



Analysis of Factors Affecting Work Productivity

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Abstract

One of the responsibilities of heavy manufacturing and construction companies is high work risk and high productivity demands. These conditions require the implementation of good work discipline, safety, and occupational health to support employee performance. This study aims to analyze the effect of work discipline, safety, and occupational health on job satisfaction and its implications for productivity in a manufacturing company in Indonesia. This study uses a quantitative method with regression analysis tools, through the distribution of questionnaires to 98 respondents using purposive sampling techniques in the design, manufacturing, and steel structure construction divisions. The data was analyzed using the SmartPLS statistical application. The results show that work discipline, safety, and occupational health have a positive effect on job satisfaction, and both have a direct effect on productivity. Job satisfaction was also proven to be a factor that contributes to increased productivity. The implications of this study are improvements in work discipline and job satisfaction as well as employee productivity. Optimal occupational safety and health management contributes to the creation of sustainable job satisfaction. A safe and healthy work environment encourages employees to achieve their best performance.

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INTRODUCTION

Steel structure construction companies in Indonesia are showing rapid growth in line with increasing infrastructure and industrialization needs in various (Hanum & Wasnadi, 2021). Demand for steel structures, such as multi-story buildings, bridges, factories, telecommunications towers, and energy facilities, has encouraged the growth of companies capable of providing integrated services ranging from design and fabrication to installation. With advances in manufacturing and galvanization technology, as well as the application of international standards in quality and safety, these companies are increasingly able to compete in the global market and play a strategic role in supporting sustainable national development (Akbar, 2020).

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PT Karunia Berca Indonesia (KBI) is one of the largest steel fabrication companies in Indonesia, with a solid reputation in the national steel construction industry. With extensive experience and modern facilities, KBI has the advantage of its own galvanization plant, which enables the company to protect steel structures from corrosion efficiently and with high quality. This facility makes KBI an integrated service provider, from the planning stage to the final completion of ready-to-use steel products, which comply with industry standards and client requirements.

This company is engaged in the design, manufacture, and construction of steel structures for various industrial sectors, including heavy industry, power generation, mining, telecommunications, and transportation infrastructure such as bridges and high-rise buildings (Handayani, 2024). KBI's technical expertise and quality management system make it a trusted partner in various strategic projects on a national and international scale. By prioritizing innovation and efficiency, KBI is committed to supporting sustainable development through strong, durable, and environmentally friendly steel structure solutions (Beanaiaputihati, 2025).

Work discipline plays an important role in increasing employee productivity at PT Karunia Berca Indonesia (KBI), especially in the steel fabrication industry, which demands punctuality, consistent quality, and high work safety. Employees with high discipline tend to carry out their duties according to procedures, adhere to work schedules, and maintain efficiency in the use of time and resources (Sakir, 2024). This has a direct impact on productivity improvement, as work processes can run more smoothly, with minimal disruptions, and produce outputs in line with targets. KBI management actively promotes a culture of discipline through coaching, routine supervision, and the balanced application of sanctions and rewards.

However, in practice, challenges and obstacles remain. One of the main challenges is the differences in background and level of discipline awareness among employees, which means that the implementation of rules is not always uniform (Fisilmy et al., 2025). In addition, external factors such as high work pressure, physical fatigue due to production demands, and a lack of two-way communication can also affect the level of discipline. Other obstacles include weak enforcement of rules in some lines of work and the suboptimal role of immediate superiors in fostering discipline among their subordinates (Sujadi, 2024). Therefore, strategies to improve work discipline at KBI must be comprehensive, involving training, motivation, and strengthening a consistent evaluation and performance management system. The following are the results of a preliminary survey of 30 employees of PT Karunia Berca Indonesia to determine the phenomenon of work discipline, compiled and presented in table 1 below:

Table 1. Employee Work Discipline Pre-survey

No	Statement	Score	
		Yes	No
1	I always comply with all regulations applicable in the workplace	20	10
2	I carry out every work procedure according to the established provisions	18	12
3	I always arrive on time according to the designated working hours	21	9
4	I never leave work before the end of working hours without permission	24	6
5	I never frequently request leave or permission outside the applicable rules	22	8

6	I always complete tasks within the specified deadlines	25	5
7	I take full responsibility for the results of my own work	15	15
8	I never delegate tasks to colleagues without a clear reason	0	30
9	I do not use work hours for personal matters	27	3
10	I remain focused and am not easily distracted during working hours	20	10
11	I work with the same enthusiasm every day	21	9
12	I consistently maintain the quality of my work	30	0
13	I always carry out instructions from my supervisor properly	8	22
14	I respect every decision made by the leadership	13	17
15	I always wear neat and appropriate work attire according to regulations	29	1
16	I always wear the designated work uniform as required	14	16
17	I use all office facilities carefully and responsibly	25	5
18	I always maintain cleanliness and tidiness in the work environment	17	13
19	I understand and apply the organization's values in my work	19	11
20	I have a high level of loyalty to the organization where I work	23	7

Based on table 1 above, work discipline issues at PT. Karunia Berca Indonesia are evident from the frequent violations of company rules, such as tardiness, leaving early without permission, and a lack of responsibility in completing tasks on time. This situation reflects employees' weak awareness of the importance of discipline as part of a professional work ethic. This lack of discipline not only reduces individual productivity but also disrupts the team's work rhythm and creates an imbalance in the workload between employees. If left unaddressed, this problem could damage the company's work culture and hinder the achievement of overall organizational targets.

