

THE EFFECT OF WORK ENVIRONMENT, WORK MOTIVATION, AND WORK STRESS ON EMPLOYEE PRODUCTIVITY AT PT. MITRA ANGKUTAN SEJATI PEKANBARU

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Abstract:

Purpose:

This study examines the effects of the work environment, work motivation, and work stress on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru.

Keyword:

Work Environment, Work
Motivation, Work Stress,
Employee Productivity

Methodology:

The study population comprised all 120 employees of PT. Mitra Angkutan Sejati Pekanbaru, and a census sampling method was applied. Data were analyzed using preliminary tests, classical assumption tests, model feasibility tests, and multiple linear regression analysis with the assistance of SPSS software.

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Findings:

The results indicate that the work environment, work motivation, and work stress have positive effects on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru.

Paper Type:

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Implication:

The findings indicate that the work environment, work motivation, and work stress influence employee productivity at PT. Mitra Angkutan Sejati Pekanbaru, highlighting the importance of managing these factors to support organizational performance.

INTRODUCTION

Every company requires management to coordinate the people within the organization, a function commonly referred to as human resource management. Human resource management is expected to help organize the company's human resource needs so that all organizational activities can be carried out smoothly, effectively, and efficiently.

Human resource management encompasses the development of human resources from planning, recruitment, and training to career development. Effective human resource management is expected to produce qualified, competent employees with strong performance. In turn, this can improve employee and organizational productivity and support the achievement of planned corporate objectives by producing optimal outcomes while minimizing effort and cost.

Productivity provides substantial benefits by improving the quality and quantity of work performed by employees within an organization. It also supports effectiveness in achieving optimal results and efficiency in converting inputs into realized work outputs. Therefore, employee productivity must be managed carefully to achieve the expected outcomes. High employee productivity benefits both the organization and its employees.

PT. Mitra Angkutan Sejati Pekanbaru is a company engaged in the manufacture of vehicle bodies, commonly known as coachbuilding, and was established in 2020. The company is located in Pekanbaru City, Riau Province, and applies a made-to-order production system, meaning that products are manufactured according to customer orders.

Riau Province hosts a wide range of business activities, including more than 230 palm oil mills and heavy-equipment companies. The palm oil industry produces several derivatives, including Fresh Fruit Bunches (FFB), fiber, shells, kernels, and Crude Palm Oil (CPO). After harvesting, these products are transported to their respective sales destinations. FFB, fiber, shells, and kernels are generally transported using open-bed trucks, whereas CPO is transported using tanker trucks.

In addition, many companies operate heavy equipment, which is commonly encountered in various locations, including road construction sites in Pekanbaru City. Ongoing road excavation programs require heavy equipment; consequently, many companies need vehicles with different types of load bodies. Such heavy equipment can be transported using self-loader trucks.

Given the diverse operational requirements of businesses in Riau Province, employees manufacture products according to each customer's specific needs. Under this production system, employees must work in accordance with customer specifications. These needs vary considerably, ranging from timber-transport bodies, tankers, self-loaders, dump trucks, logging vehicles, and crane trucks to other specialized vehicle bodies.

The annual employee productivity of PT. Mitra Angkutan Sejati Pekanbaru is presented in Table 1, which summarizes employee productivity from 2020 to 2023.

Table 1. Summary of Employee Productivity at PT. Mitra Angkutan Sejati Pekanbaru, 2020–2023

Year	Number of Employees (persons)	Production Volume (units)	Productivity (units/person)
2020	5	10	2
2021	30	75	1,5
2022	50	150	1,875
2023	73	230	1,48

Source: PT. Mitra Angkutan Sejati Pekanbaru (2023)

Table 1 shows the employee productivity of PT. Mitra Angkutan Sejati Pekanbaru over the last four years. PT. Mitra Angkutan Sejati was established in September 2020 with five employees and annual production of 10 units, resulting in productivity of 2 units per employee. In 2020, the company employed only five field workers because the business had just begun operations, while administrative activities were supported by employees of the parent company, PT. Karya Normal Utama. In 2021, PT. Mitra Angkutan Sejati Pekanbaru experienced growth in both its workforce, from 5 to 30 employees, and production, which increased to 75 units. Employee productivity in 2021 was therefore 2.5 units per employee.

