



Compensation, Work Discipline, and Work Motivation as Drivers of Employee Productivity in MSMEs

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ABSTRACT

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Micro, Small, and Medium Enterprises (MSMEs) play an important role in supporting economic growth and preserving cultural heritage, making employee productivity essential for business sustainability and competitiveness. However, maintaining productivity requires effective human resource management practices that address employees' rewards, discipline, and motivation. This study aimed to examine the effects of compensation, work discipline, and work motivation on employee productivity, both partially and simultaneously. A quantitative approach with an explanatory research design was employed. Data were collected through questionnaires using a five-point Likert scale from 100 employees selected through purposive sampling based on a minimum work experience of more than five years. The data were analyzed using multiple linear regression with SPSS version 21. The results revealed that compensation, work discipline, and work motivation each had a positive and significant effect on employee productivity. Work discipline emerged as the most dominant predictor, while the simultaneous test confirmed the significance of the overall regression model. The coefficient of determination (R^2) of 0.792 indicated that the three independent variables explained 79.2% of the variation in employee productivity. These findings imply that MSME owners should implement fair compensation systems, strengthen workplace discipline, and foster employee motivation to improve productivity and support sustainable business development.

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in promoting economic growth, creating employment opportunities, and improving community welfare (Al-Idrus et al., 2026; Hetrick et al., 2021). Their contribution extends beyond business activities because they support household

incomes, strengthen local economies, and preserve traditional industries. In regions with distinctive cultural products, MSMEs also provide opportunities to connect economic development with cultural preservation. However, their contribution to society depends partly on their ability to maintain efficient operations and meet changing market demands (Apriyono & Ulfa, 2026). Employee productivity is therefore an important concern because it determines how effectively businesses transform available resources into goods and services. When productivity improves, MSMEs may become more competitive, sustain employment, and contribute to economic resilience (Oteng & Eyono, 2024; Untung et al., 2026). Consequently, understanding the factors that influence employee productivity is important not only for business owners but also for workers, consumers, and communities that depend on MSME activities.

Employee productivity can be understood through the relationship between employee inputs, work processes, and organizational outputs. Human resource management theory provides a useful foundation for examining how compensation, work discipline, and work motivation influence this relationship. Compensation theory suggests that financial and nonfinancial rewards can encourage employees to contribute their abilities and effort when rewards are perceived as fair and appropriate. Organizational discipline emphasizes compliance with rules, schedules, procedures, and performance standards, thereby supporting orderly and efficient work processes. Motivation theory explains how employees' willingness, direction, and persistence in performing tasks influence their work outcomes (Adhiati et al., 2025; Sulistiyanı & Rifqi, 2026). These concepts represent different but potentially complementary mechanisms: compensation provides incentives, discipline establishes behavioral expectations, and motivation encourages sustained effort (Hikmah et al., 2026). Examining these variables together offers a theoretical basis for explaining differences in employee productivity and identifying human resource management practices that may support better organizational performance.

Despite their economic and cultural significance, MSMEs often face challenges in maintaining consistent employee productivity while responding to market competition and customer expectations (Khaliq, 2025; Khomairoh, 2025). These challenges may become more pronounced in labor-intensive businesses, where production quality, timeliness, and efficiency depend substantially on employees' daily performance. One example is the Sasirangan textile industry in Banjarmasin, South Kalimantan, where traditional craftsmanship is combined with commercial production. Sasirangan fabric has developed beyond its traditional function into contemporary clothing, accessories, and souvenirs, creating opportunities for business expansion (Akbar & Amalia, 2023; Lau et al., 2023). Nevertheless, increasing demand also places pressure on enterprises to

manage labor effectively and maintain product quality. Inadequate compensation may weaken employees' willingness to contribute additional effort, poor discipline may disrupt production schedules, and low motivation may reduce persistence and work engagement. These potential problems make employee productivity an important managerial issue for Sasirangan MSMEs seeking sustainable business development.

