

## Beyond Job Satisfaction: Work Discipline and Internal Communication in Explaining Employee Productivity

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### Abstract

Declining sales productivity in recent years has become an organisational concern for PT Sawit Abadi Perkasa Medan, highlighting the need to identify workplace factors associated with employee productivity. This study examines the relationships between job satisfaction, work discipline, internal communication, and employee productivity. A quantitative cross-sectional survey design was employed, involving all 44 employees through census sampling. Data were collected using a structured questionnaire and analysed using multiple linear regression. The findings reveal that work discipline is significantly associated with employee productivity ( $p = 0.004$ ), while internal communication also demonstrates a significant association ( $p = 0.031$ ). In contrast, job satisfaction is not significantly associated with employee productivity ( $p = 0.966$ ). The overall regression model is statistically significant ( $F(3,40) = 4.005$ ,  $p = 0.014$ ), indicating that job satisfaction, work discipline, and internal communication collectively contribute to explaining variations in employee productivity. However, the model demonstrates limited explanatory power, with an  $R^2$  of 0.231 and an adjusted  $R^2$  of 0.173, indicating that the three predictors explain 17.3% of the adjusted variation in employee productivity. These findings suggest that work discipline and internal communication represent more relevant workplace factors associated with employee productivity than job satisfaction within the organisational context examined. The relatively modest explanatory power further indicates that employee productivity is likely associated with additional individual and organisational factors beyond those included in the present model. Practically, management should strengthen work discipline and establish clearer and more effective internal communication practices while considering other potential determinants of employee productivity.

**Keywords:** Employee Productivity, Internal Communication, Job Satisfaction, Work Discipline, Human Resource Management

### Introduction

Employee productivity is fundamental to organisational sustainability and competitiveness because it reflects how effectively employees transform time, effort, skills, and organisational resources into productive outputs (Susilowati & Fadli, 2023). In increasingly competitive business environments, productivity depends not only on employees' technical capabilities but also on their attitudes towards work, adherence to organisational standards, and ability to exchange information effectively (Halik et al., 2024). Recent studies suggest that employee productivity is associated with a range of individual and organisational conditions, including job satisfaction, work discipline, motivation, the work environment, and internal coordination mechanisms (Mujiati, 2022). Understanding these workplace factors is therefore particularly important for organisations whose operational effectiveness depends heavily on timely and coordinated activities across functional units.

This issue is relevant to PT Sawit Abadi Perkasa Medan, a company operating as a general supplier, service provider, and contractor for machinery and spare parts used in palm oil mills. Its operations require timely task completion, accurate information, effective interdepartmental coordination, and consistent customer service. Internal company records indicate a persistent decline in sales volume, from 887 units in 2022 to 820 units in 2023, 712 units in 2024, and 627 units in 2025, representing an overall decrease of approximately 29.3% during the period. The decline occurred across several product categories, including Station Boiler, Station Press, Station Vibrating, Material Support, Station Sterilizer, and Station Loading Ramp. Although changes in sales volume may result from multiple internal and external factors and cannot be directly attributed to employee productivity, this downward trend provides an important organisational context for examining workplace factors potentially associated with employee productivity.



Job satisfaction represents one such factor because it reflects employees' evaluations of their jobs and the conditions under which they perform their responsibilities (Panjaitan, 2022). Recent empirical evidence indicates that job satisfaction is associated with various employee outcomes, although the magnitude and significance of these relationships may differ across organisational settings (Djuli et al., 2023). Evidence from Indonesian organisations similarly suggests that job satisfaction remains relevant to understanding employee work outcomes (Gultom et al., 2024). At PT Sawit Abadi Perkasa, an internal employee survey conducted in 2025 identified concerns regarding compensation, workload, workplace facilities, and staffing adequacy. Some inventory employees perceived their compensation as insufficient relative to their workload, while marketing employees expressed concerns about demanding bonus targets. Employees in the accounting function also reported limitations in workplace facilities. These conditions raise an important empirical question regarding whether job satisfaction is significantly associated with employee productivity within this organisational setting.

Work discipline is another potentially important determinant of productivity because it reflects employees' adherence to organisational schedules, rules, standards, and operating procedures. Recent studies have documented significant relationships between work discipline and employee productivity across different organisational contexts (Purba, 2023). More recent evidence also suggests that work discipline may remain a significant predictor of productivity when considered alongside other human resource factors (D. A. Lubis et al., 2024). Nevertheless, internal records at PT Sawit Abadi Perkasa indicate recurring disciplinary issues during 2025, including late arrival, absence without prior notification, delayed report completion, and failure to attend routine meetings. Such incidents were identified across inventory, marketing, purchasing, and inventory administration functions. In an interdependent work environment, these behaviours may disrupt workflow continuity and constrain the timely completion of activities across departments.

