comprehensively. The first part of the questionnaire will focus on the description of respondents' demographics, then the second part measures workload, compensation, and work environment, work discipline and work productivity. Thus, this questionnaire will provide a complete picture of the relationship between the variables studied.

The data collection procedure will be carried out by distributing questionnaires to predetermined respondents. Through this process, the data obtained will reflect the views and perceptions of employees towards the factors studied. Once the data is collected, statistical analysis will be carried out using special software, which will allow researchers to test the hypotheses proposed.

Data analysis will be an important stage in the study, where the Structural Equation Model (SEM) will be used to analyze the relationship between independent variables (workload, compensation, and work environment) and dependent variables (work discipline and employee performance). With the help of AMOS software, researchers can conduct in-depth analysis to identify direct and indirect relationships between these variables, so as to provide a more comprehensive understanding of the factors that affect work discipline and employee performance in the context of the work environment.

Result

Demographic Analysis

The demographics of respondents provide a complete picture of who they are the subjects in the study. A deep understanding of the characteristics and background of these respondents will be an important basis in interpreting research results and drawing accurate conclusions about factors that affect work discipline and employee performance.

Table 1: Characteristics of Respondents

Characteristic	Frequency	percent
Age		
17-25 years	54	37
26-45 years	73	50
46-65 years old	20	13
Total	147	100.0
Gender		
man	83	52
woman	64	48
Total	147	100.0
Education		
SMA	30	21
D3	32	21
S1	77	52
Postgraduate	8	6
Total	147	100.0

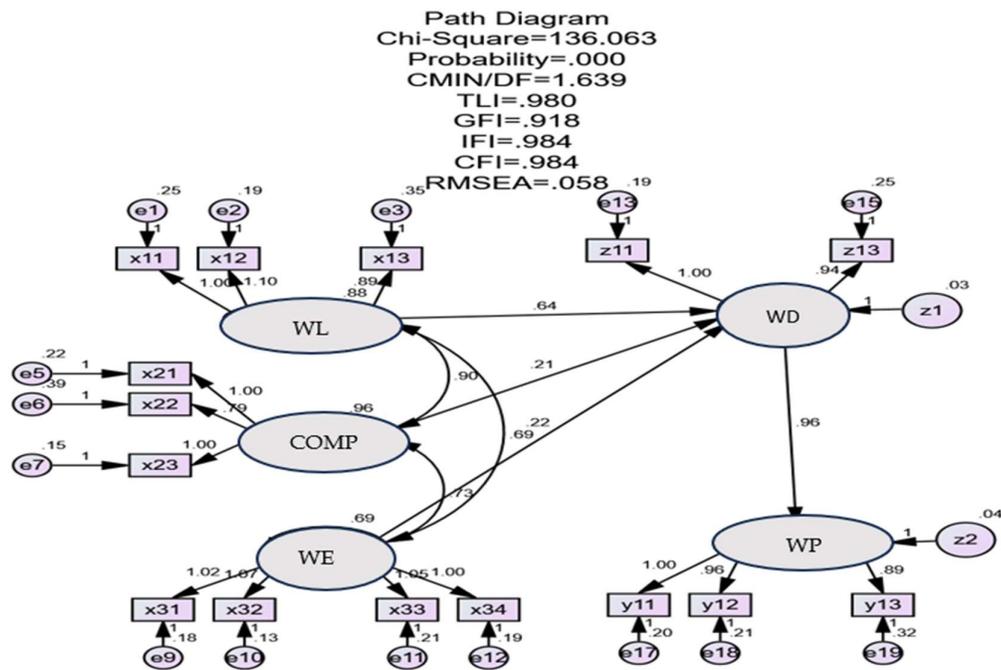
The results of the data presented in table 1 provide a comprehensive picture of the frequency distribution of several characteristics of respondents in the study. First of all, in observing age characteristics, it was found that the majority of respondents were in the age range of 26-45 years, with as many as 73 respondents or about 50% of the total sample. While respondents aged between 17 to 25 years and 46 to 65 years accounted for about 37% and 13% of the total respondents, respectively. Then, when reviewing gender characteristics, it was seen that the number of male respondents (83 people or about 52%) was slightly more than female respondents (64 people or about 48%). This indicates a difference in participation between men and women in the sample.

Finally, in considering the characteristics of education, the majority of respondents (77 people or around 52%) have an S1 educational background, followed by respondents with a D3 educational background (32 people or around 21%). While respondents with high school and postgraduate education backgrounds accounted for about 21% and 6% of the total sample, respectively.

Thus, the conclusion of the results of this data processing is that the majority of respondents in this study are aged between 26-45 years, have a male gender, and have an S1 educational background. These data provide a deeper understanding of the characteristics of the samples used in the study and become an important basis in subsequent analyses of factors affecting work discipline and employee performance.

Hypothesis Analysis

In the process of drawing conclusions based on SEM analysis using AMOS, it is necessary to pay attention to the criteria of *loading factor* value and *goodness of fit* as the first step to ensure the validity and quality of the resulting model.



Picture 1: Analysis Results *Structural Equation Modeling*

From the results of this analysis, the loading factor value describes the strength of the relationship between latent variables and their indicators in structural models. In detail, it can be seen that each indicator has a fairly high loading value against the relevant latent variables. For example, for the latent variable X1, indicator x12 has a loading value of 0.921, while indicator x13 has a loading value of 0.814, and indicator x11 has a loading value of 0.882. Similarly, for latent variables X2 and X3, as well as latent variables Z and Y, each has an indicator with a loading value that reflects a sufficiently high level of significance to the latent variable in question.