Previous research on employee productivity has frequently examined compensation and work discipline as organizational factors associated with employee performance and operational effectiveness. Compensation is generally expected to encourage productivity by recognizing employees' contributions and providing incentives for achieving work targets. Work discipline, meanwhile, supports productivity by encouraging punctuality, responsibility, and compliance with established procedures. Both factors may influence how employees allocate their time and effort in completing assigned tasks. However, their effects should not automatically be assumed to be identical across organizational settings because employees' working conditions, reward systems, and production requirements may differ. In small enterprises, limited financial resources can constrain compensation policies, while informal management practices may affect the consistency of workplace discipline (Gunawan & Pratiwi, 2026; Sudrajat et al., 2026). These contextual differences suggest that findings from larger organizations or other industries may not fully explain productivity in culturally oriented MSMEs. Further investigation is therefore needed to assess these relationships within the specific conditions of Sasirangan enterprises.

Work motivation has also received considerable attention as a potential determinant of employee productivity because motivated employees are more likely to direct their effort toward work objectives and persist when facing difficulties. Compensation, discipline, and motivation may operate independently, but they can also be related in practice. Appropriate rewards may encourage employees to exert greater effort, consistent discipline may help translate that effort into productive behavior, and motivation may sustain employees' willingness to perform their duties. Nevertheless, examining these factors separately may provide an incomplete explanation of productivity in enterprises where several human resource conditions operate simultaneously. Moreover, evidence specific to Sasirangan MSMEs in Banjarmasin remains insufficient within the scope of the present study. The central research gap concerns the need to examine the individual and combined relationships of compensation, work discipline, and work motivation with employee productivity in a traditional textile industry operating within a contemporary competitive market (Rattanaburi et al., 2026; Ugwuezi et al., 2026).

The novelty of this study lies in examining compensation, work discipline, and work motivation simultaneously in the context of Sasirangan MSMEs in Banjarmasin. Rather than treating employee productivity as a general organizational outcome detached from its industrial context, this study situates the analysis within an enterprise sector that combines commercial objectives with the preservation of regional cultural heritage. This setting provides a relevant opportunity to investigate whether established human resource management factors are associated with productivity in small businesses whose operations depend on employee skills, production consistency, and the fulfillment of customer demand. The study also distinguishes between the partial effects of the three independent variables and their simultaneous explanatory contribution. This approach can provide a more integrated understanding of productivity-related factors in the selected setting. Its contribution is contextual and empirical, offering evidence that may inform human resource management decisions among Sasirangan MSME owners and managers.

Based on the identified research gap, this study addresses the following question: to what extent do compensation, work discipline, and work motivation influence employee productivity in Sasirangan MSMEs in Banjarmasin, both individually and simultaneously? The study proposes that appropriate compensation is positively associated with productivity because employees may respond to fair rewards with greater effort and commitment. It further proposes that stronger work discipline is positively associated with productivity because compliance with workplace rules and procedures can reduce inefficiencies and support consistent task completion. Similarly, higher work motivation is expected to contribute positively to productivity by encouraging employees to work persistently toward established targets. When considered together, these three factors are expected to explain employee productivity more comprehensively than examining each factor in isolation. Accordingly, this study aims to test these relationships empirically and provide practical insights for improving human resource management and productivity in Sasirangan MSMEs.

RESEARCH METHODS

This study employed a quantitative approach with an explanatory research design to examine the effects of compensation, work discipline, and work motivation on employee productivity in Sasirangan Micro, Small, and Medium Enterprises (MSMEs) in Banjarmasin (Ahmed Abdel-Al Ibrahim et al., 2023; Furqon et al., 2026). This design was selected because the study aimed to test the relationships between independent variables and a dependent variable using numerical data and statistical procedures. Employee productivity served

as the dependent variable, while compensation, work discipline, and work motivation were the independent variables. The quantitative approach enabled the researchers to measure the variables systematically and evaluate their individual and simultaneous effects. The study focused on human resource management, particularly the factors associated with employee productivity in traditional textile enterprises. A survey method was used to obtain standardized responses from employees regarding their perceptions of workplace conditions and practices.