The statement regarding the importance of work discipline for operational effectiveness is reinforced by Hasibuan's theory (2016:193-197), which explains that work discipline is the willingness and ability of employees to comply with the rules that apply in the organization, including in terms of punctuality, use of personal protective equipment (PPE), and compliance with technical work procedures. Good discipline will create smoothness in the work process and prevent delays that can interfere with the achievement of organizational targets. Conversely, weak discipline will have a negative impact on efficiency, increase the risk of work accidents, and cause delays in the completion of tasks or projects.

Productivity issues are systemic and interrelated between variables. Imbalances in one aspect, such as an unsupportive work environment, can trigger a decline in discipline, which then impacts job satisfaction and ultimately reduces productivity. Therefore, the majority of employees' demand for an integrated work system reflects the need for comprehensive managerial reform, where improving work quality depends not only on individuals but also on the functioning of the organization as a whole.

The statement that increasing work productivity requires a comprehensive and integrated approach is reinforced by research from [Faizah et al., \(2025\)](#), which explains that employee work productivity is influenced by a combination of organizational factors, such as the work environment,

discipline, job satisfaction, and a holistic HR management system. The authors emphasize that efforts to increase productivity will not be effective if they focus on only one variable, but must include an approach that supports all aspects, from regulating the work environment and improving competencies through training to improving the reward system. This approach will create a synergistic work system, improve employee morale, and encourage sustainable performance in the long term.

[Manulang et al., \(2025\)](#) explains that good work discipline is a very important operational function of human resource management. High discipline will increase employee productivity, while a lack of discipline can reduce performance and cause work not to be completed on time.

Work discipline and the implementation of Occupational Safety and Health (OSH) play an important role in increasing employee productivity through job satisfaction as an intermediary factor ([Mirnasari, 2025](#)). Disciplined employees tend to work more orderly and efficiently, while a safe and healthy work environment creates a sense of comfort and security that increases job satisfaction ([Prayuda et al., 2025](#)). High work discipline is a form of compliance with company rules and has a direct impact on increasing productivity ([Manulang et al., 2025](#)). Well-implemented Occupational Safety and Health (OSH) can increase employee morale and job satisfaction, which ultimately has an impact on individual and overall organizational performance ([Putri et al., 2025](#)). Therefore, PT Karunia Berca Indonesia needs to strengthen its culture of discipline and OSH system in order to create sustainable job satisfaction and optimal productivity.

Based on various preliminary findings from the pre-survey and previous research results, it appears that work discipline and occupational safety and health (OSH) play an important role in driving work productivity, both directly and through job satisfaction as a mediating variable. Good work discipline creates an orderly and conducive environment, thereby promoting efficiency and consistent performance. Meanwhile, the implementation of adequate occupational safety and health standards makes employees feel safe and protected, which has an impact on increasing job satisfaction. This satisfaction then motivates employees to work more optimally and productively. Several previous studies support the notion that occupational safety and health (OSH) and work discipline not only directly affect productivity but also contribute to creating comfort and job satisfaction, which ultimately have a positive impact on employee performance.

Work discipline is the key to success for management in achieving organizational goals because discipline reflects the responsibility and awareness of employees in carrying out their duties ([Mbate'e, 2020](#)). The implementation of good occupational safety and health (OSH) not only protects workers physically, but also increases job satisfaction, which ultimately has an impact on productivity ([Putra et al., 2022](#)).

However, in practice, there are still various challenges to be faced, such as low employee awareness of the importance of occupational safety and health (OSH), weak managerial supervision of work discipline, and limited facilities and budgets. These challenges can hinder the effectiveness of the policies that have been designed, so organizations need to develop appropriate strategies to build a disciplined and safety-conscious work culture in order to improve productivity in a sustainable manner.

Research on the effect of work discipline and occupational safety and health (OSH) on productivity through job satisfaction is important to conduct at PT. Karunia Berca Indonesia because this company is engaged in

manufacturing and heavy construction, which have a high level of occupational risk and high productivity demands. In this type of work environment, high work discipline is essential to maintain production process efficiency, while optimal implementation of occupational safety and health (OSH) is key to ensuring employee safety and comfort. By examining the relationship between these factors, the company can gain a clearer picture of how job satisfaction can be leveraged as a bridge to increase productivity.

