Analysis of Compensation, Work Discipline, and Work Motivation on Employee Work Productivity at Pertamina EP Hulu Rokan

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Abstract

This study was motivated by the importance of employee work productivity in supporting the smooth operation of upstream oil and gas companies, particularly Pertamina EP Hulu Rokan, which had high work demands, operational complexity, and a need for disciplined and productive human resources. This study aimed to analyze the effect of compensation, work discipline, and work motivation on employee work productivity, both partially and simultaneously. The research method used was a quantitative approach with an associative research type. The sample consisted of 67 respondents who were employees of Pertamina EP Hulu Rokan. Data were collected through a closed ended questionnaire using a Likert scale and were analyzed using multiple linear regression with the assistance of SPSS version 24.0. The results showed that compensation had a positive and significant effect on work productivity, with a regression coefficient of 0.329, a tcount value of 2.860, and a significance value of 0.006. Work discipline had a positive and significant effect, with a regression coefficient of 0.251, a tcount value of 2.726, and a significance value of 0.008. Work motivation also had a positive and significant effect, with a regression coefficient of 0.341, a tcount value of 3.178, and a significance value of 0.002. Simultaneously, the three variables had a significant effect on work productivity, with an Fcount value of 94.317 and a significance value of 0.000. The Adjusted R Square value of 0.809 indicated that 80.9 percent of work productivity was explained by compensation, work discipline, and work motivation. This study concluded that employee work productivity could be improved by strengthening compensation, work discipline, and especially work motivation.

Keywords: ***Compensation, Work Discipline, Work Motivation, Work Productivity, Pertamina EP Hulu Rokan.***

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3rd International Cofference on the Epicentrum of Economic Global Framework (ICEEGLOF)
Theme: Navigating The Future: Business and Social Paradigms in a Transformative Era.
https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF

Introduction

Employee work productivity is one of the important aspects in determining organizational success, especially in companies operating in strategic and high risk sectors such as the upstream oil and gas industry. Productivity does not only describe the amount of work output achieved, but also reflects work quality, timeliness, efficient use of resources, work spirit, and employee compliance with company operational standards [1]. In an increasingly competitive business environment, companies are required to have human resources who are able to work effectively, maintain discipline, and focus on achieving targets [2]. This becomes even more important in the oil and gas sector because operational activities are directly related to work safety, production sustainability, cost efficiency, and the achievement of company targets.

Pertamina EP Hulu Rokan is a company engaged in the upstream oil and gas sector and plays a role in managing the Rokan Working Area [3]. The company's operational activities include exploration, exploitation, drilling, production, and the management of supporting oil and gas operational facilities [4]. The complexity of these tasks requires employees to have high work productivity, because every operational activity demands accuracy, speed, compliance with procedures, and good coordination among functions. Employee work productivity is one of the factors that determines the smooth running of operational processes, the achievement of production targets, and the sustainability of company performance. If work productivity is not optimal, the company may face work delays, declining work quality, increased supervision burdens, and disruption to operational efficiency [5].

Based on observations and a preliminary survey of 20 employees of Pertamina EP Hulu Rokan, it was found that employee work productivity still faced several problems. In terms of work quality, 65.0 percent of respondents disagreed that employees had produced work in accordance with company quality standards with a minimal error rate. In terms of work quantity, 55.0 percent of respondents assessed that employees were not yet able to complete the amount of work according to the targets set. In addition, 60.0 percent of respondents stated that tasks were not always completed on time, 55.0 percent assessed that enthusiasm and work initiative were not yet optimal, and 60.0 percent of respondents assessed that compliance with working hours and procedures had not been implemented optimally. These data indicate that employee work productivity still needs attention, especially in achieving work quality that fully complies with company standards.

