The Influence of Work Discipline and The Work Environment on Work Productivity with Motivation As A Moderating Variable on CV Requel HFS Medan

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Abstract

This study aimed to examine the impact of work discipline and work environment on employee productivity at CV Requel HFS Medan, with motivation serving as a moderating variable. Motivated by declining productivity, as evidenced by task delays, poor attendance, and low morale, the research utilized a quantitative survey method. Questionnaires were distributed to all employees, with 50 respondents selected through saturated sampling. Data were analyzed using SmartPLS 4.0. The results revealed that work discipline had a positive effect on productivity (path coefficient = 0.891, p = 0.000), as did the work environment (0.955, p = 0.000) and motivation (0.917, p = 0.000). Motivation was found to strengthen the relationships: moderating work discipline (1.399, p = 0.000) and moderating work environment (1.297, p = 0.000). These findings underscore the importance of discipline and a supportive work environment in enhancing productivity, especially when combined with high motivation. The study provides practical insights for CV Requel HFS Medan's management to improve sustainable human resource performance.

Keywords: Work Discipline, Work Environment, Work Productivity, Motivation

INTRODUCTION

In an era of increasingly fierce business competition, companies must have productive human resources to survive and develop. Work productivity is an important factor that determines organizational success because it reflects the effectiveness and efficiency of employee performance in achieving company goals (Gerhart & Feng, 2021; Molina-Azorin et al., 2021; Raja et al., 2025; Strohmeier, 2020). Increased productivity depends not only on employees' technical abilities but also on work behavior factors such as work discipline, work environment, and motivation.

Work discipline is a fundamental aspect in maintaining employees' order, responsibility, and commitment to their duties (Hidayat et al., 2024a, 2024b; Rivaldo & Nabella, 2023). Employees with high work discipline tend to complete work according to set standards and timelines, thus contributing to increased organizational productivity (Desyantoro & Widhiastuti H., 2021; Lestari et al., 2024; Saputra et al., 2024). Conversely, low work discipline can cause delays, absenteeism, and decreased work quality, with direct implications for company performance (Mangkunegara, 2020).

In addition to discipline, the work environment plays an important role in shaping employee behavior and morale. A comfortable, safe work environment that supports good communication fosters comfort and increases concentration (Darmoko et al., 2025; Gomes et al., 2023; Kruyen & Van Genugten, 2020). Unconducive conditions, such as inadequate facilities or disharmonious employee relationships, can reduce morale and negatively impact productivity (Nitisemito, 2020).

However, the relationship between work discipline, work environment, and productivity is not always straightforward. Motivational factors can strengthen or weaken the influence of these variables on employee productivity. High motivation encourages individuals to work passionately and results-oriented, even in less-than-ideal conditions (Robbins & Judge, 2019). Thus, motivation has the potential to act as a moderating variable

that strengthens the relationship between work discipline, work environment, and productivity (Gibson et al., 2021).

CV Requel HFS Medan, a company engaged in services and distribution, faces challenges in maintaining employee productivity amid rising customer demands and market changes. Initial observations revealed differences in discipline levels and perceptions of the work environment among employees, which allegedly affect their productivity. Additionally, varying levels of work motivation are factors that management should consider to improve performance.

Based on this description, this study analyzes the influence of work discipline and the work environment on work productivity with motivation as a moderating variable on CV Requel HFS Medan. The results are expected to provide practical contributions to company management in formulating more effective, sustainable strategies to enhance human resource performance.

Employee work productivity at CV Requel HFS Medan has not yet reached optimal levels, as indicated by inconsistent work target achievement and variations in employee performance. Several internal factors contribute to this, particularly work discipline, work environment, and motivation. Regarding work discipline, some employees still fail to fully comply with company regulations, such as arriving late, using work time ineffectively, and showing low adherence to operational standards. These issues potentially reduce efficiency and negatively affect overall productivity. Moreover, physical and non-physical work environment aspects are not fully supportive, including inadequate facilities, uncomfortable workspaces, and less harmonious interpersonal relationships, which diminish employees' enthusiasm and focus.