Internal communication constitutes a further organisational mechanism through which employees receive information, instructions, feedback, and coordination necessary to perform their tasks. (Jiang et al., 2023) emphasised the strategic role of internal communication in shaping employee outcomes through managerial practices, organisational culture, and organisational change. More recent empirical studies have also reported positive relationships between internal communication and employee productivity, particularly in work environments characterised by digital interaction and complex coordination requirements (Benarkuu et al., 2024). Similar communication challenges are evident at PT Sawit Abadi Perkasa. These include inconsistencies in product pricing information among marketing, warehouse administration, and inventory personnel; differences in the interpretation of output data across departments; and ineffective dissemination of meeting information. Delays in task completion are also not always communicated promptly to management, potentially restricting the organisation's ability to provide timely and accurate information to customers.

Despite growing evidence concerning the importance of job satisfaction, work discipline, and internal communication, previous studies have commonly examined these factors separately or combined them with other organisational variables. Empirical evidence integrating all three factors within a single model of employee productivity remains comparatively limited, particularly in general supplier, service, and contractor companies supporting the palm oil industry. This setting deserves specific attention because employee productivity depends not only on individual work attitudes but also on disciplined task execution and effective information exchange across highly interdependent functions. Moreover, the mixed evidence surrounding workplace determinants suggests that their relevance may vary according to organisational and operational contexts.

To address this gap, the present study examines the relationships between job satisfaction, work discipline, internal communication, and employee productivity at PT Sawit Abadi Perkasa Medan, both individually and collectively. By integrating these three workplace factors within a single empirical model, this study extends the evidence on employee productivity to an underexplored organisational context within the supporting services of the palm oil industry. The findings are expected to contribute to the human resource management literature by clarifying the relative relevance of these workplace factors while providing practical evidence for developing more appropriate employee management practices aimed at supporting productivity.

## Theoretical Review

### Employee Productivity

Employee productivity represents employees' ability to transform time, effort, knowledge, skills, and organisational resources into effective and efficient work outputs (B. S. Wijaya et al., 2026). It reflects not only the quantity of work accomplished but also the quality, accuracy, timeliness, and efficiency with which employees perform their responsibilities (M. N. Nasution et al., 2026). Employee productivity is particularly important because employees represent a fundamental organisational resource whose contributions directly support operational continuity and organisational goal achievement (Fadli, 2024). Recent empirical evidence indicates that productivity is associated with various individual and organisational factors, including job satisfaction, work discipline, competence, motivation, and working conditions (Harianto, 2024).

Employee productivity should therefore be viewed as a multidimensional outcome shaped by the interaction between employee attitudes, behaviours, capabilities, and organisational mechanisms (Honkley et al., 2025). Work discipline, for example, facilitates punctuality, compliance with organisational procedures, and consistent task completion, which are positively associated with employee productivity (Ferna et al., 2026). Similarly, effective internal communication facilitates information exchange and coordination required for employees to perform their responsibilities efficiently. Internal communication was positively associated with employee productivity. Accordingly, employee productivity in the present study is conceptualised as an organisational outcome potentially associated with job satisfaction, work discipline, and internal communication (Bhastary et al., 2026).

### Job Satisfaction

Job satisfaction reflects employees' overall evaluation of their jobs and the extent to which their work experiences meet their expectations, needs, and professional values (Susanto, 2025). Rather than representing a single attitude, job satisfaction encompasses employees' perceptions of multiple aspects of employment, including compensation, working conditions, workload, interpersonal relationships, recognition, and opportunities for professional development (Wulandari et al., 2026). Employees may therefore experience satisfaction with certain dimensions of their work while remaining dissatisfied with others (Herfianti et al., 2025). Recent literature further emphasises that job satisfaction develops from the alignment between employees' expectations and the organisational conditions they experience (Hou et al., 2022).

The relationship between job satisfaction and productivity can be explained through employees' willingness to invest effort in their work (Chaniago, 2023). When employees perceive their working conditions positively, they are more likely to maintain constructive work attitudes, concentrate on assigned responsibilities, and allocate greater effort towards accomplishing organisational objectives (A. F. A. H. R. J. D. Tambunan, 2020). Conversely, dissatisfaction arising from inadequate rewards, unfavourable working conditions, excessive demands, or unmet expectations may reduce employees' willingness to sustain productive work behaviour (D. Tambunan, 2023). Job satisfaction may therefore function as an important psychological condition associated with the extent to which employees utilise their capabilities effectively (Nazah et al., 2021).

Empirical evidence generally supports this relationship. (M. I. Nasution et al., 2023) reported that favourable job satisfaction was associated with higher employee productivity. Similar findings were documented by (Syafuddin et al., 2022), indicating that employees who experience more positive evaluations of their work tend to demonstrate better productive outcomes. Nevertheless, the evidence is not entirely consistent. (Faris et al., 2024), for example, found no significant relationship between job satisfaction and productivity among military personnel. Such contrasting findings suggest that the relevance of job satisfaction may depend on occupational characteristics, organisational structures, reward systems, and the degree to which employee output is governed by formal procedures (Syafuddin et al., 2024). This inconsistency provides a basis for re-examining the relationship within a private-sector supplier and service organisation. Accordingly, the following hypothesis is proposed:

H1: Job satisfaction is positively associated with employee productivity.