In 2022, the number of employees at PT. Mitra Angkutan Sejati increased to 50, while production reached 150 units. Consequently, employee productivity at PT. Mitra Angkutan Sejati Pekanbaru in 2022 was 3 units per employee. Employee productivity therefore increased from 2021 to 2022.

In 2023, PT. Mitra Angkutan Sejati experienced substantial changes in both the number of employees and production volume. As of October 2023, the company employed 73 people and had produced 250 units. Accordingly, provisional employee productivity as of October 2023 was calculated at 3.42 units per employee.

Considering the annual improvement, PT. Mitra Angkutan Sejati seeks to maintain and further increase employee productivity so that both the company and its employees benefit. When productivity increases and employees achieve production targets, they receive compensation commensurate with their contribution to the company. This can motivate employees to remain productive and may indirectly reduce the likelihood of work-related stress.

Employee productivity may be influenced by numerous factors, including the work environment, work motivation, and work stress. An uncondusive work environment, declining motivation, and work stress may increase the risk of lower employee productivity.

Previous studies have reported differing findings regarding the effects of the work environment, work motivation, and work stress on employee productivity, as summarized in Table 2.

Table 2. Research Gap

Variable	Effect	Researcher
Work Environment → Employee Productivity	Positive and Significant	• (Purnami&Utama, 2019) • (Trisnawaty & Parwoto, 2021) • (N.F.Wibowo&Prasetyo, 2022)
	Negative and Non- significant	• (Saleh & Utomo, 2018)
Work Motivation → Employee Productivity	Positive and Significant Effect	• (Santoni & Suana, 2018) • (Prasmiswari et al., 2022) • (Efendi,Iidris ;Widiyanto, 2022)
	No Significant Effect	• (Parashakti & Noviyanti, 2021)
Work Stress → Employee Productivity	Positive and Significant Effect	• (Safitri, Amelia Eka ; Gilang, 2019) • (Andini, 2020) • (F. X. P. Wibowo, 2022)
	Significant Negative Effect	• (Bagus, Ari Tri; Wahyuni, 2019) • (Jemi et al., 2017)

Source: PT. Mitra Angkutan Sejati Pekanbaru (2023)

Based on the previous studies summarized above, the work environment can be considered one factor that may influence employee productivity. Even when employees demonstrate strong performance and productivity, an unsupportive work environment may constrain the level of output they can produce. Purnami and Utama (2019) found a positive and significant effect, whereas Saleh and Utomo (2018) reported that the work environment had a negative and non-significant effect on employee productivity.

Work motivation is also one of the factors that may influence employee productivity. Santoni and Suana (2018) found that work motivation had a positive and significant effect on employee productivity. This finding contrasts with Parashakti and Noviyanti (2021), who reported that motivation did not have a positive and significant effect on employee productivity.

Similarly, severe work stress may lead to a decline in productivity. Andini (2020) reported that work stress had a positive and significant effect on employee productivity, whereas Bagus, Ari Tri, and Wahyuni (2019) found that work stress had a significant negative effect on employee productivity.

Given the differences in findings reported by previous researchers, this study was conducted under the title “The Effect of Work Environment, Work Motivation, and Work Stress on Employee Productivity at PT. Mitra Angkutan Sejati Pekanbaru.”

This study differs from previous research because many earlier studies examined these variables separately. In contrast, the present study investigates the work environment, work motivation, and work stress within an integrated framework. This approach not only evaluates the individual effect of each variable but also examines how the three variables jointly influence the outcome.

LITERATURE REVIEW

Employee Productivity

Employee productivity reflects the ability of an individual or a group to produce goods or services in terms of both quality and quantity, with output expected to increase over time (Mahawati, 2021). According to

Simammora, as cited in Sutrisno (2019), the indicators of employee productivity include: (1) absenteeism level, (2) output attainment level, (3) quality of work results, (4) error rate, and (5) time required.

Work Environment

The work environment in an organization or company is an important managerial concern because it can determine success in achieving established objectives. Although the work environment is not itself part of the production process, it directly affects employees engaged in production and in marketing production outputs (Supomo R, 2019). According to Siagian (2014), work-environment indicators include: (1) workplace buildings, (2) adequate work equipment, (3) facilities, (4) availability of transportation facilities, (5) relationships among peers, (6) relationships between supervisors and employees, and (7) cooperation among employees.