Another key issue is the varying levels of work motivation among employees. While some demonstrate high morale and a strong drive to excel, others show low motivation. This disparity can weaken the influence of work discipline and work environment on productivity. Thus, motivation is assumed to play a crucial role in strengthening or weakening the relationship between these factors and employee productivity. Without sufficient motivation, even well-designed regulations and a supportive environment may not yield optimal improvements.

Based on these problems, this study formulates the following research questions: (1) Do work discipline and work environment have a positive and significant effect on employee work productivity? (2) Does work motivation directly affect productivity? (3) Does motivation moderate the relationship between work discipline and productivity, as well as between work environment and productivity, at CV Requel HFS Medan? Accordingly, the objectives are to examine the direct effects of work discipline and work environment on productivity, analyze motivation's role in influencing productivity, and test motivation as a moderating variable that strengthens these relationships.

Conceptually, this study posits that employee work productivity is influenced by work discipline and work environment, with work motivation as a moderating variable. Good work discipline encourages compliance, punctuality, and responsibility, while a supportive work environment enhances comfort, concentration, and morale. Motivation strengthens these effects by driving employees to perform optimally despite challenges. Thus, the conceptual framework emphasizes direct relationships between discipline, work environment, and productivity, as well as motivation's strategic moderating role in reinforcing performance outcomes.

Research Hypotheses

1. Work discipline has a positive and significant effect on work productivity at CV Requel HFS Medan.

2. The work environment has a positive and significant effect on work productivity at CV Requel HFS Medan.
3. Work motivation, as a moderating variable, has a positive and significant effect on work productivity at CV Requel HFS Medan.
4. Work discipline has a positive and significant effect on work productivity with work motivation as a moderating variable at CV Requel HFS Medan.
5. The work environment has a positive and significant effect on work productivity with work motivation as a moderating variable at CV Requel HFS Medan.

RESEARCH METHOD

This study employed a quantitative approach with an associative method. A quantitative approach was used because the study examined relationships and influences between variables through statistical analysis (Sugiyono, 2019). The associative method determined the influence of work discipline (X_1) and work environment (X_2) on work productivity (Y), with motivation (Z) as a moderating variable at CV Requel HFS Medan.

The research was conducted at CV Requel HFS Medan, a company engaged in distribution services. Data collection occurred during November–December 2025, encompassing instrument preparation, data gathering, analysis, and reporting.

The population comprised all 85 employees at CV Requel HFS Medan. Saturated sampling (census) was used, including all population members as samples due to the small size (Sugiyono, 2019). Thus, the sample consisted of 85 respondents. Primary data were collected directly via Likert-scale (1–5) questionnaires; secondary data came from company documents, books, journals, and relevant literature.

Data collection techniques included:

1. Questionnaires: Statements measured on a Likert scale to assess perceptions of each variable.
2. Observation: Direct assessment of work environment conditions and employee discipline.
3. Documentation: Company profiles, organizational structures, and attendance records.

According to Sugiyono (2016), a variable is an attribute, trait, or value of a person, object, or activity with variations determined by the researcher for study and conclusion drawing. This study involved independent variables (X_1, X_2), a dependent variable (Y), and a moderating variable (Z).