## Work Discipline

Work discipline refers to employees' willingness and consistency in complying with organisational rules, schedules, operating procedures, and performance standards (Tambun et al., 2026). Contemporary perspectives on discipline extend beyond attendance and punctuality to include professional responsibility, adherence to standard operating procedures, timely completion of assigned tasks, and accountability for work outcomes (Napitupulu et al., 2026). Consequently, work discipline represents a behavioural mechanism through which organisational expectations are translated into consistent employee actions (Hasrul Azwar Hasibuan et al., 2022).

Work discipline is particularly relevant to productivity because productive operations require employees to perform assigned activities accurately and within predetermined timeframes (Hasibuan et al., 2026). Employees who consistently comply with working schedules, procedures, and performance standards are more likely to minimise avoidable delays and maintain workflow continuity (Kerli et al., 2026). Conversely, repeated lateness, absenteeism, failure to follow procedures, or delays in completing tasks may interrupt interdependent work processes and reduce operational efficiency (Thamrin et al., 2026). The productivity implications of discipline may therefore become particularly pronounced in organisations where the output of one functional unit depends on the timely completion of activities by another (Bhastary et al., 2024).

Recent empirical studies provide support for this argument. (Y. Lubis et al., 2023) found a positive relationship between work discipline and employee productivity, (Sismiati et al., 2025) demonstrated that discipline significantly contributed to productivity. Stronger work discipline was associated with higher levels of employee productivity (Aryanti & Perkasa, 2024). These findings suggest that disciplined employees are generally better positioned to maintain consistency, punctuality, and responsibility in accomplishing organisational tasks (Karim et al., 2025). Based on the conceptual reasoning and empirical evidence, the following hypothesis is formulated:

H2: Work discipline is positively associated with employee productivity.

## Internal Communication

Internal communication represents the systematic exchange of information, instructions, feedback, and meaning among organisational members across hierarchical and functional boundaries (Gautam, 2024). In contemporary organisations, internal communication extends beyond the transmission of operational information. It also facilitates coordination, develops shared understanding, strengthens employee–management relationships, and aligns individual activities with organisational objectives (Kambara et al., 2023). Effective internal communication therefore requires not only information availability but also clarity, timeliness, accuracy, accessibility, and opportunities for reciprocal feedback (Qin & Men, 2023).

The relationship between internal communication and employee productivity can be understood through its coordinating function (Keshtkar et al., 2025). Employees require accurate and timely information to determine what should be performed, when activities should be completed, and how their responsibilities are connected with those of other organisational units (Benarkuu et al., 2024). Clear communication can reduce information ambiguity, prevent duplication, facilitate problem solving, and minimise operational errors (Hoffmann & Thommes, 2024). Conversely, incomplete, delayed, or inconsistent information may generate misunderstandings, rework, coordination failures, and delays that restrict productive performance (Yue, 2021). This mechanism is especially relevant in organisations characterised by substantial interdependence among marketing, inventory, purchasing, administration, and other operational functions (Jiang et al., 2023).

Recent empirical evidence reinforces the importance of internal communication for employee and organisational outcomes. (LaGree et al., 2023) demonstrated the relevance of effective internal communication to organisational productivity, while (Mahsud et al., 2024) reported that communication practices were associated with employee productivity and broader performance outcomes. (Hanaysha et al., 2023) further indicated that effective internal communication can support productivity by improving operational accuracy and reducing work-related errors. (Zacky & Zacky-Eze, 2025) similarly highlighted the importance of communication in facilitating coordination and productive organisational relationships. Collectively, these findings indicate that communication

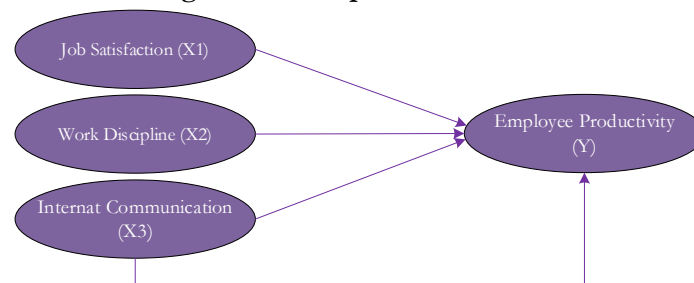
quality can shape employees' ability to perform their responsibilities efficiently (Bossman & Blankson, 2023). Therefore, the following hypothesis is proposed:

H3: Internal communication is positively associated with employee productivity.

