

**THE INFLUENCE OF WORK ENVIRONMENT, WORK
MOTIVATION AND WORK ETHIC ON EMPLOYEE
PRODUCTIVITY AT THE MAPPI REGENCY REGIONAL
SECRETARIAT OFFICE**

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Abstract

The Mappi Regional Secretariat, responsible for critical administrative and coordination functions in local government, has faced challenges in employee productivity as evidenced by suboptimal Community Satisfaction Index scores over a three-year period, averaging only 72% of the target. Despite efforts to improve productivity through strategic planning and infrastructure upgrades, human resource issues persist. The report explores how the Work Environment, Work Motivation, and Work Ethic affect Employee Productivity at the Mappi Regency Regional Secretariat Office. A quantitative research approach was utilised for this study. The target population was all mayoral officers at the regional secretariat in Mappi, totaling 153 individuals. A sample size of 114 was selected for the research. A questionnaire was employed as the research instrument. The study encompassed 4 variables: Work environment (X1), Work motivation (X2), Work Ethic (X3), and Performance (Y). Data analysis involved Descriptive Analysis of Respondent Schedule and Descriptive Statistical Analysis. Quality tests were conducted to ensure data validity and reliability, including Normality Test, Heteroscedasticity Test, Multicollinearity Test, and Autocorrelation Test. The study also included multiple linear regression tests, correlation tests, determination coefficient, and hypothesis testing (t-Test and f-Test). The findings indicated that the work environment, work motivation, and work ethic positively and significantly impacted the productivity of Mappi Regional Secretariat employees. Work ethic displayed a particularly strong positive influence on work productivity compared to other variables. It is recommended that employees at Mappi Regional Secretariat uphold their work ethic, as it plays a crucial role in enhancing work productivity.

Keywords: Performance, Work Environment, Work Ethic, Work Motivation

1. INTRODUCTION

The Mappi Regional Secretariat plays a role in planning, implementing, coordinating and controlling general administrative activities, staffing, equipment, public relations, protocols, as well as program and financial preparation. Success in this role will also determine the success of the local government system. Therefore, productivity is an important variable in the order of the Mappi Regional Secretariat that will ensure this success. The productivity of the Mappi regional secretariat faces a serious problem, based on data from the Mappi regional secretariat performance report. The Mappi Regional Secretariat's Community Satisfaction Index in a period of 3 years was only able to reach an average of 72% of the expected index of 100%, below. Based on the Community Satisfaction Index data, it shows that in 2021 it showed 75%, then in 2022 it dropped to 72%, then increased to 75%. Even though there has been an increase, this figure has not reached the 100% target. Based on information quoted from Getrudis Saga Keo (2022),

it is stated that Mappi district received a less innovative index in improving the performance of local government organizers. Papua (2024) added that to overcome the problems of the development process and improve the welfare of the people in Papua, it is necessary to improve the human resources of the bureaucratic leadership apparatus.

The government has actually tried to improve the work productivity of regional secretariat employees through efforts to periodically review the Strategic Plan, prepare the Regional Secretariat action plan at the beginning of the year, and add facilities and infrastructure that support the implementation of work. However, these efforts did not have a positive impact on the human resources of the Mappi Regional Secretariat employees but only had a general impact on the aspect of implementing performance evaluation activities at the Mappi Regional Secretariat. Even though it is the human resources of the Mappi Secretariat that should be addressed because the success of all activities that take place is based on the quality of the human resources of the Mappi Regional Secretariat. as stated by Sendi & Heryanda (2022) that HR is one of the important factors that support organizations in carrying out their activities Sendi & Heryanda (2022). If the organization has human resources that are not superior, the organization will have difficulty in achieving its goals (Musfirah, 2022). Without superior human resources, all even the use of work tools including facilities and infrastructure cannot be managed.

Productivity as an interesting variable to study, according to Singh et al. (2022) explained that employee productivity has been of great interest to management experts since the beginning of management research during the Industrial Revolution and continues so in the twenty-first century. The belief that productivity has the ability to influence organizational productivity as well as the organization's ability to maintain a competitive advantage, has sparked a surge of interest in research among academics around the world. Rahman et al. (2023) that employee productivity has a high influence on achieving the goals and objectives of an organization. Zongjun (2019) today, organizations that want to grow and be strong must find ways to make employees work hard for the organization.