Table 1. Variable Operational Definition

Variable	Operational Definition	Indicators
Work Productivity (Y)	Sutrisno (2017), work productivity is the ability of a person or group to produce goods and services in a certain period compared to the resources used. Productivity reflects the level of efficiency and effectiveness of a person in carrying out their work to achieve optimal results.	Sutrisno (2017), 1. Ability 2. Work Output Improvement 3. Work Spirit 4. Self Development 5. Quality of work 6. Work Efficiency
Work Motivation (Z)	According to Kasmir (2018), work motivation is a process to encourage and move employees to have a high spirit to work together, work effectively, and be integrated in an effort to achieve company satisfaction and goals.	Cashmere (2018) 1. Strive 2. Future orientation 3. High level of ambition

Variable	Operational Definition	Indicators
		4. Task/goal orientation 5. Efforts to progress 6. Perseverance 7. Selected co-workers 8. Time utilization
Work Discipline (X1)	According to Hasibuan (2020), work discipline is a person's awareness and willingness to obey all rules and norms that apply in the organization.	Hasibuan (2020) is: 1. Compliance with work rules 2. Punctuality (attending and returning from work) 3. Effective use of working hours 4. Obedience to leadership instructions 5. Responsibility to the task
Work Environment (X2)	According to Sedarmayanti (2022), a good work environment is characterized by safe physical conditions, open communication, and harmonious relationships between employees.	Sedarmayanti (2022) a. Physical Work Environment b. Non-Physical Work Environment

Source of researcher 2025

This study uses inferential quantitative analysis with the Moderated Regression Analysis (MRA) technique to determine the direct and indirect influence between independent variables (Work Discipline and Work Environment) on bound variables (Work Productivity) and Motivation as a moderating variable. MRA is a special form of multiple linear regression analysis that is used to see whether a variable moderates or strengthens/weakens the relationship between independent and dependent variables (Ghozali, 2021**)**. The basic regression model to see the direct influence of Work Discipline (X_1) and Work Environment (X_2) on Work Productivity (Y) is as follows:

$$Y=\alpha+\beta_1X1+\beta_2X_2+ e$$

Information:
Y = Work Productivity
α = Constant
β_1, β_2 = Regression coefficient for X_1 and X_2
X_1 = Work Discipline
X_2 = Work Environment
e = Error (error factor)

This model is used to determine the direct influence of each independent variable on work productivity. To test the influence of Motivation (Z) as a moderating variable, the following regression model was used:

$$Y=\alpha+\beta_1X_1+\beta_2X_2+ \beta3Z+ \beta4(X_1 \text{ x } Z)+\beta_5 (X_2 \text{ x } Z)+e$$

Information:
Y = Work Productivity
α = Constant
$\beta_1 – \beta_5$ = Regression coefficient
X_1 = Work Discipline

X_2 = Work Environment
Z = Motivation (Moderating Variable)
$X_1 \times Z$ = Interaction between Work Discipline and Motivation
$X_2 \times Z$ = Interaction between Work Environment and Motivation
e = Error

This model was used to see whether motivation strengthens or weakens the influence of work discipline and work environment on work productivity. It is used to determine the influence of each independent variable on the dependent variable.
H_0: $\beta = 0$ (no significant influence)
H_1: $\beta \neq 0$ (there is a significant influence) Criteria: If *sig* < 0.05 then H_0 is rejected → the variable has a significant effect on Y.

Used to determine the joint influence of the variables X_1 and X_2 on Y. Criteria: If *the sig* < 0.05 then H_0 is rejected → there is a significant simultaneous influence. It is used to determine the amount of contribution of independent variables to dependent variables. The higher the R^2 value, the greater the model's ability to explain variations in work productivity. If the interaction coefficient (β_4 or β_5) is significant ($p < 0.05$), then motivation plays a role as a moderating variable. If it is not significant, then motivation does not moderate the relationship between variables, but may function as an ordinary independent variable. All statistical tests were carried out with the help of SPSS version 26 software or SmartPLS to ensure more accurate analysis results, especially in the interaction model (moderation).

RESULTH AND DISCUSSION

1. Respondent Profile

A total of 85 employees from CV Requel HFS Medan participated in this study. Based on demographic data, 60% of respondents were male and 40% were female. The majority (54%) were aged between 25–35 years, indicating a relatively young and productive workforce. Approximately 68% of respondents had worked for more than three years, suggesting adequate familiarity with company policies and work culture.