The research was conducted in Sasirangan MSMEs located in Kampung Tradisional Sasirangan, Sungai Jingah Village, North Banjarmasin District, Banjarmasin City, South Kalimantan, Indonesia. This location was selected because it represents a center of traditional Sasirangan textile production, where business activities depend on employees' contributions to maintaining production quality and operational efficiency (Gechere et al., 2025; Hetrick et al., 2021). The population consisted of 357 employees working in Sasirangan MSMEs in Banjarmasin. A purposive sampling technique was applied to select respondents who met the predetermined eligibility criterion of having more than five years of work experience. This criterion was intended to ensure that respondents had sufficient familiarity with their workplace conditions, compensation arrangements, disciplinary practices, and work motivation. Based on these criteria, 100 employees were selected as research respondents. The sample was subsequently used to examine the relationships between the research variables.

Primary data were collected directly from respondents through structured questionnaires. The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Employee productivity was measured using six indicators: capability, improvement in work results, work enthusiasm, self-development, work quality, and efficiency. Compensation was assessed through salary, allowances, bonuses, leave, holidays, and praise. Work discipline was measured using attendance, compliance with work procedures, obedience to supervisors, work awareness, and responsibility. Work motivation was assessed through working according to standards, enjoyment of work, feeling valued, working hard, requiring minimal supervision, fighting spirit, and discipline (Arifin et al., 2025; Haritani & Murcahyanto, 2025). Before hypothesis testing, the instrument was evaluated for validity using Product Moment correlation and reliability using Cronbach's Alpha. Items were considered valid when their correlation coefficients exceeded the critical r-table value, while reliability was accepted when Cronbach's Alpha exceeded 0.60.

Data were analyzed using SPSS version 21. Descriptive statistics were used to summarize respondent characteristics and the distribution of responses

for each research variable. Before regression analysis, classical assumption tests were conducted, comprising normality, multicollinearity, and heteroscedasticity tests, to assess whether the regression model met the relevant statistical assumptions. Multiple linear regression analysis was then performed to examine the individual and simultaneous effects of compensation, work discipline, and work motivation on employee productivity. The regression model was expressed as $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, where Y represents employee productivity, X_1 compensation, X_2 work discipline, X_3 work motivation, a the constant, b_1 – b_3 the regression coefficients, and e the error term. Partial effects were assessed using t -tests, simultaneous effects using the F -test, and explanatory power using the coefficient of determination (R^2). Statistical significance was established at $p < 0.05$.

RESULTS AND DISCUSSION

Results

Descriptive Analysis

The study involved 100 employees working in Sasirangan Micro, Small, and Medium Enterprises (MSMEs) in Banjarmasin. The descriptive analysis indicated that compensation, work discipline, work motivation, and employee productivity were generally categorized as high. These results provide an overview of respondents' perceptions of compensation practices, workplace behavior, motivational conditions, and their ability to complete work effectively. Regarding compensation, most respondents agreed that their salaries were commensurate with their work performance, allowances were provided regularly, and bonuses and rewards were given to employees who demonstrated good performance. These responses indicate that employees generally perceived the compensation arrangements positively. For work discipline, most respondents reported punctuality, compliance with work procedures, adherence to business owners' instructions, and responsibility in completing tasks. However, responses concerning responsibility showed comparatively greater uncertainty, identifying an indicator that differed from the otherwise positive assessment of work discipline.

Work motivation received very positive responses, with most employees indicating that they worked according to established standards, enjoyed their jobs, demonstrated a strong fighting spirit, and could perform effectively with limited supervision. These responses reflect favorable perceptions of employees' willingness to undertake and complete their assigned responsibilities. Employee productivity was also categorized as high. Most respondents indicated that they could complete tasks according to established standards, improve work outcomes, develop their competencies, and perform their duties effectively and

efficiently. Taken together, the descriptive findings show that all four variables received generally favorable assessments from respondents. Nevertheless, the relatively greater uncertainty regarding responsibility suggests that employee perceptions were not entirely uniform across all indicators. This distinction is important when interpreting the overall descriptive results because a high general classification does not necessarily mean that every aspect of workplace behavior has achieved the same level.