One factor suspected of influencing work productivity is compensation [6]. Compensation is a form of remuneration received by employees for the contribution, effort, time, and responsibility given to the company [7]. In upstream oil and gas work, which involves high workloads, risks, and technical demands, compensation that is perceived as fair and appropriate can encourage employees to work more optimally. However, the preliminary survey showed that 70.0 percent of respondents stated that basic salary was not yet appropriate to job position and work responsibility, 55.0 percent considered incentives not yet proportional to performance achievement, 60.0 percent considered allowances not yet fully supportive of welfare, and 65.0 percent considered work facilities and nonfinancial rewards inadequate. This condition indicates that compensation that has not been perceived as optimal can reduce employees' sense of fairness, satisfaction, and motivation to improve productivity.
The next factor that influences work productivity is work discipline [8]. Work discipline reflects employees' awareness and willingness to obey rules, arrive on time, follow procedures, complete tasks according to standards, and follow leaders' instructions [9]. In the upstream oil and gas industry, work discipline is very important because noncompliance with

procedures can lead to work delays, technical errors, and even safety risks. The preliminary survey showed that 65.0 percent of respondents assessed that employee attendance was not consistent with the established schedule, 55.0 percent stated that rules and regulations had not been fully obeyed, 65.0 percent assessed that work punctuality was not yet optimal, and 60.0 percent of respondents assessed that responsibility for tasks and compliance with leaders were still not optimal. These findings indicate that low work discipline can hinder work orderliness and reduce employee productivity.

In addition to compensation and work discipline, work motivation is also suspected to have a strong relationship with productivity [10]. Work motivation is an internal and external drive that encourages employees to achieve targets, show initiative, work creatively, and take responsibility for work results [9]. Employees with high motivation tend to work with greater focus, strive to improve work results, and demonstrate commitment to achieving company goals [11]. However, the preliminary survey showed that 70.0 percent of respondents assessed that employees did not yet have a strong drive to achieve work targets, 70.0 percent assessed that work spirit was not yet high, 65.0 percent stated that work initiative was still low, 60.0 percent assessed that creativity was not yet optimal, and 55.0 percent assessed that responsibility for work results was not yet fully good. This condition shows that weak work motivation can cause employees to work routinely without the drive to improve the quality and quantity of work output.

Theoretically, Anoraga explained that work productivity is influenced by various factors, including work motivation, work discipline, income level or compensation, skills, work environment, technology, leadership, and opportunities for achievement [12]. In line with this, several previous studies have shown the influence of compensation, work discipline, and work motivation on work productivity [13][14]. However, a research gap remains because the results of several studies show differences in the partial influence of each variable, especially work motivation, which does not always have a significant effect in certain research objects. In addition, most previous studies were conducted in the manufacturing, plantation, service, and government institution sectors, so studies examining the relationship between compensation, work discipline, and work motivation on employee productivity in upstream oil and gas companies are still limited.

Based on field phenomena, preliminary survey results, theoretical support, and differences in previous research results and objects, this study is important to provide empirical evidence regarding the factors that influence employee work productivity at Pertamina EP Hulu Rokan. This study aims to analyze the partial and simultaneous effects of compensation, work discipline, and work motivation on employee work productivity at Pertamina EP Hulu Rokan.

Research Methodology

This study used a quantitative approach with an associative research type. The quantitative approach was used because the research data were measured in numerical form and analyzed statistically, while the associative type was used because this study aimed to determine the effect of compensation, work discipline, and work motivation on employee work productivity [15]. The study was conducted at Pertamina EP Hulu Rokan, located at Jalan Camp Rumbai, Lembah Damai, Rumbai Pesisir, Pekanbaru City, Riau Province. The object of this study was permanent employees of Pertamina EP Hulu Rokan who met the criteria as research respondents.

The population in this study consisted of all permanent employees of Pertamina EP Hulu Rokan, totaling 204 people. The sample size was determined using the Slovin formula with an error rate of 10 percent, then adjusted through proportional rounding in each division, resulting in 71 respondents [16]. The sampling technique used was purposive sampling, which is a sampling technique based on certain criteria [17]. The respondent criteria in this study included employees with permanent employment status, employees who had worked for at least one year, and employees who did not hold leadership positions. These criteria were used so that the selected respondents truly understood the work conditions, compensation system, work discipline, work motivation, and work productivity within the company.

The type of data used in this study was primary data obtained directly from respondents through the distribution of closed ended questionnaires. The main research instrument was a closed ended questionnaire developed based on the indicators of each variable. The measurement scale used was a Likert scale with five response options, ranging from strongly disagree to strongly agree, with scores from 1 to 5. This scale was used to measure respondents' perceptions of each statement related to the research variables [18].