### Conceptual Framework

Based on the theoretical foundations and empirical evidence discussed above, this study conceptualises employee productivity as an outcome associated with three key workplace determinants. Job satisfaction represents employees' overall evaluation of their work and the extent to which their working conditions meet their expectations and needs; work discipline reflects employees' consistency in complying with organisational rules, procedures, schedules, and performance standards; and internal communication represents the effective exchange of information, instructions, and feedback necessary to facilitate coordination across organisational functions. Accordingly, these three factors are expected to be associated with employee productivity by shaping employees' work attitudes, behavioural consistency, and ability to coordinate and perform their responsibilities effectively. The conceptual relationships examined in this study are presented in Figure 1.

**Figure 1. Conceptual Framework**



### Methodology

#### Research Design

This study employed a quantitative cross-sectional survey design to examine the relationships between job satisfaction, work discipline, internal communication, and employee productivity at PT Sawit Abadi Perkasa Medan, Indonesia. The quantitative approach was considered appropriate because the study sought to statistically examine the relationships between predefined variables using data collected directly from employees. Data collection was conducted during the 2025–2026 research period, with each respondent providing information at a single point of measurement. Accordingly, the study was designed to identify statistical associations rather than establish causal relationships among the variables.

#### Population and Sample

The target population comprised all 44 employees of PT Sawit Abadi Perkasa Medan. Given the small and accessible population, a census sampling approach was employed, whereby all members of the target population were invited to participate in the study. Thus, the study involved 44 respondents representing the entire accessible employee population. The use of census sampling was intended to maximise coverage of the organisational population and minimise sampling error associated with selecting only a subset of employees.

#### Variables and Measurement

The research model comprised three independent variables—job satisfaction, work discipline, and internal communication—and one dependent variable, employee productivity. Job satisfaction refers to employees' overall evaluation of their work and the extent to which workplace conditions meet their expectations and needs. Work discipline reflects employees' willingness and consistency

in complying with organisational rules, schedules, procedures, and performance standards. Internal communication refers to the exchange of information, instructions, and feedback among organisational members to facilitate coordination and task accomplishment. Employee productivity reflects employees' ability to perform their responsibilities effectively and efficiently in accordance with established organisational objectives.

Data were collected using a structured questionnaire consisting of items representing the four constructs. Respondents evaluated each statement using a Likert-type response scale. Internal company records, including sales and workplace-related information, were additionally used to provide contextual evidence regarding the organisational conditions underlying the study. Prior to hypothesis testing, the measurement items were assessed for validity and reliability to ensure that the questionnaire adequately measured the intended constructs.

### **Data Collection Procedure**

The questionnaire was distributed to employees included in the study population. Respondents were asked to provide their perceptions of job satisfaction, work discipline, internal communication, and employee productivity based on their workplace experiences. Completed questionnaires were subsequently checked for completeness, coded, and tabulated before statistical analysis. Organisational records were used only as supporting contextual information and were not treated as substitutes for respondents' questionnaire data in the regression analysis.

### **Data Analysis**

Data were analysed using the Statistical Package for the Social Sciences (SPSS). The analysis was conducted in several stages. First, descriptive statistics were used to summarise respondent characteristics and the distribution of the research variables. Second, validity and reliability tests were performed to evaluate the adequacy and internal consistency of the measurement instrument. Third, the assumptions underlying multiple linear regression were examined through the relevant classical assumption tests.

Multiple linear regression was subsequently employed to examine the statistical relationships between job satisfaction, work discipline, internal communication, and employee productivity. Partial regression coefficients were evaluated using *t*-tests to determine whether each predictor was significantly associated with employee productivity. The overall significance of the regression model was evaluated using the *F*-test, while the coefficient of determination ( $R^2$ ) and adjusted  $R^2$  were used to assess the proportion of variation in employee productivity explained by the predictors included in the model. Statistical significance was evaluated at the 5% level ( $p < 0.05$ ).

### **Ethical Considerations**

Participation in the survey was voluntary, and the data collected from employees were used exclusively for academic research purposes. Respondents' information was treated confidentially, and the analysis was conducted at the aggregate level to avoid identifying individual employees. Organisational data used in the study were limited to information relevant to the research objectives and were presented in aggregate form. Respondents were informed about the purpose of the study before completing the questionnaire, and completion of the questionnaire indicated their willingness to participate in the research.

## **Results and Discussions**

### **Validity Assessment**

Item validity was assessed using Pearson's item-total correlation to determine whether the questionnaire items adequately represented their respective constructs. With 44 respondents and 42 degrees of freedom ( $df = n - 2$ ), the critical correlation value at the 5% significance level (two-tailed) was approximately 0.297. An item was considered to satisfy the validity criterion when its correlation coefficient exceeded the critical value.