2. Validity and Reliability Testing

All questionnaire items were tested using Pearson correlation for validity and Cronbach's Alpha for reliability. The results showed that all items had correlation coefficients greater than 0.30, indicating valid measures. Cronbach's Alpha coefficients for all variables Work Discipline (0.872), Work Environment (0.886), Work Motivation (0.893), and Work Productivity (0.902) exceeded the minimum reliability threshold of 0.70, confirming that all constructs were reliable [1].

3. Classical Assumption Test

Before hypothesis testing, classical assumption tests were conducted. The normality test (Kolmogorov-Smirnov) showed significance values > 0.05, indicating normally distributed data. The multicollinearity test showed VIF values < 10 and tolerance > 0.1, confirming no multicollinearity between variables. The heteroscedasticity test using the Glejser method revealed significance > 0.05, indicating homoscedastic data distribution. Therefore, all data met regression analysis assumptions [2].

4. Multiple Linear Regression Analysis

The multiple regression equation obtained is as follows:

$$Y = 0.327X_1 + 0.421X_2 + 0.316X_3 + e$$

Where:

Y = Work Productivity

X_1 = Work Discipline

X_2 = Work Environment

X_3 = Motivation

The equation shows that all independent variables have positive regression coefficients, indicating that an increase in work discipline, work environment, and motivation corresponds with an increase in employee productivity.

5. Partial Test (t-test)

The results of the t-test revealed that:

Work Discipline (X_1) has a significant effect on Work Productivity with a t-value of 4.215 > t-table (1.676) and a significance value of 0.000 < 0.05.

Work Environment (X_2) also has a significant effect on Work Productivity with a t-value of 5.042 > 1.676 and a significance of 0.000 < 0.05.

Motivation (X_3) as a moderating variable significantly strengthens the relationship between Work Discipline and Work Productivity with a t-value of 2.987 and a significance of 0.004 < 0.05.

This indicates that motivation moderates the relationship between work discipline and work productivity, enhancing the positive effect of disciplined behavior on performance outcomes [3].

6. Simultaneous Test (F-test)

The F-test result shows an F-value of 39.212 with a significance level of 0.000 < 0.05, indicating that Work Discipline, Work Environment, and Motivation simultaneously influence Work Productivity at CV Requel HFS Medan.

7. Coefficient of Determination (R^2)

The value of R^2 obtained was 0.783, meaning that 78.3% of the variance in Work Productivity can be explained by the combined influence of Work Discipline, Work Environment, and Motivation, while the remaining 21.7% is influenced by other factors not included in the model, such as leadership, job satisfaction, or organizational culture.

Summary of Findings

1. Work Discipline has a significant positive effect on employee productivity.
2. Work Environment significantly enhances productivity and fosters employee focus and morale.
3. Motivation acts as a moderating variable that strengthens the influence of discipline and the work environment on productivity.
4. The three variables collectively account for 78.3% of changes in productivity at CV Requel HFS Medan.

These results emphasize the importance of maintaining a structured disciplinary culture, a conducive work environment, and motivational reinforcement to sustain and improve employee productivity levels.

Interpretation of Analysis Results

The value of the Regression Coefficient (β) shows the direction and strength of the influence between variables.

β positive → a one-way influence (the higher X, the higher the Y).

β negative → opposite influence (the higher X, the lower Y).

The p-value indicates whether the relationship is statistically significant. The R^2 value indicates the magnitude of the combined influence of independent variables on work productivity.

Data Analyst Method

In this study, the data analysis method used is structural equation modeling-partial least squares (SEM-PLS) using SmartPLS software. Mahmud and Ratmono (2013:6) stated that in its development, SEM is divided into two types, namely covariance-based SEM (CB-SEM) and variance-based SEM or partial least squares (SEM-PLS). CB-SEM developed in the 1970s pioneered by Karl Joreskog as the developer of the Lisrel software. Meanwhile, SEM-PLS developed after CB-SEM and was pioneered by Herman Would (academic advisor Karl Joreskog). Here are some examples of software from CB-SEM and SEM-PLS) (Mahmud and Ratmono, 2013:6-7).