With this high loading value, it can be concluded that all indicators effectively represent the concepts referred to in the model, indicating that the resulting model has strong construct validity and is reliable for further analysis. While the results of the fit model analysis present a number of evaluation metrics to

assess the extent to which the model is built according to the data. Based on CMIN, it can be seen that the default model has a chi-square value of 136,063 with 83 degrees of freedom, resulting in a CMIN/DF value of 1,639 which indicates a fairly good match between the model and the data. Nonetheless, a comparison with saturation and independence models shows that the default model still has a lower degree of customization.

Then, based on RMR and GFI, it was found that the default model had an RMR value of 0.022 and a GFI of 0.918, indicating that the model had a good level of conformity with the data. However, its comparison with saturation models shows that there is room for further improvement.

Furthermore, evaluations based on NFI, RFI, IFI, and CFI show that the default model has a fairly high value, but it is still slightly lower compared to the saturation model. Meanwhile, based on parsimony-adjusted measures, the default model has a fairly good value, but it is still higher than the independence model.

Overall, the results of this analysis suggest that the default model has a fairly good degree of conformity to the data, although there is still room for further improvement to approach the level of conformity achieved by the saturation model. Holter evaluation shows that the default model is quite valid in analyzing data. Because the requirements for the results of the SEM analysis are met in general, conclusions can be drawn based on *the following* Regression Weights:

Table 2. Regression Weights

	Regression		Estimate	S.E.	C.R.	P	Information
Work Discipline (WD)	<---	Workload (WL)	.635	.405	1.570	.116	Unconfirmed
Work Discipline (WD)	<---	Compensation (COMP)	.212	.406	.523	.601	Unconfirmed
Work Discipline (WD)	<---	Work Environment (WE)	.218	.088	2.482	.013	Confirmed
Work Productivity (WP)	<---	Work Discipline (WD)	.958	.048	19.769	.016	Confirmed

Discussion

The results of this regression analysis explore the correlation between various factors of the work environment and aspects of work discipline and employee productivity in the context of the organization. Although the effort included independent variables that included workload and compensation, the findings showed that there was no significant evidence supporting the direct influence of

either factor on the level of labor discipline. Nonetheless, attention is drawn to interesting findings showing that a conducive work environment has a significant positive impact on the level of work discipline. This confirms that employees tend to be better able to maintain discipline in a supportive work environment, where factors such as superior support, good teamwork, and positive company culture can influence employee attitudes and behaviors regarding discipline. These findings support previous research (Effect et al., 2023; Kirana et al., 2022; Nasir et al., 2020).

Research also corroborates that high levels of work discipline are consistently correlated with increased employee productivity. This shows that employees who are able to maintain good work discipline tend to be more efficient and effective in carrying out their duties (Prasetyo et al., 2021). Furthermore, these findings affirm the importance of promotion and support of work discipline in the context of achieving organizational goals and improving overall performance.

However, while the results of this study provide valuable insights, further research is needed to explore other factors that might influence the relationship between work environment, work discipline, and employee productivity in more depth. For example, aspects such as organizational communication, fairness in human resource management, and leadership dynamics may also have a significant influence in shaping employee behavior and their performance outcomes. Therefore, more holistic and detailed follow-up research is needed to deepen our understanding of the complexity of workplace relationships and their implications for human resource management and sustainable organizational development strategies.

Conclusion

From the results of the regression analysis conducted, it can be concluded that the relationship between workload and compensation with the level of employee work discipline is not significantly confirmed. This suggests that there is insufficient evidence to support any direct effect of workload or compensation on work discipline.

However, an interesting finding was found in the relationship between the work environment and work discipline. The results of the analysis show that a good work environment has a positive and significant impact on the level of employee work discipline. This underscores the importance of creating a conducive work environment in shaping disciplined behavior in the workplace.

Furthermore, there is strong evidence supporting the relationship between work discipline and employee productivity. A high level of labor discipline is significantly correlated with increased productivity. This indicates that

promoting work discipline among employees can be an effective strategy to improve overall performance in an organization.

Thus, the main conclusion of the results of this analysis is that a supportive work environment plays an important role in shaping the work discipline of employees, which in turn contributes to increased productivity. Although workload and compensation do not directly affect work discipline, there are still other factors that can affect the relationship, which need to be considered in human resource management and the development of more effective organizational strategies.

Implication

The implications that can be drawn from this conclusion include several important aspects: First, the results of the study confirm the importance of work environment factors in shaping the level of employee work discipline. By demonstrating that a good work environment has a positive impact on work discipline, organizations must pay attention to building a supportive corporate culture as well as meeting the psychological and physical needs of employees to create a conducive work environment.

Second, the finding that high levels of work discipline correlate with increased productivity underscores the importance of promoting work discipline among employees as a strategy to improve overall organizational performance. A focus on improving work discipline can have a significant impact on employee productivity outcomes.

Third, although the relationship between workload and compensation with work discipline was not significantly confirmed, it shows complexity in the factors affecting employee work discipline. Therefore, managers and organizational leaders need to consider other factors such as fairness, rewards, and recognition in human resource management and the development of effective organizational strategies.

Fourth, the research highlights the need for follow-up research and more in-depth analysis to better understand the dynamics involved. More in-depth research can assist organizations in designing more effective interventions and policies to improve overall organizational performance and success.

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