**Table 1. Results of the Item Validity Assessment**

| Construct              | Item | <i>r</i> -value | Critical <i>r</i> | Assessment |
|------------------------|------|-----------------|-------------------|------------|
| Job Satisfaction       | JO1  | 0.375           | 0.297             | Valid      |
|                        | JO2  | 0.352           | 0.297             | Valid      |
|                        | JO3  | 0.361           | 0.297             | Valid      |
|                        | JO4  | 0.427           | 0.297             | Valid      |
|                        | JO5  | 0.474           | 0.297             | Valid      |
|                        | JO6  | 0.359           | 0.297             | Valid      |
|                        | JO7  | 0.436           | 0.297             | Valid      |
|                        | JO8  | 0.338           | 0.297             | Valid      |
|                        | JO9  | 0.347           | 0.297             | Valid      |
|                        | JO10 | 0.346           | 0.297             | Valid      |
| Work Discipline        | WP1  | 0.768           | 0.297             | Valid      |
|                        | WP2  | 0.494           | 0.297             | Valid      |
|                        | WP3  | 0.588           | 0.297             | Valid      |
|                        | WP4  | 0.738           | 0.297             | Valid      |
|                        | WP5  | 0.388           | 0.297             | Valid      |
|                        | WP6  | 0.495           | 0.297             | Valid      |
| Internal Communication | IM1  | 0.728           | 0.297             | Valid      |
|                        | IM2  | 0.756           | 0.297             | Valid      |
|                        | IM3  | 0.798           | 0.297             | Valid      |
|                        | IM4  | 0.765           | 0.297             | Valid      |
|                        | IM5  | 0.722           | 0.297             | Valid      |
|                        | IM6  | 0.827           | 0.297             | Valid      |
|                        | IM7  | 0.731           | 0.297             | Valid      |
|                        | IM8  | 0.711           | 0.297             | Valid      |
| Employee Productivity  | EC2  | 0.381           | 0.297             | Valid      |
|                        | EC2  | 0.515           | 0.297             | Valid      |
|                        | EC2  | 0.4             | 0.297             | Valid      |
|                        | EC2  | 0.351           | 0.297             | Valid      |
|                        | EC2  | 0.488           | 0.297             | Valid      |
|                        | EC2  | 0.58            | 0.297             | Valid      |
|                        | EC2  | 0.568           | 0.297             | Valid      |
|                        | EC2  | 0.696           | 0.297             | Valid      |
|                        | EC2  | 0.504           | 0.297             | Valid      |
|                        | EC2  | 0.525           | 0.297             | Valid      |
|                        | EC2  | 0.614           | 0.297             | Valid      |
|                        | EC2  | 0.598           | 0.297             | Valid      |

As presented in Table 1, all 36 measurement items were considered valid because their correlation coefficients exceeded the critical *r*-value of 0.297. Job Satisfaction showed *r*-values ranging from 0.338 to 0.474, Work Discipline from 0.388 to 0.768, Internal Communication from 0.711 to 0.827, and Employee Productivity from 0.351 to 0.696. These results demonstrate that all items met the established validity criterion and adequately represented their respective constructs. Therefore, all 10 Job Satisfaction items, six Work Discipline items, eight Internal Communication items, and 12 Employee Productivity items were retained and considered appropriate for subsequent statistical analysis.

### Reliability Assessment

As presented in Table 2, the reliability assessment indicates that all constructs achieved Cronbach's alpha coefficients above the established threshold of 0.600. Job Satisfaction recorded a Cronbach's alpha of 0.725, followed by Work Discipline at 0.741, Internal Communication at 0.634,

and Employee Productivity at 0.814. Employee Productivity demonstrated the highest internal consistency among the constructs, while Internal Communication showed the lowest coefficient but remained above the specified reliability threshold. These findings indicate that the measurement items within each construct demonstrated acceptable internal consistency. Therefore, all four constructs were considered sufficiently reliable and retained for subsequent statistical analysis

**Table 2. Reliability Assessment Results**

| Construct              | Cronbach's $\alpha$ | Threshold | Assessment |
|------------------------|---------------------|-----------|------------|
| Job Satisfaction       | 0.725               | 0.6       | Reliable   |
| Work Discipline        | 0.741               | 0.6       | Reliable   |
| Internal Communication | 0.634               | 0.6       | Reliable   |
| Employee Productivity  | 0.814               | 0.6       | Reliable   |

### Normality Test

As presented in Table 3, the Kolmogorov–Smirnov test produced a significance value of 0.862, which exceeded the 0.05 significance threshold. This result indicates that there was insufficient evidence to reject the assumption of residual normality. Therefore, the residuals of the regression model were considered approximately normally distributed, indicating that the normality assumption required for the multiple linear regression analysis was satisfied.