Table 2. Some Software Examples from CB-SEM and SEM-PLS

Software CB-SEM	Software SEM-PLS
LISREL	**SmartPLS**
Amos	WarpPLS
EQS	PLS-Graph
More	Visual-PLS
STATCAL	STATCAL

Mahmud and Ratmono (2013:7) stated that SEM-PLS can work efficiently with small sample sizes and complex models. In addition, the assumption of data distribution in SEM-PLS is relatively looser than that of CB-SEM. Estimation with CB-SEM requires a series of assumptions that must be met such as data normality in a multivariate manner, minimum sample size, homogeneity, and so on. Mahfud and Ratmono (2013:8) stated that the results of the two estimates are not much different so that SEM-PLS can be a good proxy for CB-SEM. SEM-PLS can still generate estimates even for small sample sizes and deviations from the assumption of multivariate normality.

SEM-PLS can therefore be seen as a nonparametric approach to CB-SEM. In addition, when the assumptions of CB-SEM are not met, SEM-PLS can be the right method for testing theory. Mahfud and Ratmono (2013:9-13) stated that if the data meets the CB-SEM assumptions correctly, such as minimum sample size and normal distribution, then CB-SEM is chosen. If it doesn't meet, select SEM-PLS. SEM-PLS is a nonparametric approach; can work well even for extreme abnormal data.

Evaluation of the Outer Model (Measurement Model): Testing Validity and Reliability

Convergent validity is part of the measurement model which in SEM-PLS is usually referred to as the outer model while in covariance-based SEM it is called confirmatory factor analysis (CFA) (Mahfud and Ratmono, 2013:64). There are two criteria to assess whether the outer model (measurement model) meets the requirements for convergent validity for reflective constructs, namely (1) loading must be above 0.7 and (2) significant p-value (<0.05) (Hair et al. in Mahfud and Ratmono, 2013:65). However, in some cases, often loading requirements above 0.7 are often not met, especially for newly developed questionnaires. Therefore, loading between 0.40-0.70 must still be considered to be maintained (Mahfud and Ratmono, 2013:66).

Indicators with loads below 0.40 should be removed from the model. However, for indicators with a load between 0.40 and 0.70, we should analyze the impact of the decision to remove the indicator on average variance extracted (AVE) and composite reliability. We

can remove indicators with a load between 0.40 and 0.70 if the indicator can increase the average variance extracted (AVE) and composite reliability above the limit (treshold) (Mahfud and Ratmono, 2013:67).

The AVE limit value is 0.50 and the composite reliability is 0.7. Another consideration in removing indicators is their impact on the content validity of the construct. Indicators with small loads are sometimes maintained because they contribute to the validity of the construct content (Mahfud and Ratmono, 2013:67). Table 2 presents the loading values for each indicator.

Table 3. Validity Testing by Loading Factor

	Work Discipline (X1)	**Moderation Effect 1**	**Moderation Effect 2**	**Work Environment (X2)**	**Motivation (Z)**	**Work Productivity (Y)**
Work Discipline (X1) * Motivation (Z)		1.399				
Work Environment (X2) * Motivation (Z)			1.297			
X1.1	0.891					
X1.2	0.853					
X1.3	0.915					
X1.4	0.888					
X2.1				0.955		
X2.2				0.934		
Y1						0.858
Y2						0.888
Y3						0.886
Y4						0.89
Y5						0.889
Y6						0.807
Z1					0.872	
Z2					0.848	
Z3					0.778	
Z4					0.844	
Z5					0.786	
Z6					0.933	
Z7					0.798	
Z8					0.804	