Sasidhar, (2021) that it is very important to understand the factors that influence the increase in productivity because considering the supervision aspect alone is not enough to increase productivity. Even researcher Soputan (2023) explained that for the implementation of improvement, structuring and strengthening, you must know the factors that can increase employee productivity. Research by Singh et al. (2022) recently emphasized that today productivity is not only related to efficiency but increases to the extent to which employees have a strong awareness of their duties and responsibilities. Tanjung (2020) for that the concept of productivity is inseparable from the success of human resource empowerment.

This research refers to the organizational behavior theory model developed by Mc. Shane and Glinow, where the theory is known as the model of individual behavior and results. The model according to Wijaya & Manurung, (2021) points to factors that affect individual work productivity, namely motivation, work ethic and environmental factors. According to Shane and Glinow, if these four factors are weakened, individual productivity will decrease. The model is again emphasized by Mahawati et al., (2021) to increase work productivity which explains that productivity can be increased by paying

attention to aspects that come from external sources such as the organizational environment itself. Then the internal aspects or personality of the employees themselves include work motivation and work ethic.

The work environment is the first factor that is predicted to increase work productivity. A work environment that provides a harmonious and caring atmosphere among fellow employees will increase employee morale. Work motivation as the second factor predicted to increase work productivity. Work motivation as an encouragement within employees to increase their work productivity. Work ethic as the third factor predicted to increase work productivity. Work ethic as the existence of responsible work behavior related to their duties, with a high work ethic an employee is certain to have high work power and maintain his reputation from work violations in the organizational environment which then has an impact on increasing work productivity.

The novelty in this research lies in the work ethic variable, this has been proven through the Vosviewer application. Network visualization shows that the work ethic variable has the same network or is in one cluster with work productivity, work motivation and work environment variables. However, work ethic has a smaller red dot pattern than work motivation and work environment variables in its influence on work productivity, this means that research on the effect of work ethic on work productivity is still little researched when compared to research related to the influence of work environment and work motivation in increasing work productivity.

Furthermore, Overlay, visualization shows that research related to work ethic variables on work productivity was last researched in 2020, so research related to these two variables needs to be carried out to increase references and literature on HR management science. Density visualization shows that work ethic has a green color that is less bright than other variables, of course this reinforces that the work ethic variable is a novelty in this study. Based on the phenomenon of low work productivity of Setda (Regional Secretariat) employees, the gap in research results between previous studies presented by researchers through research gaps and the lack of research related to work ethic. This study seeks to explore how the Work Environment, Work Motivation, and Work Ethic affect Employee Productivity at the Mappi Regency Regional Secretariat Office.

2. LITERATURE REVIEW

2.1. Individual Behavior and Results Theory

The Individual behavior and results theory explains that work productivity is influenced by motivation, ability, role, perception, work ethic and environmental factors determined by individual character. Wijaya & Manurung (2021) Environmental variables consist of work environment variables and variables outside the work environment. Variables in the work environment such as personal variables of competence, motivation and work ethic will affect individual work behavior, for example in problem solving, thought processes, communication, observation, and movement. Furthermore, this individual behavior will have an impact on increasing productivity (Tewal et al., 2017).

2.2. Management Theory

Management has the activities of leading, organizing, managing, controlling and developing. Management is also a process carried out to achieve an organization's goals by working together in a team. And management has various points of view and perceptions (Widiana, 2020). Management is a system or structure that entails steering a team towards achieving company objectives. It involves overseeing or directing a group of individuals to reach desired outcomes. The process of managing entails putting plans into action, with the individual carrying out this process being referred to as a manager (Patma et al., 2019).

2.3. HR Management Theory

Human Resource Management (HRM) involves the strategic planning, coordination, guidance, and oversight of personnel-related functions to achieve a variety of personal, organisational, and societal objectives (Yuliani, 2023). HRM is a field that delves into the interactions between individuals within corporate structures. In essence, HRM emphasises the importance of human capital in the workforce and focuses on addressing issues pertaining to labour. Employees are central to organisational activities, serving as architects, participants, and influencers in achieving goals. Even with advanced tools at their disposal, companies rely on the active involvement of their staff for success (Adamy, 2016).

2.4. The Concept of Motivation

Motivation is derived from the word motivation, denoting an internal urge, whereas to motivate refers to inspiring someone to act or make an effort. It can also be described as the force or inspiration that propels an individual to engage in a set of tasks in order to attain specific objectives (Mubarak et al., 2022). Motivation is a condition within a person that encourages him to carry out activities that achieve goals. A strong impetus in a person in carrying out activities will make him try to achieve the expected goals (Ariani et al., 2022). Motivation or encouragement in general is a complex statement in an organism that directs behavior towards a goal or stimulus (incentive). The goal is what determines or limits the organism's behavior. If observed, it is difficult to distinguish between the definition of motive and motivation as if there is overlap (Ajhuri, 2021).