**Table 3. Results of the Normality Test  
One-Sample Kolmogorov-Smirnov Test**

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 44                      |
| Normal Parameters <sup>a,b</sup> | Mean           | -.0457245               |
|                                  | Std. Deviation | 4.00050034              |
| Most Extreme Differences         | Absolute       | .170                    |
|                                  | Positive       | .170                    |
|                                  | Negative       | -.086                   |
| Test Statistic                   |                | .091                    |
| Asymp. Sig. (2-tailed)           |                | .862 <sup>c,d</sup>     |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

### Multicollinearity Assessment

As presented in Table 4, Job Satisfaction showed a tolerance value of 0.903 and a VIF of 1.108, indicating no meaningful multicollinearity concern. Work Discipline and Internal Communication recorded tolerance values of 0.140 and 0.144 and VIF values of 7.131 and 6.924, respectively. Although these values remain within the conventional thresholds of tolerance > 0.10 and VIF < 10, the relatively high VIF values indicate substantial collinearity between these predictors. Therefore, the model does not demonstrate severe multicollinearity according to the conventional criterion, but the coefficients for Work Discipline and Internal Communication should be interpreted cautiously because their relatively high collinearity may affect coefficient magnitude, standard errors, and coefficient stability.

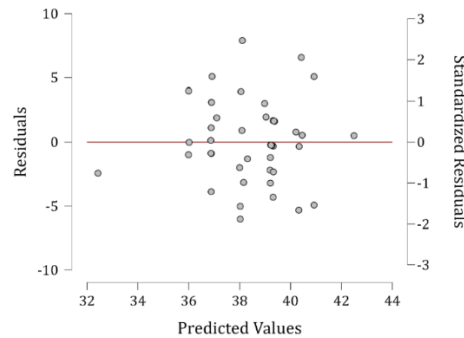
**Table 4. Results of the Multicollinearity Assessment**

| Predictor              | Tolerance | VIF   | Assessment                         |
|------------------------|-----------|-------|------------------------------------|
| Job Satisfaction       | 0.903     | 1.108 | No indication of multicollinearity |
| Work Discipline        | 0.14      | 7.131 | Elevated collinearity              |
| Internal Communication | 0.144     | 6.924 | Elevated collinearity              |

### Heteroscedasticity Assessment

As illustrated in Figure 2, the residual points are randomly dispersed around the horizontal reference line and do not exhibit a distinct systematic pattern, such as a funnel, wave, or progressively widening distribution. This random dispersion indicates no apparent visual evidence of heteroscedasticity in the regression residuals. Therefore, based on the scatterplot assessment, the assumption of homoscedasticity was considered reasonably satisfied, supporting the use of multiple linear regression for subsequent hypothesis testing

**Figure 2. Scatterplot for Heteroscedasticity Assessment**



### Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the relationships between Job Satisfaction, Work Discipline, Internal Communication, and Employee Productivity. Based on the unstandardised coefficients, the regression equation was  $Y = 22.468 + 0.010X_1 + 2.137X_2 - 1.016X_3$ . Job Satisfaction showed a positive but statistically non-significant relationship with Employee Productivity ( $B = 0.010$ ,  $p = 0.944$ ), indicating no meaningful independent association.

**Table 5. Results of Multiple Linear Regression Analysis**

| Predictor              | B      | Std. Error | $\beta$ | $t$    | $p$ -value |
|------------------------|--------|------------|---------|--------|------------|
| Constant               | 22.468 | 8.129      |         | 2.764  | 0.009      |
| Job Satisfaction       | 0.01   | 0.148      | 0.01    | 0.07   | 0.944      |
| Work Discipline        | 2.137  | 0.712      | 1.111   | 3.001  | 0.005      |
| Internal Communication | -1.016 | 0.455      | -0.814  | -2.232 | 0.031      |

Work Discipline demonstrated a positive and significant relationship ( $B = 2.137$ ,  $p = 0.005$ ), suggesting that higher Work Discipline was associated with higher Employee Productivity after controlling for the other predictors. Conversely, Internal Communication showed a significant negative relationship ( $B = -1.016$ ,  $p = 0.031$ ). However, this finding should be interpreted cautiously because the relatively high VIF values for Internal Communication (6.924) and Work Discipline (7.131) indicate substantial overlap between predictors. Thus, the negative coefficient represents a partial statistical relationship rather than evidence that improved communication inherently reduces productivity.

### Partial Hypothesis Testing ( $t$ -Test)

As presented in Table 6, Job Satisfaction was not significantly associated with Employee Productivity ( $B = 0.010$ ,  $\beta = 0.010$ ,  $t = 0.070$ ,  $p = 0.944$ ). Although the coefficient was positive, its magnitude was negligible; therefore, H1 was not supported. In contrast, Work Discipline showed a positive and statistically significant relationship with Employee Productivity ( $B = 2.137$ ,  $\beta = 1.111$ ,  $t = 3.001$ ,  $p = 0.005$ ). This finding indicates that higher Work Discipline was associated with increased Employee Productivity after controlling for the other predictors, thereby supporting H2. Meanwhile, Internal Communication exhibited a significant negative relationship with Employee Productivity ( $B = -1.016$ ,  $\beta = -0.814$ ,  $t = -2.232$ ,  $p = 0.031$ ). Although statistically significant, the negative coefficient was contrary to the hypothesised positive direction. Consequently, H3 was not supported

as originally formulated. Overall, only Work Discipline demonstrated a significant relationship consistent with the proposed hypothesis