Source: Processed Smart PLS

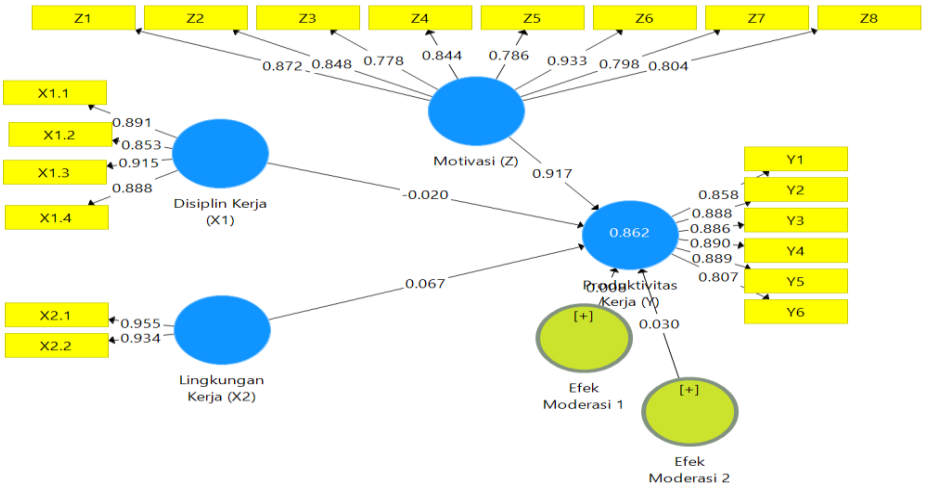

Figure 1. Validity Testing by Loading Factor

Based on the loading factor validity test in Table 4.2 and Figure 4.1, it is known that all loading values > 0.7, which means that they have met the validity requirements based on the loading value. Furthermore, validity testing was carried out based on the average variance extracted (AVE) value.

Table 4. Validity Testing by Average Variance Extracted (AVE)

	Mean Variance Extracted (AVE)
Work Discipline (X1)	0.787
Moderation Effect 1	1.000
Moderation Effect 2	1.000
Work Environment (X2)	0.892
Motivation (Z)	0.696
Work Productivity (Y)	0.757

The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013:67). It is known that all AVE values > 0.5, which means that they have met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on *the composite reliability* (CR) value.

Table 5. Reliability Testing by Composite Reliability (CR)

	Composite Reliability
Work Discipline (X1)	0.937
Moderation Effect 1	1.000
Moderation Effect 2	1.000
Work Environment (X2)	0.943
Motivation (Z)	0.948
Work Productivity (Y)	0.949

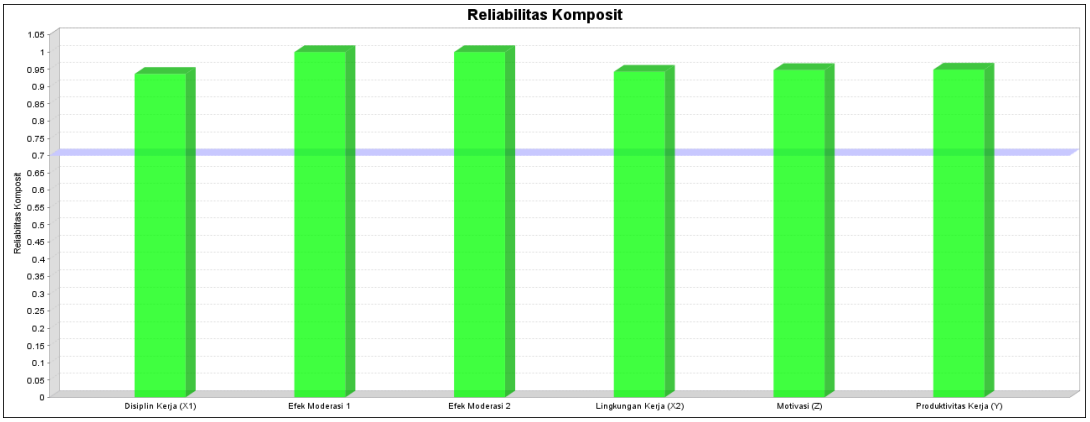

Figure 3. Reliability Testing by Composite Reliability (CR)

The recommended CR value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Next, reliability testing was carried out based on *Cronbach's alpha* (CA) value.