2.5. Concept of Work Environment

The surroundings of the workplace play a crucial role in how a worker performs their tasks according to Enny (2019). A positive work environment is vital in motivating employees to carry out their job responsibilities effectively. Employees' enthusiasm at work can be influenced by the quality of the work environment as stated by Dhyan & Parashakti (2021). The facilities within the work environment are essential in helping employees fulfill their duties as outlined by Kurniawan & Rimas (2021).

The work environment indicator described by Djoko Soelistya (2021) consists of three points:

- 1) Work atmosphere. This work atmosphere will include calmness and safety.

- 2) Relationships with coworkers. Relationships with coworkers, namely relationships with coworkers are harmonious and without mutual intrigue between coworkers.
- 3) Availability of work facilities This means that the equipment used to support the smooth running of work is complete / up-to-date.

2.6. Concept of Work Motivation

Work motivation refers to the encouragement or stimulation provided for each employee in carrying out their duties. With positive motivation, employees will feel happiness and enthusiasm at work, so that they will contribute to significant growth and development for the organization (Farida et al., 2024). Motivation focuses on ways to inspire an individual's passion for work, motivating them to utilise their skills and expertise to the fullest to help meet the organisation's objectives (Dhyan et al, 2021). The drive to succeed in achieving organisational goals is seen as essential in ensuring that an individual can also attain their personal goals within the same organisation (Henriani et al, 2021).

In their book, Mubarak et al. (2022) outline the various factors that contribute to work motivation. These include:

- 1) Rewards based on performance, such as goods, services, and money, that employees receive in exchange for their services within the organization.
- 2) Goals and accomplishments that individuals strive for in the workplace, with each person having their own unique measures of success due to individual differences.
- 3) Feedback and acknowledgment from supervisors regarding the extent to which employees have effectively applied the motivation provided to them.
- 4) The nature of the work itself, and whether the tasks and responsibilities undertaken by employees can serve as a source of motivation for others in the organization.

2.7. Concept of Work Ethic

Work ethic can also be seen as a form of judgement, involving an evaluative process for both individuals and groups. Through this evaluation, a positive progression is made possible, leading to growth in the future. It serves as a reflection or guide to help individuals determine their next steps. In essence, work ethic acts as a dual standard of life - a driving force for some, and a value system for others (Badriati, 2021). Work ethic is essentially a moral compass that influences how individuals behave and approach their work, reflecting the values and norms of society (Faisal, 2021). According to Badriati (2021), indicators of work ethic can be broken down into three key points: Interpersonal Skills, Initiative, and Reliability.

2.8. Concept of Employee Productivity

Employee productivity is essential for the success of any organisation as it involves the amount of work produced by an employee within a specific time frame. It is crucial for businesses to efficiently convert resources like manpower, capital, and time

into desired outcomes. The efficiency of individuals, equipment, and technology in transforming inputs into outputs is a key factor in determining productivity levels.

Furthermore, the level of work productivity can be measured by:

- 1) Time Utilization. Speed of work time; saving of work time; discipline of work time; absenteeism rate.
- 2) Output is the production results obtained according to the desired product of the organization. Productivity measurement is used as a means to analyze and encourage and production efficiency.
- 3) Achievement component. Own main achievements with other people's main achievements (Wijaya & Manurung, 2021b)

3. RESEARCH METHODS

It is crucial to have proper methods in place when carrying out research, as highlighted by Patmasari (2022) and Tokang (2023). The research methodology employed in this study is quantitative in nature. As mentioned by Sugiyono (2018), quantitative research involves collecting numerical data, interpreting it, and deriving results based on the data. The study took place at the office of the Regional Secretary in Mappi Regency.

3.1. Population and Sample

The focus of this study was on the complete staff of the Mappi Regional Secretariat, comprising a total of 153 individuals. A sample size of 114 (25% of 153 or $153 \cdot 0.25 = 114$) was selected for the research. According to Arikunto (2016), it is important for the sample to accurately represent the population being studied. When the population is less than 100, it is advisable to include all individuals, whereas when the population exceeds 100, a sample size of 10-15% or 20-25% is sufficient.