**Table 6. Results of Partial Hypothesis Testing**

| Predictor              | B      | Std. Error | $\beta$ | <i>t</i> | <i>p</i> -value |
|------------------------|--------|------------|---------|----------|-----------------|
| Constant               | 22.468 | 8.129      | –       | 2.764    | 0.009           |
| Job Satisfaction       | 0.01   | 0.148      | 0.01    | 0.07     | 0.944           |
| Work Discipline        | 2.137  | 0.712      | 1.111   | 3.001    | 0.005           |
| Internal Communication | –1.016 | 0.455      | –0.814  | –2.232   | 0.031           |

### F test

As presented in Table 7, the regression model was statistically significant,  $F(3, 40) = 4.005$ ,  $p = 0.014$ . Since the *p*-value was below the 0.05 significance threshold, the null hypothesis that all predictor coefficients are simultaneously equal to zero was rejected. This result indicates that Job Satisfaction, Work Discipline, and Internal Communication, when considered jointly, significantly contribute to explaining variation in Employee Productivity. Therefore, H4 was supported. However, the significant *F*-test should be interpreted as evidence of the overall statistical significance of the regression model rather than as evidence that all individual predictors have significant or positive relationships with Employee Productivity.

**Table 7. Results of the Overall Model Significance Test**

| ANOVA <sup>a</sup> |            |                |    |             |       |                   |
|--------------------|------------|----------------|----|-------------|-------|-------------------|
| Model              |            | Sum of Squares | Df | Mean Square | F     | Sig.              |
| 1                  | Regression | 132.3          | 3  | 44.10       | 4.005 | .014 <sup>b</sup> |
|                    | Residual   | 440.5          | 40 | 11.01       |       |                   |
|                    | Total      | 572.8          | 43 |             |       |                   |

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Job Satisfaction, Work Discipline, Internal Communication

### Coefficient of Determination

As presented in Table 8, the regression model produced an  $R^2$  value of 0.231, indicating that Job Satisfaction, Work Discipline, and Internal Communication collectively explained 23.1% of the observed variation in Employee Productivity. After adjusting for the number of predictors and sample size, the adjusted  $R^2$  decreased to 0.173, indicating that the model accounted for approximately 17.3% of the adjusted variation in Employee Productivity. Thus, a substantial proportion of variation in Employee Productivity remained unexplained by the predictors included in the model. This finding suggests that employee productivity may also be associated with other individual and organisational factors not examined in the present study

**Table 8. Coefficient of Determination**

| Model | R     | $R^2$ | Adjusted $R^2$ | Std. Error of the Estimate |
|-------|-------|-------|----------------|----------------------------|
| 1     | 0.481 | 0.231 | 0.173          | 3.318                      |

## Discussions

### The Effect of Job Satisfaction on Employee Productivity

The findings indicate that Job Satisfaction was not significantly associated with Employee Productivity at PT Sawit Abadi Perkasa ( $t = 0.070$ ,  $p = 0.944$ ); therefore, H1 was not supported. This non-significant relationship may reflect the relatively homogeneous responses, indicating limited variation in employees' satisfaction levels and consequently insufficient explanatory power for differences in productivity. Robbins and Judge (2024) conceptualise job satisfaction as a positive feeling resulting from employees' evaluations of various job characteristics. Similarly, (Majid et al., 2024) emphasise employees' perceptions of how effectively their jobs fulfil valued expectations. The finding is consistent with (Katabalo & Mwita, 2024)(Vulturius et al., 2024)(E. Wijaya, 2024), who reported that job satisfaction did not significantly explain employee productivity.

From a managerial perspective, these findings suggest that PT Sawit Abadi Perkasa should not rely exclusively on increasing job satisfaction to enhance productivity. Management should maintain satisfactory working conditions while strengthening factors more directly related to employees' productive behaviour, particularly work discipline, performance monitoring, task clarity, and effective internal coordination. Regular employee feedback and performance evaluations may also help identify specific workplace barriers affecting productivity. Thus, job satisfaction should remain an important human resource consideration but should be integrated with broader productivity-oriented management practices.

### **The effect of work discipline on employee work productivity**

The findings demonstrate that Work Discipline was positively and significantly associated with Employee Productivity at PT Sawit Abadi Perkasa ( $t = 3.001$ ,  $p = 0.005$ ); therefore, H2 was supported. This finding indicates that higher levels of employee discipline are associated with higher productivity. Contemporary work discipline extends beyond compliance with attendance requirements and reflects professional responsibility for achieving expected work outcomes. (Endri, 2022) views discipline as an organisational procedure for addressing violations of established rules and standards, while (Gandung, 2024) emphasises its role in encouraging behavioural adjustment and employees' willingness to comply with organisational regulations. Accordingly, disciplined employees are more likely to adhere to standard operating procedures, fulfil responsibilities consistently, manage working time effectively, and complete assigned tasks according to organisational targets.