The variables in this study consisted of three independent variables and one dependent variable. The independent variables included compensation (X1), work discipline (X2), and work motivation (X3), while the dependent variable was work productivity (Y). Compensation was measured through indicators of basic salary, incentives, allowances, work facilities, and nonfinancial rewards [7]. Work discipline was measured through indicators of work attendance, compliance with regulations, punctuality, responsibility for tasks, and compliance with leaders [9]. Work motivation was measured through the drive to achieve goals, enthusiasm at work, ability to take initiative, creativity, and sense of responsibility [9]. Work productivity was measured through the achievement of work quality targets, the achievement of work quantity targets, the achievement of task completion time, high work spirit, and high work discipline [12].

Data analysis was carried out with the assistance of SPSS version 34.0. The analysis stages began with data quality testing, including validity and reliability tests, to ensure that the research instrument was feasible and consistent for use [19]. Classical assumption tests were then conducted, including normality, multicollinearity, and heteroscedasticity tests. After the model met the classical assumptions, the analysis continued with multiple linear regression to determine the direction and magnitude of the effect of the independent variables on the dependent variable [20]. Hypothesis testing was conducted through a partial test to determine the effect of each independent variable, a simultaneous test to determine the effect of all independent variables jointly, and the coefficient of determination to determine the extent to which compensation, work discipline, and work motivation were able to explain variations in employee work productivity [21].

Results

2.1 Respondent Characteristics and Analysis of Respondent Answer Distribution

The respondent characteristics showed that the majority of respondents were male, totaling 39 people or 58.2 percent, while female respondents totaled 28 people or 41.8 percent. In terms of age, the largest group was in the 41 to 45 year age range, totaling 17 people or 25.4 percent, followed by the 36 to 40 year age range, totaling 13 people or 19.4 percent. This condition indicates that most respondents were at a mature working age and had relatively stable work experience. Based on the latest education level, respondents were dominated by bachelor degree graduates, totaling 32 people or 47.8 percent, followed by master degree graduates, totaling 17 people or 25.4 percent. In terms of length of service, the

largest group consisted of respondents with 11 to 15 years of service, totaling 15 people or 22.4 percent. The majority of respondents were also married, totaling 57 people or 85.1 percent. These findings indicate that the respondents had relatively strong educational backgrounds, work experience, and social responsibility, so the answers given can be considered sufficiently relevant for assessing compensation, work discipline, work motivation, and work productivity at Pertamina EP Hulu Rokan.

For the compensation variable (X1), the average respondent answers showed a positive tendency. The strongest indicators were work facilities, with an average of 4.0448, and allowances, with an average of 4.0447, indicating that respondents considered company facilities and allowances to be sufficiently supportive of work implementation. The weakest indicator was basic salary, with an average of 3.8582, meaning that the suitability of salary with position and contribution still needed attention. Based on these results, it can be concluded that compensation at Pertamina EP Hulu Rokan was perceived positively, but basic salary remained the aspect that most needed strengthening.

For the work discipline variable (X2), the pattern of respondent answers also showed a strong tendency. The highest indicator was compliance with regulations, with an average of 4.1568, followed by punctuality, with an average of 4.1343. This indicates that employees were sufficiently compliant with work rules, operational standards, and task completion time. The lowest indicator was work attendance, with an average of 3.9627. Based on these results, it can be concluded that employee work discipline was good, but attendance consistency still needed to be maintained so that productivity could become more stable.

For the work motivation variable (X3), the strongest indicator was the ability to take initiative, with an average of 4.1269, indicating that employees were sufficiently able to take action and find more effective ways of working. The creativity indicator was also classified as good, with an average of 4.0224. The weakest indicator was enthusiasm at work, with an average of 3.9104, followed by a sense of responsibility, with an average of 3.9328. Based on these results, it can be concluded that employee work motivation was relatively good, but daily work spirit and personal responsibility still needed to be improved continuously.

For the work productivity variable (Y), the strongest indicator was the achievement of task completion time, with an average of 4.1716, indicating that employees were sufficiently able to manage work time and complete tasks according to schedule. The indicators of work quantity target achievement and work spirit were also high, with values of 4.1268 and 4.1269, respectively. The lowest indicator was high work discipline, with an average of 3.9254. Based on these results, it can be concluded that employee work productivity was good, but discipline in following rules and procedures without direct supervision still needed to be strengthened.