3.2. Research Variables

The variables in this study consisted of 4 variables, namely: Work environment (X1), Work motivation (X2) and Work Ethic (X3) and Performance (Y). Then all question items will be measured using a Likert model interval scale (Likert scale) with a value of 1 - 5 for each question item with the following details: Strongly Disagree (SD) value 1, Disagree (D) value 2, Moderately Agree (MA) score 3, Agree (A) score 4, and Strongly Agree (SA) value 5.

The object of this research is employees at the regional secretariat office of Mappi Regency in Kapi City, Obaa District, Mappi Regency.

3.3. Data Analysis Method

Analysis of the responses provided by respondents and examination of statistical data is conducted through descriptive analysis. Additionally, assessments regarding data quality encompass validity, reliability, normality, heteroscedasticity, multicollinearity, autocorrelation, multiple linear regression, correlation, determination coefficient, and hypothesis testing including t tests and f tests.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Descriptive Analysis

1) Frequency of Respondents' Answers to Work Environment Variables (X1)

Description of the answers to the Work Environment variable (X1) the highest was chosen by respondents from the indicator “Quiet and comfortable atmosphere” with an average value of 4.23 and the lowest was from the indicator “Harmonious relationship” with an average value of 3.82 analyzed from the distribution of questionnaires.

The Work Environment variable (X1) obtained an overall average result of 4.0. The Work Environment variable (X1) consists of two dimensions, including the calm and comfortable atmosphere indicator with an average of 4.23 and the harmonious relationship indicator with an average of 3.82.

The distribution of data in this study was 29% of respondents answered strongly agree, 45% of respondents answered agree, 26% of respondents answered neutral and 0% of respondents both answered disagree and strongly disagree. The majority of respondents answered agree on the work environment variable (X1).

2) Frequency of Respondents' Answers to Work Motivation Variables (X2)

Description of the answers to the Work Motivation variable (X2) the highest was chosen by respondents from the indicator “Application of motivation from the compensation support provided” with an average value of 4.4 and the lowest came from the indicator “The existence of fair compensation” with an average value of 3.9 analyzed from the distribution of questionnaires. variable Work Motivation (X2) obtained an overall average result of 4.2. The Work Motivation variable (X2) consists of four dimensions, including the existence of fair compensation with an average of 3.9, the desire to achieve work performance with an average of 4.30, the application of motivation from the compensation support provided with an average of 4.4 and job characteristics can increase enthusiasm and a responsible attitude with an average of 4.2.

The distribution of data in this study 36% of respondents answered strongly agree, 44% of respondents answered agree, 19% of respondents answered neutral, 1% of respondents answered disagree and 0% of respondents answered strongly disagree. The majority of respondents answered agree on the Work Motivation variable (X2).

3) Frequency of Respondents' Answers to Work Ethic Variables (X3)

Description of the answers to the Work Ethic variable (X3) the highest was chosen by respondents from the “Attention and cooperation” indicator with an average value of 4.6 and the lowest came from the “Comply with regulations and be on time” indicator with an average value of 4.3 analyzed from distributing questionnaires. work ethic variable (X3) obtained an overall average result of 4.4. The Work Ethic variable (X3) consists of three dimensions including “Attention and cooperation” with an average of 3.9, “Dedication and conscientiousness” with an average of 4.30 and “Comply with regulations and be on time” with an average of 4.4.

The distribution of data in this study was 51% of respondents answered strongly agree, 39% of respondents answered agree, 9% of respondents answered neutral, 1% of

respondents answered disagree and 0% of respondents answered strongly disagree. The majority of respondents answered strongly agree on the Work Ethic variable (X3).

4) Frequency of Respondents' Answers to Work Productivity Variable (Y)

Description of the answer to the Work Productivity variable (Y) The highest was chosen by respondents from the "Use of Time" indicator with an average value of 4.5 and the lowest came from the "Achievement Component" indicator with an average value of 3.8 which was analyzed from the distribution of the questionnaire. Work Productivity Variable (Y) obtained an overall average result of 4.2. Work Productivity Variable (Y) consists of three dimensions, including "Use of Time" with an average of 4.5, "Output" with an average of 4.41 and "Achievement Component" with an average of 3.81.

The data distribution in this study was 51% of respondents answered strongly agree, 39% of respondents answered agree, 9% of respondents answered neutral, 1% of respondents answered disagreed and 0% of respondents answered strongly disagreed. The majority of respondents answered strongly agree on the variable Work Ethic (X3).