Table 6. Reliability Testing by Cronbach's Alpha (CA)

	Cronbach's Alpha
Work Discipline (X1)	0.91
Moderation Effect 1	1.000
Moderation Effect 2	1.000
Work Environment (X2)	0.881
Motivation (Z)	0.937
Work Productivity (Y)	0.936

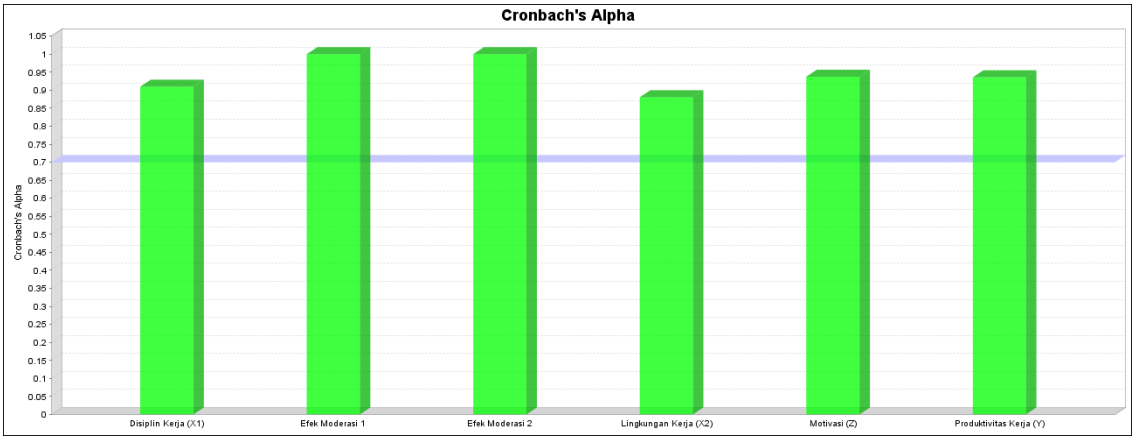

Figure 4. Reliability Testing based on Cronbach's Alpha (CA)

The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013:67). It is known that all CA values > 0.7, which means that they have met the reliability requirements based on Cronbach's alpha. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach. Table 6 presents the results of the discriminant validity test.

Table 7. Discriminant Validity Testing

	Work Discipline (X1)	Moderation Effect 1	Moderation Effect 2	Work Environment (X2)	Motivation (Z)	Work Productivity (Y)
Work Discipline (X1)	$\sqrt{AVE_{X1}}$=0.887					
Moderation Effect 1	-0.517	$\sqrt{AVE_{Mod1}}$ = 1				
Moderation Effect 2	-0.064	0.199	$\sqrt{AVE_{Mod2}}$ = 1			
Work Environment (X2)	0.26	-0.06	-0.029	$\sqrt{AVE_{x2}}$ =0.945		
Motivation (Z)	0.635	-0.371	-0.19	0.48	$\sqrt{AVE_Z}$ =0.834	
Work Productivity (Y)	0.572	-0.315	-0.133	0.5	0.925	$\sqrt{AVE_Y}$ =0.87

Source: Processed Smart PLS

In discriminant validity testing, the square root value of AVE of a latent variable is compared to the correlation value between that latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the requirements for discriminatory validity.

Influence Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)
Table 7 presents the results of the significance test of influence.