2.2 Data Quality Test Validity and Reliability

Table 1. Results of Validity and Reliability Tests

Variable	Item	r count	Validity Criterion	Description	Cronbach's Alpha	Reliability Criterion	Description
Compensation (X1)	X1.1	0.678	> 0.3	Valid	0.891	> 0.7	Reliable
	X1.2	0.502	> 0.3	Valid	0.891	> 0.7	Reliable
	X1.3	0.652	> 0.3	Valid	0.891	> 0.7	Reliable
	X1.4	0.701	> 0.3	Valid	0.891	> 0.7	Reliable
	X1.5	0.750	> 0.3	Valid	0.891	> 0.7	Reliable
	X1.6	0.378	> 0.3	Valid	0.891	> 0.7	Reliable

Variable	Item	r count	Validity Criterion	Description	Cronbach's Alpha	Reliability Criterion	Description
	X1.7	0.708	> 0.3	Valid	0.891	> 0.7	Reliable
	X1.8	0.671	> 0.3	Valid	0.891	> 0.7	Reliable
	X1.9	0.619	> 0.3	Valid	0.891	> 0.7	Reliable
	X1.10	0.684	> 0.3	Valid	0.891	> 0.7	Reliable
	X2.1	0.764	> 0.3	Valid	0.941	> 0.7	Reliable
	X2.2	0.390	> 0.3	Valid	0.941	> 0.7	Reliable
	X2.3	0.832	> 0.3	Valid	0.941	> 0.7	Reliable
	X2.4	0.704	> 0.3	Valid	0.941	> 0.7	Reliable
Work Discipline	X2.5	0.671	> 0.3	Valid	0.941	> 0.7	Reliable
(X2)	X2.6	0.921	> 0.3	Valid	0.941	> 0.7	Reliable
	X2.7	0.919	> 0.3	Valid	0.941	> 0.7	Reliable
	X2.8	0.711	> 0.3	Valid	0.941	> 0.7	Reliable
	X2.9	0.850	> 0.3	Valid	0.941	> 0.7	Reliable
	X2.10	0.900	> 0.3	Valid	0.941	> 0.7	Reliable
	X3.1	0.612	> 0.3	Valid	0.890	> 0.7	Reliable
	X3.2	0.433	> 0.3	Valid	0.890	> 0.7	Reliable
	X3.3	0.332	> 0.3	Valid	0.890	> 0.7	Reliable
	X3.4	0.828	> 0.3	Valid	0.890	> 0.7	Reliable
Work	X3.5	0.658	> 0.3	Valid	0.890	> 0.7	Reliable
Motivation (X3)	X3.6	0.710	> 0.3	Valid	0.890	> 0.7	Reliable
	X3.7	0.756	> 0.3	Valid	0.890	> 0.7	Reliable
	X3.8	0.507	> 0.3	Valid	0.890	> 0.7	Reliable
	X3.9	0.801	> 0.3	Valid	0.890	> 0.7	Reliable
	X3.10	0.646	> 0.3	Valid	0.890	> 0.7	Reliable
	Y.1	0.497	> 0.3	Valid	0.889	> 0.7	Reliable
	Y.2	0.541	> 0.3	Valid	0.889	> 0.7	Reliable
	Y.3	0.566	> 0.3	Valid	0.889	> 0.7	Reliable
	Y.4	0.653	> 0.3	Valid	0.889	> 0.7	Reliable
Work	Y.5	0.715	> 0.3	Valid	0.889	> 0.7	Reliable
Productivity (Y)	Y.6	0.618	> 0.3	Valid	0.889	> 0.7	Reliable
	Y.7	0.777	> 0.3	Valid	0.889	> 0.7	Reliable
	Y.8	0.565	> 0.3	Valid	0.889	> 0.7	Reliable
	Y.9	0.555	> 0.3	Valid	0.889	> 0.7	Reliable
	Y.10	0.768	> 0.3	Valid	0.889	> 0.7	Reliable

The validity test results showed that all statement items had Corrected Item Total Correlation values greater than 0.3. Thus, all items in the compensation, work discipline, work motivation, and work productivity variables were declared valid [22].

The reliability test results also showed that the Cronbach's Alpha value for each variable was greater than 0.7, namely compensation at 0.891, work discipline at 0.941, work motivation at 0.890, and work productivity at 0.889. This proves that the research instrument had good internal consistency and was feasible for use in the next analysis [23].