4.1.2. Data Quality Test

Data quality testing is a test of question items or questionnaire statements, the results of this test will show the extent to which the measuring instrument is able to measure what the researcher wants to measure.

1) Validity Test

Subject to the condition that a thorough examination is carried out by contrasting the computed r value with the table r for degrees of freedom ($df = n-2$). In the present analysis, the sample size is denoted as n (114), hence the df can be computed as $114-2 = 112$ and $\alpha = 0.05$ achieved through a dual inspection, specifically 0.154, provided that the r value surpasses the table r and exhibits a positive value. The outcomes of the validation assessment are outlined as follows.

a) Results of Validity Test of Work Environment Variable (X1)

According to the findings from the data analysis, the results of the validity test for the Work Environment variable (X1) with a correlation coefficient of 0.154 indicate that all respondents' responses on the Work Environment variable (X1) are deemed reliable. Therefore, a total of 4 valid instruments can be utilised for more extensive examinations.

b) Results of Validity Test of Work Motivation Variable (X2)

According to the findings from the data analysis, the validity test results of the Work Motivation variable (X2) with a critical value of 0.154 indicate that all responses from participants regarding the Work Motivation variable (X2) are considered valid. Therefore, there are 8 valid instruments that can be utilised for additional testing.

c) Results of Validity Test of Work Ethic Variable (X3)

According to the findings from data analysis, the Work Ethic variable (X3) has been tested for validity with a correlation coefficient of 0.154, indicating that all respondents' responses on this variable are considered credible. Consequently, six valid instruments can be utilised for additional testing purposes.

d) Results of Validity Test of Work Productivity Variable (Y)

After analysing the data, it was found that the Work Productivity variable (Y) demonstrated validity with a correlation coefficient of 0.154. This indicates that respondents' answers for this variable are reliable. Consequently, there are 6 valid instruments that can be utilised for future examinations.

2) Reliability Test

Table 1. Reliability Test Output

No	Variables	Cronbach Alpha	Position	r _{alpha}	Interpretation
1	Work Environment (X1)	0.835	>	0.70	Reliable
2	Work Motivation (X2)	0.871	>	0.70	Reliable
3	Work Ethic (X3)	0.804	>	0.70	Reliable
4	Work Productivity (Y)	0.984	>	0.70	Reliable

Source: SPSS output source processed by researchers, 2024

In the overall reliability test, the variables have a Cronbach Alpha value that is greater than the r-alpha value, so it can be concluded that all variables have reliable data quality and can be used for further testing.

4.1.3. Classical Assumption Test

1) Normality Test

Based on the normality test below, it has been stated that the data in this study has a normal distribution.

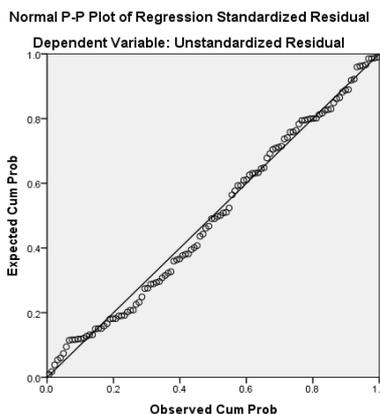


Figure 1. PP Plot Test

The PP Plot curve above shows that the distribution of data in this study has a normal distribution and a normal distribution because the data is centered on the diagonal line of the P-Plot. So, it can be said that the distribution data of the research variables in this study is normally distributed.

**Table 2. Test Results Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		114
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.54828799
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.050
Test Statistic		.059
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

According to the information provided in the table, the results of the Kolmogorov-Smirnov test indicate that the Asymp. Sig. value is above 0.05, specifically 0.200. This suggests that the data in this research follows a normal distribution, making the regression model appropriate for predicting the dependent variable, which is Work Productivity (Y), based on the influence of the independent variables: Work Environment (X1), Work Motivation (X2), and Work Ethic (X3).

2) Heteroscedasticity Test

To detect symptoms of heteroscedasticity, the Glasjer test is used in the table below.

**Table 3. Results Glasjer Test
Coefficients^a**

Model	T	Sig.
(Constant)	.000	1,000
Work Environment (X1)	.000	1,000
Work Motivation (X2)	.000	1,000
Work Ethic (X3)	.000	1,000

Source: SPSS output data source, 2024

According to the data in the table, it is evident that the factors of work environment, work motivation, and work ethic all have a significant value of 1,000, which exceeds the threshold of 0.05. This suggests that there is no issue of heteroscedasticity in the regression model. To confirm the findings of the Glasjer Test, the researcher carried out further analysis using a Scatterplot Test.