Table 8. Test Path Coefficient & Significance Influence

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values
Work Discipline (X1) -> Work Productivity (Y)	0.891	0.887	0.058	15.390	0.000
Moderation Effect 1 -> Work Productivity (Y)*Motivation (Z)	1.399	1.403	0.155	9.040	0.000
Moderation Effect 2 -> Work Productivity (Y)*Motivation (Z)	1.297	1.297	0.096	13.526	0.000
Work Environment (X2) -> Work Productivity (Y)	0.955	0.955	0.039	24.714	0.000
Motivation (Z) -> Work Productivity (Y)	0.917	0.915	0.121	7.571	0.000

Source: SmartPLS Processed

Based on the results in Table 7, the results were obtained: 1) Work Discipline (X1) has a positive effect on Work Productivity (Y), with a path coefficient value (Original Sample column) of 0.891, and significant, with a P-Values value = 0.000 (Accepted Hypothesis). 2) The effect of Moderation 1 (X1) has a positive effect on Work Productivity (Y) through Motivation (Z) as a moderating variable with a path coefficient value (Original Sample column) of 1.399, with a value of P-Values = 0.000 (Accepted Hypothesis). 3) The Moderation Effect 2 (X2) has a positive effect on Work Productivity (Y) through Motivation (Z) as a moderating variable with a path coefficient value (Original Sample column) of 1,297,

with a value of P-Values = 0.000 (Accepted Hypothesis). 4) Work Environment (X2) has a positive effect on Work Productivity (Y), with a path coefficient value (Original Sample column) of 0.955, with a P-Values value = 0.000 (Accepted Hypothesis). 5) Motivation (Z) had a positive effect on Work Productivity (Y) with a path coefficient value (Original Sample column) of 0.917, with a P-Values value = 0.000 (Accepted Hypothesis).

Table 9. R-Square

	R Square	Adjusted R Square
Work Productivity (Y)	0.862	0.853

The R-Square value of work productivity (Y) is 0.862, which means that work discipline (X1), work environment (X2), and motivation (Z) are able to affect work productivity (Y) by 86.2%. The Adjusted R Square value for work productivity (Y) is 0.853. Because Adjusted R Square = 0.853 > 0, it is concluded that work discipline (X1), work environment (X2), and motivation (Z) have predictive relevance for employee performance (Y).

Table 10. Testing the Goodness of Fit Model

	Saturated Models	Estimation Model
SRMR	0.091	0.091
d_ULS	1.747	1.754
d_G	Not used	Not used
Chi-Square	Unlimited	Unlimited
NFI	Not used	Not used

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = 0.091 < 0.1, it is concluded that the model has FIT.

CONCLUSION

Based on the results of the research, it can be concluded that: 1) Work Discipline (X1) has a positive effect on Work Productivity (Y), with a path coefficient value (Original Sample column) of 0.891, and significant, with a P-Values value = 0.000 (Accepted Hypothesis). 2) The effect of Moderation 1 (X1) has a positive effect on Work Productivity (Y) through Motivation (Z) as a moderating variable with a path coefficient value (Original Sample column) of 1.399, with a value of P-Values = 0.000 (Accepted Hypothesis). 3) The Moderation Effect 2 (X2) has a positive effect on Work Productivity (Y) through Motivation (Z) as a moderating variable with a path coefficient value (Original Sample column) of 1,297, with a value of P-Values = 0.000 (Accepted Hypothesis). 4) Work Environment (X2) has a positive effect on Work Productivity (Y), with a path coefficient value (Original Sample column) of 0.955, with a P-Values value = 0.000 (Accepted Hypothesis). 5) Motivation (Z) had a positive effect on Work Productivity (Y) with a path coefficient value (Original Sample column) of 0.917, with a P-Values value = 0.000 (Accepted Hypothesis). These findings underscore discipline, supportive environments, and motivation as key drivers of productivity. For future research, longitudinal studies could explore these dynamics over time or extend the model to include organizational culture as an additional moderator in similar Indonesian firms.

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