2.3 Classical Assumption Test Normality, Multicollinearity, and Heteroscedasticity

Tabel 2. Results of the Kolmogorov Smirnov Normality Test

Description	Value
N	67
Std. Deviation	2.87069074

Description	Value
Test Statistic	0.089
Asymp. Sig. (2-tailed)	0.200

The results of the Kolmogorov Smirnov normality test showed an Asymp. Sig. two tailed value of 0.200. This value is greater than 0.05, so the residuals in the regression model were declared normally distributed. Thus, the regression model met the normality assumption and could be used for multiple linear regression testing [24].

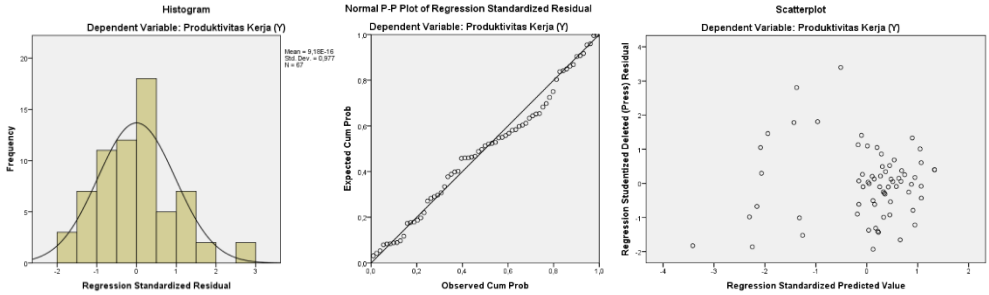

Figure 1. Histogram, P P Plot, and Scatterplot Graphs

In the histogram graph, the bar pattern followed the shape of a bell curve or normal curve. The residual distribution did not show extreme skewness, so the residual distribution could be considered close to normal [25].

In the Normal P P Plot graph, the residual points appeared to follow and approach the diagonal line. This pattern indicates that the residual data distribution did not sharply deviate from the normal distribution [26].

In the scatterplot graph, the points spread randomly around the observation area and did not form a specific pattern, such as narrowing, widening, or waving. Based on these three graphs, the regression model was feasible for use because it did not show visual symptoms of violations of normality and heteroscedasticity assumptions [27].

Table 3. Results of Multicollinearity and Glejser Heteroscedasticity Tests

Variable	Tolerance	VIF	Multicollinearity Description	Glejser Sig.	Heteroscedasticity Description
Compensation (X1)	0.225	4.441	No multicollinearity	0.606	No heteroscedasticity
Work Discipline (X2)	0.253	3.960	No multicollinearity	0.674	No heteroscedasticity
Work Motivation (X3)	0.247	4.041	No multicollinearity	0.340	No heteroscedasticity

The multicollinearity test results showed that all independent variables had Tolerance values greater than 0.10 and VIF values less than 10. Compensation had a Tolerance value of 0.225 and a VIF value of 4.441; work discipline had a Tolerance value of 0.253 and a VIF value of 3.960; while work motivation had a Tolerance value of 0.247 and a VIF value of 4.041. Thus, there was no indication of multicollinearity in the model [17].

The Glejser test results also showed that the significance value of compensation was 0.606, work discipline was 0.674, and work motivation was 0.340. All of these values were greater than 0.05, so the regression model did not experience heteroscedasticity [28].

Table 4. Multiple Linear Regression Analysis and Partial t Test

Variable	B	Std. Error	Beta	t_{count}	t_{table}	Sig.	Hypothesis Description
Constant	3.797	2.275		1.669	1.998	0.100	
Compensation (X1)	0.329	0.115	0.324	2.860	1.998	0.006	Accepted
Work Discipline (X2)	0.251	0.092	0.292	2.726	1.998	0.008	Accepted
Work Motivation (X3)	0.341	0.107	0.343	3.178	1.998	0.002	Accepted

Based on the table, the multiple linear regression equation obtained was as follows [1]:
Y = 3.797 + 0.329X1 + 0.251X2 + 0.341X3 + e

The constant value of 3.797 shows that if compensation, work discipline, and work motivation remained constant or were considered unchanged, work productivity would be at a value of 3.797 [2].

The compensation regression coefficient of 0.329 shows a positive direction of influence, meaning that an increase in compensation would be followed by an increase in work productivity [29]. This is logical because compensation that is perceived as appropriate can strengthen employees' sense of appreciation, satisfaction, and motivation in completing work.