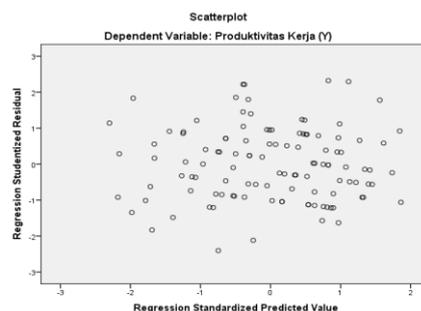


Figure 2. Glasjer Test

The test for heteroscedasticity in the image above suggests that the regression model exhibits no heteroscedasticity. This can be deduced from the absence of any discernible pattern in the points, and their distribution both above and below, or around, zero on the scatter plot test.

3) Multicollinearity Test

The purpose of the multicollinearity test is to determine if there is a relationship between the independent variables in the regression model. If the tolerance value exceeds 0.01 and the VIF value is below 10, it can be inferred that there is no multicollinearity. The findings from the multicollinearity test are detailed below.

Table 4. Results Multicollinearity Test
Coefficients^a

Model	T	Sig.	Collinearity Statistics	
			Tolerance	VIF
1 (Constant)	.000	1,000		
Work Environment (X1)	.000	1,000	.937	1,067
Work Motivation (X2)	.000	1,000	.991	1,009
Work Ethic (X3)	.000	1,000	.941	1,063

a. Dependent Variable: Unstandardized Residual

Source: SPSS output data source, 2024

According to the information in the table, the VIF values for Work Environment (X1), Work Motivation (X2) and Work Ethic (X3) are 1.067, 1.009, and 2.063 respectively. If the VIF is less than 10, it indicates no issue with multicollinearity. The Tolerance values for the same factors are 0.937, 0.991, and 0.941, showing no multicollinearity problem as the values are above 0.10. Therefore, the data is suitable for research purposes.

4) Autocorrelation Test

Autocorrelation is tested to determine the correlation between one residual and another, with reference to the Durbin-Watson (DW test), the required conditions are $du < d < 4-du$ at a level of 0.05, the autocorrelation test in this study is presented in the table below.

Table 5. Results Autocorrelation Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.000a	.000	-.027	2.58280362	2.102

Predictors: (Constant), Work Ethic (X3), Work Motivation (X2), Work Environment (X1)

Dependent Variable: Unstandardized Residual

Source: SPSS output data source, 2024

The findings from the autocorrelation test reveal that the Durbin-Watson (DW) value is recorded at 2.102, with three independent variables ($K = 3$) and a sample size of 114 participants. The calculated du value is 1.748, indicating a lack of autocorrelation in the data analysed for this study.

5) Multiple Linear Regression

In British English, regression analysis is employed to forecast the potential impact on the dependent variable when changes are made to the independent variable. The outcomes of the regression equation are displayed in the subsequent table.

**Table 6. Results Multiple Linear Regression Test
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	43,061	6.224		6.918	.000
Work Environment (X1)	.175	.064	.134	3.401	.004
Work Motivation (X2)	.075	.058	.119	5.276	.005
Work Ethic (X3)	.085	.064	.126	3.320	.000

a. Dependent Variable: Work Productivity (Y)

Source: SPSS output data source, 2024

After conducting a multiple linear regression analysis, the coefficients for the independent variables were determined as follows: Work Environment (X1) has a coefficient of 0.175, Work Motivation (X2) has a coefficient of 0.058, and Work Ethic (X3) has a coefficient of 0.064. The constant in the regression equation is 43.061. This resulted in the following regression equation:

$$PK = 43,061 + 0,175LK + 0,058MK + 0,064EK + \varepsilon$$

The results of the regression equation can be interpreted as follows:

1. When Variables Work Environment (X1), Work Motivation (X2) and Work Ethic (X3) are all set to zero, the Work Productivity (Y) remains constant at 43.061.
2. The regression coefficient for Work Environment (X1) is 0.175, indicating that an increase in this variable by one unit will result in a positive impact of 0.175 on Work Productivity (Y) when other factors are held constant.
3. Work Motivation Variable (X2) has a regression coefficient of 0.058, suggesting that a one-unit increase in Work Motivation will lead to a positive effect of 0.058 on Work Productivity (Y) while keeping other variables constant.

4. The regression coefficient for Work Ethic (X3) is 0.064, implying that a one-unit increase in Work Ethic will result in a positive effect of 0.064 on Work Productivity (Y) when other variables are held constant.