Work Motivation

Work motivation is the desire that arises within an individual as a result of inspiration, encouragement, and enthusiasm to undertake activities sincerely, willingly, and earnestly so that the activities produce favorable and high-quality outcomes (Tarigan & Aria Aji Priyanto, 2021). According to Nurrohmah (2017), work-motivation indicators include: (1) recognition from others, (2) achievements attained, (3) opportunities for advancement, and (4) responsibility.

Work Stress

Work stress refers to the pressure experienced by employees when dealing with job demands. It may be manifested through symptoms such as emotional instability, dissatisfaction, social withdrawal, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, elevated blood pressure, and digestive disorders (Mangkunegara, 2017). According to Mangkunegara (2013), the indicators of work stress include: (1) emotional instability, (2) feelings of dissatisfaction, (3) difficulty sleeping, (4) excessive smoking, (5) elevated blood pressure, and (6) digestive disorders.

RELATIONSHIPS AMONG VARIABLES

Effect of the Work Environment on Employee Productivity

The work environment is a critical component that influences the operational activities of a company and its productivity. Maintaining a conducive work environment is therefore essential. In organizational activities, the work environment encompasses all conditions surrounding employees that may directly or indirectly affect their ability to perform assigned tasks. A favorable and pleasant environment can foster enthusiasm and work engagement, whereas an unpleasant work environment may reduce employees' enthusiasm for work.

Previous research by Purnami and Utama (2019) showed that the work environment had a positive and significant effect on employee productivity. Employees' work environment substantially affects the implementation of company activities and may therefore influence organizational productivity both directly and indirectly. A good and satisfying work environment is expected to improve employee productivity.

In contrast, Saleh and Utomo (2018) reported that the work environment did not affect the work environment. The work environment is the setting in which employees perform their daily duties. A conducive work environment creates a sense of security and enables employees to perform optimally. It can also affect employees' emotions. When employees are comfortable with their work environment, they are more likely to remain at the workplace, use their working time effectively, and achieve more favorable work outcomes.

Accordingly, the hypothesis proposed in this study is as follows:

H1: The work environment has a positive effect on employee productivity.

Effect of Work Motivation on Employee Productivity

Work motivation plays an important role in improving employee productivity. High motivation encourages employees to contribute optimally to their tasks, which can in turn improve the efficiency and quality of services delivered to customers. Work motivation is closely and significantly related to productivity because motivated employees tend to demonstrate greater involvement and dedication in completing their tasks. Intrinsic motivation, which arises from personal satisfaction and a sense of achievement, often improves work quality and

efficiency, while extrinsic motivation, such as rewards and recognition, may encourage employees to achieve better short-term results. Thus, the higher an employee's motivation, the greater the likelihood that productivity will improve because the employee is more willing to work toward established goals and expectations.

Previous research by Sari and Wulandari (2024) found that work motivation had a positive and significant effect on employee productivity.

This finding is inconsistent with Parashakti and Noviyanti (2021), who reported that work motivation did not have a significant effect on employee productivity.

Accordingly, the hypothesis proposed in this study is as follows:

H2: Work motivation has a positive effect on employee productivity.

Effect of Work Stress on Employee Productivity

Work stress is an internal or external response that reaches a level of physical and psychological tension at or beyond an employee's capacity. Work stress tends to reduce productivity because it can disrupt concentration, affect mental and physical health, and lower employee motivation. As stress increases, employees often experience fatigue and reduced efficiency in completing tasks, which may lead to suboptimal work outcomes. Effective stress management is therefore important for maintaining or improving productivity in the workplace. Organizations should manage stress through appropriate measures, such as mental-health support and workload management, to minimize adverse effects while utilizing any potentially constructive aspects of stress to support employee productivity.

Previous research by Safitri, Amelia Eka, and Gilang (2019) indicated that work stress significantly affected employee productivity, whereas Jemi et al. (2017) reported a negative effect of work stress on productivity.

These findings are inconsistent with Bagus, Ari Tri, and Wahyuni (2019), who reported that work stress did not affect employee productivity.

Accordingly, the hypothesis proposed in this study is as follows:

H3: Work stress has a negative effect on employee productivity.