The work discipline regression coefficient of 0.251 also shows a positive effect. This means that the better the attendance, compliance with rules, punctuality, responsibility, and compliance with leaders, the higher the employee work productivity [30]. In an upstream oil and gas company such as Pertamina EP Hulu Rokan, discipline is an important foundation because work must follow strict procedures, schedules, and safety standards.

The work motivation regression coefficient of 0.341 shows the largest positive effect compared to the other variables [31]. This means that work motivation was the most dominant variable in encouraging productivity.

The Beta value of work motivation, which was 0.343, was also the highest, so work motivation had the strongest relative contribution in shaping employee work productivity [32].

The ttable value was obtained from the formula df = n minus k minus 1, namely 67 minus 3 minus 1 = 63, at a significance level of 0.05, resulting in a ttable value of 1.998 [28].

The t test results showed that compensation had a tcount value of 2.860 > 1.998 and a sig. value of 0.006 < 0.05, so compensation had a positive and significant effect on work productivity [33].

Work discipline had a tcount value of 2.726 > 1.998 and a sig. value of 0.008 < 0.05, so it had a significant effect on work productivity [34].

Work motivation had a tcount value of 3.178 > 1.998 and a sig. value of 0.002 < 0.05, so it had a significant effect on work productivity [35].

These significant effects indicate that changes in each independent variable were significantly related to changes in work productivity partially.

Table 5. Results of Simultaneous F Test and Coefficient of Determination R Square

F_{count}	F_{table}	Sig.	R	R Square	Adjusted R Square	Description
94.317	2.751	0.000	0.904	0.818	0.809	Significant simultaneous effect

The F table value was obtained based on df1 = k = 3 and df2 = n minus k minus 1 = 67 minus 3 minus 1 = 63 at a significance level of 0.05, resulting in an F table value of 2.751 [24].

The F test results showed that the Fcount value of 94.317 was greater than the Ftable value of 2.751, with a significance value of 0.000 < 0.05. Thus, compensation, work discipline, and work motivation jointly had a significant effect on employee work productivity at Pertamina EP Hulu Rokan [5].

The R value of 0.904 indicates that the relationship between compensation, work discipline, and work motivation jointly with work productivity was in the very strong category [13]. The Adjusted R Square value of 0.809 indicates that compensation, work discipline, and work motivation were able to explain 80.9 percent of the variation in work productivity [14]. The remaining 19.1 percent was influenced by other variables outside the research model, such as work environment, leadership, competence, work technology, organizational culture, and other welfare factors [12].

Discussion

3.1 The Effect of Compensation (X1) on Work Productivity (Y)

The results of the study showed that compensation had a positive and significant effect on employee work productivity at Pertamina EP Hulu Rokan. The regression coefficient value of 0.329, the tcount value of 2.860, and the significance value of 0.006 indicate that the better the compensation received by employees, the higher the work productivity produced [36].

This effect can occur because compensation is directly related to employees' perceptions of fairness, appreciation, and welfare [37]. In upstream oil and gas companies, work involves high technical burdens, responsibilities, and operational risks. If salaries, incentives, allowances, work facilities, and nonfinancial rewards are perceived as appropriate, employees will be encouraged to work more seriously.

The distribution of respondent answers showed that the indicators of work facilities and allowances were the strongest aspects. This indicates that the company has provided work support and welfare benefits that sufficiently assist employees in carrying out their duties. Adequate work facilities can facilitate work processes, reduce technical barriers, and improve work comfort.

However, the basic salary indicator was still the weakest aspect compared to other compensation indicators. This condition shows that some employees still perceived the need to strengthen the suitability between salary, position, responsibility, and work contribution. This is important because perceptions of compensation fairness can influence work motivation.

Pertamina EP Hulu Rokan has attempted to support productivity through financial and nonfinancial compensation, including allowances, work facilities, and career development opportunities. These efforts play a role in creating a sense of security and increasing work commitment. If the compensation system becomes more transparent and proportional, employee productivity has the potential to increase more strongly [6].

This is in accordance with the theory proposed by Anoraga, who explained that employee work productivity is influenced by various factors, one of which is employees' income level or compensation [12]. This is also in line with the research results of Affia and Suprapti [6], Setiawan et al. [29], Hendi and Huda [33], Khasanah et al. [36], and Mursalim et al. [37], which proved that compensation partially has a positive and significant effect on work productivity.