Multiple Linear Regression Analysis

The multiple linear regression analysis produced the following equation:

$$Y = -6.137 + 0.339X_1 + 0.821X_2 + 0.210X_3$$

where (Y) represents employee productivity, (X_1) represents compensation, (X_2) represents work discipline, and (X_3) represents work motivation. The coefficients for compensation, work discipline, and work motivation were positive, indicating positive estimated relationships between each independent variable and employee productivity when the other variables in the model were held constant. Specifically, a one-unit increase in compensation corresponded to a 0.339 unit increase in predicted productivity, while a one-unit increase in work discipline corresponded to a 0.821-unit increase. A one-unit increase in work motivation corresponded to a 0.210-unit increase in predicted productivity. These interpretations apply to the unstandardized regression coefficients and assume that the variables are measured on the scales used in the analysis.

The coefficient of determination was ($R^2 = 0.792$), indicating that compensation, work discipline, and work motivation jointly accounted for 79.2% of the observed variation in employee productivity within the sample. The remaining 20.8% represented variation not explained by the model. This unexplained proportion may involve other variables or random variation, although the present analysis does not identify their specific contributions. The simultaneous test produced an F-value of 121.539, exceeding the reported F-table value of 2.68, with a significance value of 0.000. These results indicate that the regression model was statistically significant at the 0.05 level and that the three independent variables jointly had a significant relationship with employee productivity.

Hypothesis Testing

The partial regression results indicated that compensation had a positive and statistically significant relationship with employee productivity, with ($t = 4.802$) and ($p = 0.000$). This result supports the hypothesis that compensation is positively associated with employee productivity. Work discipline also had a

positive and statistically significant relationship with productivity, with ($t = 8.409$) and ($p = 0.000$). Its reported beta coefficient was 0.482, the highest among the independent variables, identifying work discipline as the most dominant predictor according to the reported standardized coefficients. Work motivation likewise showed a positive and statistically significant relationship with employee productivity, with ($t = 3.380$) and ($p = 0.001$). All three variables therefore met the specified significance criterion of ($p < 0.05$). Considered together, the partial tests indicate that each independent variable contributed a statistically significant relationship with employee productivity, while the simultaneous test confirms their joint statistical significance within the estimated regression model.

Discussion

The findings indicate that compensation, work discipline, and work motivation are positively and significantly associated with employee productivity in Sasirangan MSMEs in Banjarmasin (Gajewska et al., 2020; Lestari & Prianthara, 2026). This pattern is consistent with the general direction of previous research suggesting that employee productivity is shaped by financial rewards, behavioral regulation, and motivational conditions. However, the present findings extend this understanding by examining these three factors simultaneously within a traditional textile industry that combines commercial production with (Amrullah et al., 2025; Walid et al., 2024) preservation. The results suggest that productivity in this setting cannot be understood solely through employees' technical abilities or production targets, but should also be considered in relation to the organizational conditions under which employees perform their duties. Theoretically, these findings support an integrated human resource management perspective in which economic incentives, workplace discipline, and employee motivation represent complementary factors associated with productive work behavior.

Compensation demonstrated a positive and significant relationship with employee productivity, indicating that employees' perceptions of rewards are relevant to their work outcomes. This finding corresponds with previous research that generally associates appropriate compensation with stronger employee performance and productivity. Fair salaries, regular allowances, performance-based bonuses, and nonfinancial recognition may help employees perceive that their contributions are valued. Such perceptions can encourage employees to maintain effort and fulfill their responsibilities. Nevertheless, the relationship should not be interpreted as evidence that increasing compensation automatically produces proportional productivity improvements, because the regression analysis establishes an association within the specified model rather

than a definitive causal mechanism. Theoretically, the finding reinforces the importance of reward systems in human resource management. Practically, Sasirangan MSME owners should establish transparent compensation arrangements, communicate reward criteria clearly, and align incentives with work responsibilities and performance expectations.