This finding is consistent with (Sigit Wicaksono et al., 2024)(Lim et al., 2024)(Aryanti & Perkasa, 2024), who reported significant positive relationships between work discipline and employee productivity. Managerially, PT Sawit Abadi Perkasa should strengthen discipline through clear performance standards, consistent enforcement of organisational policies, regular supervision, and transparent performance evaluation. Management should also recognise disciplined behaviour and provide constructive corrective mechanisms for non-compliance. Such practices can reinforce employee accountability and support the consistent achievement of productivity targets.

### **The effect of internal communication on employee work productivity**

The findings indicate that Internal Communication was significantly but negatively associated with Employee Productivity at PT Sawit Abadi Perkasa ( $B = -1.016$ ,  $\beta = -0.814$ ,  $t = -2.232$ ,  $p = 0.031$ ). Therefore, although the relationship was statistically significant, H3 was not supported because the observed direction was contrary to the hypothesised positive relationship. (Uzma Paiam Bukhari et al., 2025) conceptualise internal communication as a strategic process for developing mutually beneficial relationships between organisations and employees, whereas (Febianti et al., 2025) emphasise its role in facilitating organisational dialogue, strengthening culture, and aligning individual and organisational objectives. Previous studies, including (Haitao, 2021)(Tantriana et al., 2026)(Nasib et al., 2026), generally reported positive relationships between effective internal communication and employee productivity, making the negative coefficient in the present study particularly noteworthy.

From a managerial perspective, this finding should not be interpreted as evidence that improved communication reduces productivity. The relatively high VIF for Internal Communication (6.924) indicates substantial overlap with other predictors, particularly Work Discipline, which may affect the direction of its partial coefficient. Management should therefore focus on communication quality rather than communication intensity by ensuring that information is clear, relevant, timely, and appropriately channelled. Streamlining communication procedures and reducing redundant messages may minimise information overload while supporting coordination and productivity.

### **The effect of job satisfaction, work discipline, and internal communication on employee work productivity**

The findings demonstrate that Job Satisfaction, Work Discipline, and Internal Communication were jointly and significantly associated with Employee Productivity at PT Sawit Abadi Perkasa ( $F = 4.005$ ,  $p = 0.014$ ); therefore, H4 was supported. This result indicates that the three predictors, when

considered collectively, provide statistically significant explanatory information regarding variations in Employee Productivity. However, the significant overall model should be distinguished from the individual effects, as Job Satisfaction was not significant and Internal Communication exhibited a negative partial coefficient. Previous studies have documented relationships between employee productivity and job satisfaction (Berhanu, 2023), work discipline (Putra, 2023), and internal communication (Kambara et al., 2023). Similarly emphasised the interconnected roles of satisfaction, discipline, and communication in supporting employee performance.

From a managerial perspective, the findings suggest that productivity improvement should be approached through integrated human resource practices rather than isolated interventions. PT Sawit Abadi Perkasa should prioritise consistent work discipline while maintaining satisfactory working conditions and improving the clarity, relevance, and efficiency of internal communication. Management should periodically evaluate these practices together to identify their complementary contributions to productivity and minimise overlapping or ineffective interventions.

## Conclusions

The findings demonstrate that work discipline is positively and significantly associated with employee productivity at PT Sawit Abadi Perkasa Medan, whereas job satisfaction shows no significant relationship. Internal communication is significantly but negatively associated with employee productivity; however, this unexpected result should be interpreted cautiously due to the substantial overlap between internal communication and work discipline. Collectively, the three variables are significantly associated with employee productivity, indicating that productivity reflects the interplay between employee attitudes, behavioural discipline, and organisational coordination.

The findings suggest that management should strengthen work discipline through clear work standards, consistent implementation of organisational rules, punctuality, timely reporting, and employee accountability. Internal communication should focus on improving information clarity, accuracy, timeliness, feedback, and interdepartmental coordination rather than merely increasing communication frequency. Although job satisfaction was not significant, supportive working conditions, adequate facilities, and appropriate employee recognition should remain part of human resource management practices.

This study is limited by its relatively small sample of 44 employees from a single company, which restricts the generalisability of the findings. The model also examined only three predictors and relied on self-reported, cross-sectional data. Furthermore, the elevated collinearity between work discipline and internal communication requires caution when interpreting their regression coefficients.

Future studies should involve larger samples across multiple organisations and incorporate additional variables such as competence, workload, motivation, leadership, compensation, and organisational support. Further research should also examine specific dimensions of internal communication and employ longitudinal or mixed-methods designs to provide deeper insights into the factors associated with employee productivity.

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