Conceptual Framework

To facilitate an understanding of the research framework, the study specifies the work environment as variable X1, work motivation as variable X2, and work stress as variable X3. These three variables are proposed to influence variable Y, namely employee productivity. The conceptual framework is presented in the following figure:

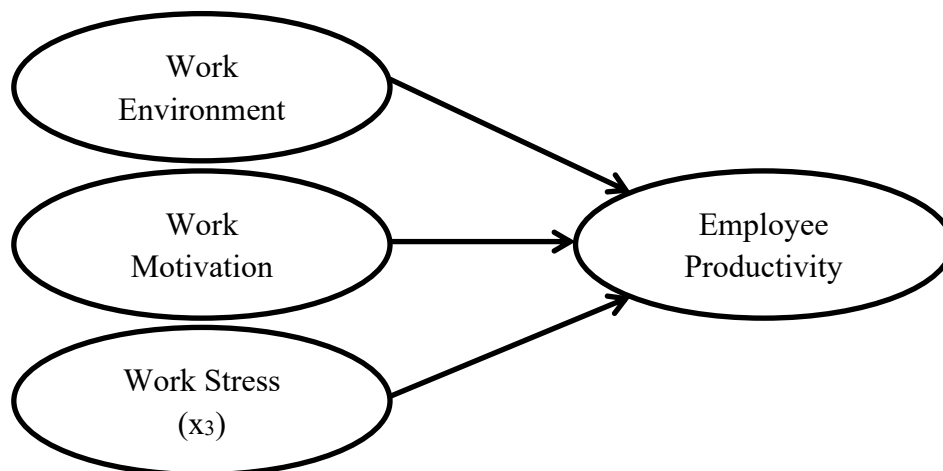


Figure 1. Conceptual Framework

RESEARCH METHOD

Research Location and Period

This study was conducted at PT. Mitra Angkutan Sehati Pekanbaru, located at Jalan SM. Amin No. 226, Pekanbaru. The research was carried out from August 2024 to February 2025.

Population

The population of this study comprised all 120 employees of PT. Mitra Angkutan Sehati Pekanbaru.

Sampling Technique

This study employed a census sampling method, in which all employees of PT. Mitra Angkutan Sehati Pekanbaru were included as the research sample.

RESULTS AND DISCUSSION

The respondents in this study consisted of male and female employees; age groups of 18–20 years, 21–30 years, 31–40 years, 41–50 years, and over 50 years; educational backgrounds of senior high school, Diploma (D3), bachelor's degree (S1), and master's degree (S2); and lengths of service of less than 1 year, 2–4 years, and more than 4 years. Overall, the majority of respondents were female, were aged 21–30 years, held a bachelor's degree (S1), and had worked for 2–4 years.

Respondents' Responses to Employee Productivity (Y)

The mean respondent score for the Employee Productivity variable was 4.61, indicating that respondents rated employee productivity very highly. Of the 10 statement items, the highest score was 4.78 for the statement, "I always strive to minimize errors in my work results." The lowest score was 4.40 for the statement, "My work results meet the company's targets."

Respondents' Responses to the Work Environment (X1)

The mean respondent score for the Work Environment variable was 4.34, indicating that respondents rated the work environment very favorably. Of the 14 statement items, the highest score was 4.69 for the statement, "I have a good relationship with my coworkers." The lowest score was 3.46 for the statement, "My workplace provides transportation support."

Respondents' Responses to Work Motivation (X2)

The mean respondent score for the Work Motivation variable was 4.43, indicating that respondents rated work motivation favorably. Of the eight statement items, the highest score was 4.66 for the statement, "I receive rewards or recognition for the achievements I attain in my work." The lowest score was 4.19 for the statement, "I always ensure that every task assigned to me is completed properly and on time."

Respondents' Responses to Work Stress (X3)

The mean respondent score for the Work Stress variable was 4.12, indicating that respondents rated the variable favorably. Of the 12 statement items, the highest score was 4.26 for the statement, "I often feel pressured or stressed by work, social relationships, or other problems." The lowest score was 3.80 for the statement, "Because of accumulated work, my eating pattern becomes irregular and causes digestive problems."

Validity and Reliability Test Results

Table

3.