4.1.4. Correlation Test and Determination Coefficient

1) Correlation Test

The objective of the correlation coefficient test conducted in this research is to determine the extent to which independent variables such as Work Environment (X1), Work Motivation (X2), and Work Ethic (X3) are related to the dependent variable, Work Productivity (Y). The findings will indicate not only the strength, significance, but also the direction of the relationship between these variables.

Table 7. Results of Correlation Test
Correlations

		Work Environment (X1)	Work Motivation (X2)	Work Ethic (X3)	Work Productivity (Y)
Work Environment (X1)	Pearson Correlation	1	.785	.840*	.655
	Sig. (2-tailed)		.009	.010	.001
	N	114	114	114	114
Work Motivation (X2)	Pearson Correlation	.785	1	.057	.100
	Sig. (2-tailed)	.009		.550	.288
	N	114	114	114	114
Work Ethic (X3)	Pearson Correlation	.840*	.057	1	.152
	Sig. (2-tailed)	.010	.550		.107
	N	114	114	114	114
Work Productivity (Y)	Pearson Correlation	.655	.100	.152	1
	Sig. (2-tailed)	.001	.288	.107	
	N	114	114	114	114

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS output data source, 2024

The Work Environment variable (X1) is strongly positively correlated with Work Productivity (Y) with a Pearson correlation value of 0.655 and a significant value of 0.001 < 0.05. This suggests that as the Work Environment variable (X1) increases, Work Productivity (Y) also increases.

Similarly, the Work Motivation variable (X2) shows a strong positive correlation with Work Productivity (Y) with a Pearson correlation value of 0.785 and a significant value of 0.009 < 0.05. This indicates that higher levels of Work Motivation (X2) lead to higher levels of Work Productivity (Y).

Furthermore, the Work Ethic variable (X3) demonstrates a very strong positive correlation with Work Productivity (Y) with a Pearson correlation value of 0.840 and a

significant value of $0.010 < 0.05$. This implies that increasing levels of Work Ethic (X3) are associated with higher levels of Work Productivity (Y).

2) Test Coefficient of Determination (R^2)

The table shows the correlation between Work Environment (X1), Work Motivation (X2), Work Ethic (X3), and Work Productivity (Y).

**Table 8. Determination Results (R^2)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.052	.026	2.58280

a. Predictors: (Constant), Work Ethic (X3), Work Motivation (X2), Work Environment (X1)

b. Dependent Variable: Work Productivity (Y)

Source: SPSS output data source, 2024

According to the data presented in the table, the R Square score stands at 0.728, indicating that the combination of Work Environment (X1), Work Motivation (X2), and Work Ethic (X3) collectively impact Work Productivity (Y) by 72.80%. The remaining 27.20% is presumably influenced by factors not included in the scope of this study.

4.1.5. Hypothesis Testing

1) t-test

This test aims to determine the partial influence of the Compensation variables (X1), Work Motivation (X2) and Work Ethic (X3) on Work Productivity (Y), this test refers to the t-table value, research variables ($k = 3$), sample ($n = 114$), significance using two sides (Sign) and the formula for finding the degree of freedom ($Df = n - k = 114 - 3 = 111$) in the 111th sequence, the t-table value for this study was 1.658, the significance itself refers to the value ≤ 0.05 .

**Table 9. Result of the t-test
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,061	6.224		6.918	.000
	Work Environment (X1)	.246	.175	.134	3.401	.004
	Work Motivation (X2)	.075	.058	.119	5.276	.005
	Work Ethic (X3)	.085	.064	.126	3.320	.000

a. Dependent Variable: Work Productivity (Y)

Source: SPSS output data source, 2024

According to data analysis findings, the work environment factor (X1) has been shown to have a noticeable and positive effect on work productivity (Y). This is evident by a t-count value of 3.401, exceeding the t-table value of 1.658, with a significance level below 0.05 ($0.004 < 0.05$), resulting in the acceptance of hypothesis H1.

Similarly, work motivation (X2) has also displayed a significant and beneficial impact on work productivity (Y). The t-count value of 5.276 surpasses the t-table value of 1.658, with a significance level below 0.05 ($0.005 < 0.05$), leading to the acceptance of hypothesis H2. In addition, work ethic (X3) has been found to positively influence work productivity (Y). The t-count value of 3.320 is higher than the t-table value of 1.658, with a significance level below 0.05 ($0.000 < 0.05$), resulting in the acceptance of hypothesis H3.