3.2 The Effect of Work Discipline (X2) on Work Productivity (Y)

The results of the study showed that work discipline had a positive and significant effect on employee work productivity at Pertamina EP Hulu Rokan. This was proven by the regression coefficient value of 0.251, the tcount value of 2.726, and the significance value of 0.008, indicating that an increase in work discipline would significantly be followed by an increase in employee work productivity [38].

Work discipline is an important factor because upstream oil and gas activities greatly depend on compliance with time, operational standards, and safety procedures. Employees who arrive on time, obey rules, follow instructions, and complete tasks according to provisions will help the company maintain smooth operations [39].

The distribution of respondent answers showed that the indicator of compliance with regulations had the strongest value. This indicates that employees sufficiently understood the importance of work rules in task implementation. Compliance with procedures supports work quality and reduces the possibility of operational errors that can hinder productivity.

The work attendance indicator was the weakest aspect compared to other discipline indicators. This finding shows that attendance and schedule consistency still need attention. In a company with an interconnected work system, irregular attendance can affect coordination, task distribution, and target achievement.

Pertamina EP Hulu Rokan has implemented work rules, operational standards, supervisor monitoring, and reporting systems to maintain employee discipline. These policies play a role in directing work behavior to become more orderly and responsible. The more consistently discipline is applied, the greater the opportunity for the company to achieve stable productivity [8].

This is in accordance with the theory proposed by Anoraga, who explained that employee work productivity is influenced by various factors, one of which is employee work discipline [12]. This is also in line with the research results of Birowo and Ahsani [8], Irama [30], Aprilia et al. [34], Sulaeman et al. [38], and Wahyono and Suwarno [39], which proved that work discipline partially has a positive and significant effect on work productivity.

3.3 The Effect of Work Motivation (X3) on Work Productivity (Y)

The results of the study showed that work motivation had a positive and significant effect on employee work productivity at Pertamina EP Hulu Rokan. The regression coefficient value of 0.341, the tcount value of 3.178, and the significance value of 0.002 indicate that work motivation was an important factor in improving employee productivity [10].

Work motivation serves as an internal drive that encourages employees to achieve targets, take initiative, work creatively, and take responsibility for work results [11]. In an upstream oil and gas company, motivation is highly needed because work requires accuracy, endurance, readiness to face pressure, and the ability to solve problems quickly.

The distribution of respondent answers showed that the indicator of ability to take initiative was the strongest aspect. This indicates that employees had a tendency to act independently, find more effective ways of working, and not fully depend on instructions from superiors. Such initiative strongly supports the smooth running of field and administrative work.

The enthusiasm at work indicator was the weakest aspect. This condition shows that daily work spirit still needs to be strengthened, especially when employees face work routines, target pressure, or heavy workloads. Declining enthusiasm can hinder work speed and reduce the drive to produce the best work results.

Pertamina EP Hulu Rokan has supported work motivation through work targets, performance assessment systems, development opportunities, and rewards for employee

contributions. These efforts help build stronger work motivation. If motivation continues to be maintained through rewards, communication, and career development, work productivity can increase more optimally [31].

This is in accordance with the theory proposed by Anoraga, who explained that employee work productivity is influenced by various factors, one of which is employee work motivation [12]. This is also in line with the research results of Fajar and Maryam [10], Heldianto et al. [11], Ipijei and Tawenem [31], Nurhayanti et al. [32], and Nugraha et al. [35], which proved that work motivation partially has a positive and significant effect on work productivity.

Conclusion

This study showed that compensation, work discipline, and work motivation had positive and significant effects on employee work productivity at Pertamina EP Hulu Rokan, both partially and simultaneously. Work motivation was the most dominant variable because it had the largest regression coefficient of 0.341 and the highest Beta value of 0.343. The Adjusted R Square value of 0.809 indicated that 80.9 percent of the variation in work productivity could be explained by the three variables, while 19.1 percent was influenced by other factors outside the research model.

Pertamina EP Hulu Rokan is advised to improve employee work productivity by strengthening work motivation as the most dominant factor, especially by providing more tangible rewards, career development opportunities, clear communication of work targets, and supervisor support for employee initiative. The company also needs to maintain consistency in work discipline through fair supervision, attendance evaluation, and the habituation of compliance with operational procedures. In terms of compensation, the company can review the suitability of salaries, incentives, allowances, and nonfinancial rewards so that they are more balanced with employee responsibilities, risks, and contributions.

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