Validity and Reliability Test Results

VARIABLE	STATEMENT ITEM	CALCULATED r VALUE	r-TABLE VALUE	CONCLUSION
Employee Productivity (Y)	Y.1.1	0,381	0,300	Valid
	Y.1.2	0,486	0,300	Valid
	Y.2.1	0,490	0,300	Valid
	Y.2.2	0,452	0,300	Valid
	Y.3.1	0,461	0,300	Valid
	Y.3.2	0,469	0,300	Valid
	Y.4.1	0,628	0,300	Valid

VARIABLE	STATEMENT ITEM	CALCULATED r VALUE	r-TABLE VALUE	CONCLUSION
Work Environment (X1)	Y.4.2	0,562	0,300	Valid
	Y.5.1	0,569	0,300	Valid
	Y.5.2	0,535	0,300	Valid
	X1.1.1	0,603	0,300	Valid
	X1.1.2	0,645	0,300	Valid
	X1.2.1	0,607	0,300	Valid
	X1.2.2	0,660	0,300	Valid
	X1.3.1	0,649	0,300	Valid
	X1.3.2	0,643	0,300	Valid
	X1.4.1	0,615	0,300	Valid
	X1.4.2	0,571	0,300	Valid
	X1.5.1	0,777	0,300	Valid
	X1.5.2	0,547	0,300	Valid
	X1.6.1	0,507	0,300	Valid
	X1.6.2	0,640	0,300	Valid
	X1.7.1	0,328	0,300	Valid
Work Motivation (X2)	X1.7.2	0,689	0,300	Valid
	X2.1.1	0,369	0,300	Valid
	X2.1.2	0,499	0,300	Valid
	X2.2.1	0,489	0,300	Valid
	X2.2.2	0,372	0,300	Valid
	X2.3.1	0,531	0,300	Valid
	X2.3.2	0,497	0,300	Valid
	X2.4.1	0,456	0,300	Valid
Work Stress (X3)	X2.4.2	0,325	0,300	Valid
	X3.1.1	0,576	0,300	Valid
	X3.1.2	0,524	0,300	Valid
	X3.2.1	0,558	0,300	Valid
	X3.2.2	0,540	0,300	Valid
	X3.3.1	0,495	0,300	Valid
	X3.3.2	0,655	0,300	Valid
	X3.4.1	0,775	0,300	Valid
	X3.4.2	0,775	0,300	Valid
	X3.5.1	0,678	0,300	Valid
	X3.5.2	0,661	0,300	Valid
	X3.6.1	0,722	0,300	Valid
	X3.6.2	0,398	0,300	Valid

Source: Research Data Processing, 2025, SPSS

Table 3 presents the validity-test results for the work environment (X1), work motivation (X2), and work stress (X3) in relation to employee productivity (Y). Because all statement items have

calculated r coefficients greater than the r -table value of 0.3, all items are declared valid and meet the criteria for use in this study.

Table
Reliability Test Results

4.

VARIABLE	CRONBACH'S ALPHA	DESCRIPTION
Employee Productivity	0,820	Cronbach's Alpha > 0,70 Reliable
Work Environment	0,903	Cronbach's Alpha > 0,70 Reliable
Work Motivation	0,740	Cronbach's Alpha > 0,70 Reliable
Work Stress	0,895	Cronbach's Alpha > 0,70 Reliable

Source: Research Data Processing, 2025, SPSS

Table 4 presents the reliability-test results for the work environment (X1), work motivation (X2), work stress (X3), and employee productivity (Y). All variables have Cronbach's alpha coefficients greater than 0.70; therefore, all independent and dependent variables are considered reliable.

Classical Assumption Tests

Autocorrelation Test

Table
Durbin-Watson Autocorrelation Test Results

5.

Model	Durbin-Watson
1	1,697

Source: Research Data Processing, 2025, SPSS

The Durbin-Watson (DW) value of 1.697 is greater than $dL = 1.6513$ and $dU = 1.7536$, indicating that no negative autocorrelation occurs. The value of $(4 - DW) = 2.303$ is also greater than $dL = 1.6513$ and $dU = 1.7536$, indicating that no positive autocorrelation occurs. Based on this assessment, the regression model is concluded to be free from autocorrelation.

Multicollinearity Test

Table
Multicollinearity Test Results

6.