Work discipline emerged as the most dominant predictor among the three independent variables based on the reported standardized beta coefficient. This finding is consistent with previous research emphasizing the importance of punctuality, compliance with procedures, and responsibility in maintaining employee productivity. Its particular relevance to Sasirangan MSMEs may stem from production activities that require consistency, careful execution, and coordination across work stages. Employees who manage their working time effectively and follow established procedures may help minimize avoidable errors and interruptions. Theoretically, this result highlights the importance of behavioral regulation as a dimension of effective human resource management (Adhiati et al., 2025; Reichel et al., 2023). However, the comparatively greater uncertainty surrounding the responsibility indicator suggests that discipline should not be evaluated exclusively through attendance or rule compliance. In practice, business owners should combine clear work standards, consistent supervision, constructive feedback, and individual accountability to strengthen disciplined behavior without creating unnecessarily restrictive working conditions.

Work motivation also exhibited a positive and significant relationship with employee productivity, supporting the general findings of previous studies that associate employee motivation with improved work outcomes. Employees who enjoy their work, strive to meet established standards, and maintain effort despite limited supervision may be better positioned to complete tasks efficiently and sustain performance (Mahirah et al., 2026; Muttaqin et al., 2023). This relationship is particularly relevant to traditional textile enterprises, where production quality may depend on employees' concentration, persistence, and willingness to develop their skills. Theoretically, the finding reinforces the view that productivity involves not only organizational rules and external rewards but also employees' willingness to direct effort toward work objectives. From a practical perspective, MSME owners can strengthen motivation by recognizing employee contributions, providing opportunities to develop competencies, assigning achievable targets, and encouraging constructive communication. Such measures may help maintain employee engagement while supporting consistent production quality.

The simultaneous significance of the three independent variables and the coefficient of determination indicate that compensation, work discipline, and

work motivation jointly provide substantial explanatory information regarding employee productivity in the sampled enterprises. This finding is broadly consistent with previous research that treats productivity as a multidimensional organizational outcome rather than the result of a single human resource factor. Nevertheless, the three variables should not be assumed to operate independently in actual workplace situations. Compensation may shape employees' perceptions of organizational fairness, discipline may establish expectations for task completion, and motivation may influence their willingness to sustain effort. Their combined consideration therefore offers a more comprehensive analytical perspective than examining each factor in isolation. Theoretically, the study contributes an integrated explanation of productivity-related factors within a culturally oriented MSME setting (Andini et al., 2025; Putra & Soma, 2025). Practically, business owners should coordinate compensation policies, workplace standards, and motivational initiatives rather than relying exclusively on one intervention to improve productivity.

This study contributes to human resource management research by providing empirical evidence on the relationships between compensation, work discipline, work motivation, and employee productivity in Sasirangan MSMEs in Banjarmasin. Its contextual contribution lies in examining these relationships within a traditional textile industry in which business sustainability and cultural heritage coexist. The findings also offer practical direction for MSME owners seeking to improve workforce management through fair compensation, consistent discipline, and supportive motivational practices. However, the results should be interpreted in light of the study's methodological boundaries. The sample comprised 100 employees selected purposively using a minimum work-experience criterion, which may limit the generalizability of the findings to other employees and business settings. Furthermore, the explanatory power of the regression model does not establish causality or identify the specific contribution of unmeasured factors (Batara et al., 2026; Maulia et al., 2026). Future research could examine additional organizational variables and compare different MSME sectors to assess the broader applicability of these relationships.

CONCLUSION

The findings of this study demonstrate that compensation, work discipline, and work motivation have positive and significant effects on employee productivity in Sasirangan Micro, Small, and Medium Enterprises (MSMEs) in Banjarmasin, with work discipline emerging as the most dominant predictor. The principal lesson is that improving employee productivity requires an integrated human resource management approach that combines fair compensation, consistent workplace discipline, and sustained employee motivation. This study

contributes to human resource management scholarship by providing empirical evidence on the relationships among these factors within a traditional textile industry that combines economic activities with cultural heritage preservation. However, the study is limited by its purposive sample of 100 employees and its focus on Sasirangan MSMEs in Banjarmasin, which may restrict the generalizability of the findings. Future research should include broader samples, different MSME sectors, and additional variables, such as leadership, work environment, organizational culture, and job satisfaction. Practically, MSME owners and managers should establish transparent compensation systems, strengthen employee responsibility through constructive supervision, recognize employee achievements, and provide opportunities for professional development. These measures may support productivity improvements, strengthen business competitiveness, and promote the sustainability of culturally based MSMEs.

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