2) F Test

The objective of this examination is to establish the collective impact of Compensation (X1), Work Motivation (X2), and Work Ethic (X3) on Performance (Y). To accomplish this, the test involves comparing the f-count value to the f-table value at a significance level of 0.05. The test features three independent variables ($k=3$) and a sample size of 114 participants ($n=114$). Utilizing the formula ($k; n - k - 1$) or ($3; 114 - 3 - 1 = 112$), the examination falls in the 112th position ($n_2=112$). The f-table value is determined to be 2.69 ($n_1=2.69$).

Table 10. Results f-test ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	40.142	3	13,381	13,086	.017b
Residual	733,796	110	6,671		
Total	773,939	113			

a. Dependent Variable: Work Productivity (Y)

b. Predictors: (Constant), Work Ethic (X3), Work Motivation (X2), Work Environment (X1)

Source: SPSS output data source, 2024

Simultaneously, Compensation variables (X1), Work Motivation (X2) and Work Ethic (X3) on Work Productivity (Y) as indicated by the f-count value of $13.086 > 2.69$ at a significance level of $0.017 < 0.05$.

4.2. Discussion

4.2.1. Partial Effect of Work environment, work motivation and work ethic partially on employee productivity of the Mappi Regional Secretariat

The productivity of employees at the Mappi Regional Secretariat is influenced positively to some extent by the work environment. This positive relationship is supported by findings from questionnaires distributed on work environment variables, with most respondents agreeing that a quiet and comfortable atmosphere is key. These results echo

the views of Dhyan & Parashakti (2021) who argue that a comfortable work environment can enhance productivity.

Employee productivity at the Mappi Regional Secretariat is also positively affected by work motivation. Questionnaire responses on work motivation show a strong agreement among employees, particularly regarding the application of motivation through compensation support. This correlation aligns with Danang Sunyoto's (2023) argument that organisations need to value compensation as a means of recognising employees' contributions and boosting their passion for work.

In addition, work ethic plays a role in enhancing the productivity of employees at the Mappi Regional Secretariat. Questionnaire responses on work ethic reveal a strong consensus among respondents, especially in terms of adhering to rules and punctuality. These findings are consistent with Laia's (2023) assertion that high levels of discipline, stemming from a strong work ethic, can lead to increased productivity as employees strive to complete tasks on time.

4.2.2. Simultaneous Effect of Work environment, work motivation and work ethic partially on employee productivity of Mappi Regional Secretariat

The productivity of employees at the Mappi Regional Secretariat is influenced in a positive and significant way by the work environment, motivation, and ethic. The survey results revealed that most participants strongly agreed with the importance of work productivity, with the highest scoring indicator being the efficient use of time. Time spent in the workplace solely focused on tasks will lead to a boost in the efficiency of staff members.

The findings of this research align with the claims made by Wijaya & Manurung (2021) in their publication, which suggests that productivity tends to rise as a result of psychological factors like motivation, ethics, and a conducive work environment with access to technology and support from colleagues.

4.2.3. The most dominant influence of work environment variables, work motivation and work ethic on employee productivity at Mappi Regional Secretariat

The work ethic variable is the most powerful factor influencing work productivity, with a strong and positive relationship compared to variables such as work environment and work motivation. Butarbutar et al. (2021) found that work ethic encompasses positive behaviours in the workplace, such as professionalism, responsibility, and commitment, which can significantly impact work productivity and enhance the organisation's reputation. According to Ampauleng (2023), individuals with a strong work ethic will boost work productivity and uphold the reputation of their organisation.

5. CONCLUSION

The findings from the research outline three key points: 1) The work environment, motivation, and work ethic all play a crucial role in enhancing the productivity of employees at the Mappi regional secretariat to some extent. 2) It is also noted that the work environment, motivation, and work ethic collectively contribute significantly to the productivity of employees at the Mappi Regional Secretariat. 3) Particularly, work ethic

emerges as the strongest factor positively impacting employee productivity when compared to other variables.

In light of the conclusions drawn by the researchers, the recommendations put forth include: 1) Encouraging employees at the Mappi regional secretariat to uphold their work ethic as it greatly influences work productivity. 2) Academic institutions can use the findings of this study as a valuable resource to understand the impact of work environment, motivation, and work ethic on employee productivity. 3) Future researchers are advised to explore the use of moderating variables, such as innovative behavior, in predicting factors that enhance work productivity.

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