Variable	Collinearity Statistics		V	Description
	Tolera	IF		
Work Environment (X1)	0,939	,065	1	No Multicollinearity
Work Motivation (X2)	0,526	,901	1	No Multicollinearity

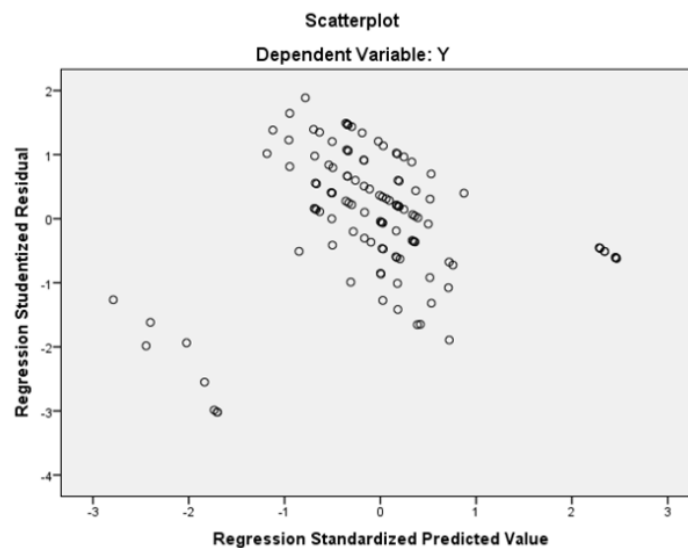
Variable	Collinearity Statistics	Description
Work Stress (X3)	0,547 ¹ ,827	No Multicollinearity

Source: Research Data Processing, 2025, SPSS

Based on Table 6, the tolerance value for the work environment variable (X1) is $0.939 > 0.01$, indicating no multicollinearity. The tolerance value for work motivation (X2) is $0.526 > 0.01$, also indicating no multicollinearity. Likewise, the tolerance value for work stress (X3) is $0.547 > 0.01$. Thus, the three independent variables—work environment, work motivation, and work stress—are stated to be free from multicollinearity.

Heteroskedasticity Test

The results of the heteroskedasticity test are presented in the following figure:



Source: Research Data Processing, 2025, SPSS

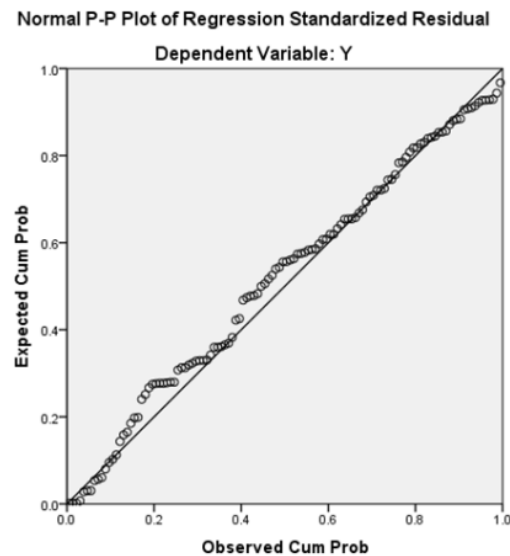
Figure

2.

Heteroskedasticity Test Results

As shown in Figure 2, the data do not exhibit a specific pattern, such as clustering in the center, narrowing and widening, or the reverse pattern. Therefore, the data are considered free from indications of heteroskedasticity.

Normality Test



Source: Research Data Processing, 2025, SPSS

Figure

3.

Normality Test Results

As shown in Figure 3, the data points are distributed around the diagonal line and follow its direction. Therefore, the data are considered normally distributed and may be used for subsequent analytical procedures.

Model Feasibility Test

F Test

Table
F-Test Results

7.

Cal culated F	F -table	P- value	Sig n	Al pha (α)	Descripti on	Hypot hesis
30,3 10	2, 68	0,0 000	< 5	0,0 5	Significant	Ha Accepted Ho Rejected

Source: Research Data Processing, 2025, SPSS

Table 7 shows that the calculated F value is greater than or equal to the F-table value ($30.310 \geq 2.68$), with a significance value of $0.00 \leq 0.05$. It can therefore be concluded that the Work Environment (X1), Work Motivation (X2), and Work Stress (X3) simultaneously have a significant effect on Employee Productivity (Y).

Coefficient of Determination Test

Table
Coefficient of Determination Test Results

8.

M odel	R	R Square	Adjus ted R Square	Std. Error of the Estimate
1	.658 ^a	.433	.418	.5261

Source: Research Data Processing, 2025, SPSS

Table 8 indicates that the independent variables—work environment (X1), work motivation (X2), and work stress (X3)—explain $0.418 \times 100\% = 41.8\%$ of the variation in Employee Productivity (Y), while the remaining 58.2% is explained by other factors outside the research model.

Multiple Linear Regression Analysis

$$Y = 1.568 - 0.010X_1 + 0.286X_2 + 0.441X_3 + e$$

The multiple linear regression equation can be interpreted as follows: (a) the constant value of 1.568 indicates that, in the absence of effects from the work environment, work motivation, and work stress, employee productivity remains at 1.568; (b) the regression coefficient for the work environment variable is -0.010 , indicating the direction of its relationship with employee productivity; (c) the regression coefficient for work motivation is 0.286 , indicating that higher work motivation is associated with higher employee productivity; and (d) the regression coefficient for work stress is 0.441 , indicating a positive relationship between work stress and employee productivity.

Hypothesis Testing

Partial Test (t Test)

Table

9.

t-Test Calculation Results

Variable	<i>Unstand ardized Coefficients</i>	<i>Standar dized Coefficients</i>	Cal culated t/F	t/ F Critical Value	Hyp othesis	S ig.	Result
Regression Model							
Constant	1,568					000	
Work Environment (X1)	-0,010	-0,012	0,171	1,98373	+	865	Not Significant
Work Motivation (X2)	0,286	0,267	2,761	1,98373	+	007	Significan t
Work Stress (X3)	0,441	0,450	4,737	1,98373	+	000	Significan t
Model Test							
	R ²	0,418					
Y = 1.568 – 0.010X1 + 0.286X2 + 0.441X3							

Source: Research Data Processing, 2025, SPSS

Based on Table 9, the following conclusions can be drawn. (H1) For the work environment variable (X1), the calculated t value (0.171) is lower than the t-table value (1.9837), with a significance level of $0.865 > 0.05$. Thus, the work environment (X1) has a positive but non-significant effect on employee productivity. (H2) For work motivation (X2), the calculated t value (2.761) is higher than the t-table value (1.9837), with a significance level of $0.007 < 0.05$. Therefore, work motivation (X2) has a positive effect on employee productivity. (H3) For work stress (X3), the calculated t value (4.737) is higher than the t-table value (1.9837), with a significance level of $0.000 < 0.05$. Therefore, work stress (X3) has a positive effect on employee productivity.

Discussion of Research Findings

Effect of the Work Environment on Employee Productivity

The descriptive analysis indicates that respondents perceived the work environment as a very favorable factor in improving employee productivity. The regression analysis and partial test (t test) of the work environment variable further indicate that the work environment has a positive and significant effect on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru.

The findings indicate an effect of the work environment on employee productivity; therefore, the hypothesis proposing an effect of the work environment on employee productivity is accepted. This implies that a more conducive work environment provided for employees can improve employee productivity.

These findings suggest that the degree to which the work environment is conducive can determine its influence on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru. More complete workplace facilities, a comfortable work environment, and good relationships among coworkers may contribute to higher employee productivity.

The lowest descriptive-analysis score for the work environment variable was obtained for the statement, “My workplace provides transportation support.” Therefore, the work environment should not be overlooked by the company. Particular attention should be given to providing transportation facilities that support employees and may help improve their productivity.

The highest descriptive-analysis score for the compensation variable was obtained for the statement, “The company provides bonuses fairly to employees.” This indicates that the company provides fair bonuses in accordance with employees’ workloads and responsibilities. When employees perceive the compensation received as commensurate with their contribution, they may work more productively, thereby improving employee productivity.

These findings are supported by previous studies by Purnami and Utama (2019) and Trisnawaty and Parwoto (2021), which reported that the work environment had a positive and significant effect on employee productivity. However, the findings are inconsistent with Saleh and Utomo (2018), who reported that the work environment had a negative and non-significant effect on employee productivity.

Effect of Work Motivation on Employee Productivity

The descriptive analysis indicates that respondents perceived work motivation as a very favorable factor in improving employee productivity. The regression analysis and partial test (t test) further indicate that work motivation has a positive and significant effect on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru.

The findings indicate an effect of work motivation on employee productivity; therefore, the hypothesis proposing an effect of work motivation on employee productivity is accepted. This implies that recognition provided by the company to employees may improve employee productivity.

These findings demonstrate that work motivation plays an important role for employees and in improving employee productivity at PT. Mitra Angkutan Sejati Pekanbaru. Greater recognition can encourage employees to achieve more and work harder. Motivated employees tend to be more committed, creative, and productive in completing their tasks. This creates a positive cycle in which recognition strengthens motivation, which in turn supports overall employee productivity.

The lowest descriptive-analysis score for work motivation was obtained for the statement, “I always ensure that every task assigned to me is completed properly and on time.” Therefore, this aspect of work motivation requires particular attention because higher motivation encourages individuals to complete their tasks properly and punctually.

The highest descriptive-analysis score for work motivation was obtained for the statement, “I receive rewards or recognition for the achievements I attain in my work.” This indicates that rewards or recognition for work achievements can strengthen motivation and subsequently contribute to higher employee productivity. Most employees at PT. Mitra Angkutan Sejati Pekanbaru are 21–30 years old, an age range generally associated with high productive capacity and ambition at work.

These findings are supported by previous studies by Santoni and Suana (2018), Prasmiswari et al. (2022), and Sari and Wulandari (2024), which reported that motivation had a positive and significant effect on employee productivity. However, the results are inconsistent with Parashakti and Noviyanti (2021), who found that work motivation did not have a significant effect on employee productivity.

Effect of Work Stress on Employee Productivity

The descriptive analysis indicates that respondents perceived work stress as a factor associated with employee productivity. The regression analysis and partial test (t test) further indicate that work stress has a positive and significant effect on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru.

The findings indicate an effect of work stress on employee productivity; therefore, the hypothesis proposing an effect of work stress on employee productivity is accepted. However, greater work-stress pressure experienced by employees may reduce employee productivity.

These findings indicate that work stress plays an important role in relation to employee productivity at PT. Mitra Angkutan Sejati Pekanbaru. Greater work-stress pressure experienced by employees may reduce employee productivity.

The lowest descriptive-analysis score for work stress was obtained for the statement, "Because of accumulated work, my eating pattern becomes irregular and causes digestive problems." Therefore, work stress requires particular attention. When employees experience excessive workloads, irregular eating patterns may occur and lead to digestive problems, which may subsequently reduce employee productivity.

The highest descriptive-analysis score was reported for the statement, "I often feel pressured or stressed by work, social relationships, or other problems." This indicates that pressure arising from work, social relationships, or other problems may reduce employee productivity.

These findings are supported by previous studies by Safitri, Amelia Eka, and Gilang (2019) and F. X. P. Wibowo (2022), which reported that work stress had a positive and significant effect on employee productivity. However, the results are inconsistent with Bagus, Ari Tri, and Wahyuni (2019), who found that work stress did not have a significant effect on employee productivity.

CONCLUSION

This study aimed to examine the effects of the work environment, work motivation, and work stress on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru. The conclusions are as follows: (1) the work environment has a positive but non-significant effect on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru. This indicates that the work environment can influence employee productivity and that a conducive work environment is therefore required. (2) Work motivation has a positive effect on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru. Recognition provided by the company can encourage employees to perform better. (3) Work stress has a positive effect on employee productivity at PT. Mitra Angkutan Sejati Pekanbaru. Properly managed stress pressure may serve as a stimulus for improving employee performance and productivity.

The implications of this study indicate that the work environment, work motivation, and work stress influence employee productivity at PT. Mitra Angkutan Sejati Pekanbaru. Accordingly, the following implications may be considered: (1) the findings reinforce the theoretical proposition that the work environment, work motivation, and work stress are related to employee productivity; and (2) the study provides additional insights for future research in human resource management, particularly regarding factors that influence employee productivity.

This study has several limitations: (1) it did not employ more detailed testing using mediating or moderating variables to address issues related to the research object; (2) data were collected only through questionnaires and did not incorporate other data-collection methods, such as interviews; and (3) the factors influencing employee productivity were limited to three variables—work environment, work motivation, and work stress—although many other factors may also influence employee productivity.

For academic purposes, the findings are expected to assist future researchers in conducting further studies. Future research should consider adding other variables because the coefficient of determination is 41.8%, indicating that a substantial proportion of employee productivity is influenced by variables outside the present model.

For the company, the following recommendations are proposed: (1) the management of PT. Mitra Angkutan Sejati Pekanbaru should create a more conducive work environment to optimally support employee productivity, even though its current effect is not significant; (2) management should continue to improve strategies for providing recognition and motivation to employees as an ongoing effort to maintain and enhance productivity; and (3) management should optimally manage employee work stress so that emerging pressure can be directed into positive motivation that supports higher productivity.

Finally, future researchers are expected to use the findings of this study as a reference when conducting research involving similar independent and dependent variables, and to further refine and extend the present research.

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