This study differs from previous studies because it focuses on examining discipline, occupational safety and health (OSH), job satisfaction, and productivity at PT. Karunia Berca Indonesia in the fields of design, manufacturing, and steel structure construction. The findings of this study can be used as a basis for management in designing policies and strategies to improve employee performance in a more measurable and sustainable manner.

METHODS

One of the companies in the Cilegon area, which was also the subject of the study, used quantitative research methods to obtain objective data that could be statistically analyzed to determine and analyze the influence of work discipline, occupational health and safety (OHS), and job satisfaction on employee productivity. Data was collected through the distribution of questionnaires in the form of a numerical scale to respondents, which were then analyzed using the SmartPLS statistical application. The population in this study was all subjects or objects that had certain characteristics and were the target of the research results generalization. According to [Rukin, 2019](#); [Sugiyono, \(2018\)](#), in the context of this study, the population includes 130 employees of PT. Karunia Berca Indonesia who are actively involved in the company's operational activities, with a sample of 98 people focused on the fields of design, manufacturing, and steel structure construction.

Data collection techniques use field research methods, which is an approach conducted by directly accessing the location or subject being studied ([Rahmawati et al., 2024](#)). Through this method, researchers obtain primary data directly from the source by conducting observations, in-depth interviews, distributing questionnaires, and reviewing relevant documents ([Daruhadi & Sopiati, 2024](#)). The data analysis technique used multiple linear regression, which aims to determine the simultaneous and partial effects of independent variables on the dependent variable ([Poetra & Fajriyah, 2024](#)).

RESULT AND DISCUSSION

Requirements Analysis Testing

The results of loading factor testing through smart PLS, to measure the validity and reliability of the relationship between indicators and latent constructs in the research model, are as follows.

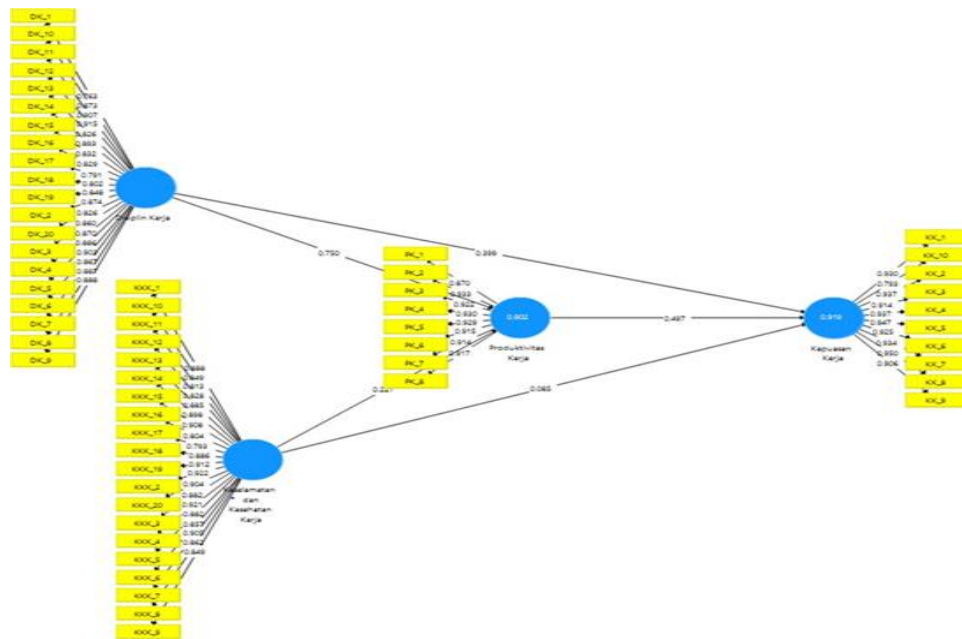


Fig 1. Outer Model

Convergent Validity

Testing convergent validity through outer loading or loading factor values. An indicator is considered to meet convergent validity in the good category if the outer loading value is ≥ 0.7 , but in the development of new models or indicators, LF values between 0.5 and 0.6 are still acceptable (Adzan et al., 2023). The critical value of LF varies from one indicator to another. Several experts suggest a minimum threshold of 0.4. The results of the outer loading model evaluation for each variable indicator in this study are as follows:

The results of the Loading Factor calculation on the indicators of the exogenous variable Work Discipline (X1) are based on the path coefficient output as explained below:

Table 2. Loading Factor (LF) Test Results for Exogenous Variable Work Discipline (X1)

Item Code	Loading Factor (LF)	Conclusion
DK_1	0.763	Valid
DK_10	0.873	Valid
DK_11	0.907	Valid
DK_12	0.915	Valid
DK_13	0.826	Valid
DK_14	0.893	Valid
DK_15	0.832	Valid
DK_16	0.829	Valid
DK_17	0.791	Valid
DK_18	0.802	Valid
DK_19	0.848	Valid
DK_2	0.874	Valid
DK_20	0.826	Valid
DK_3	0.860	Valid
DK_4	0.870	Valid
DK_5	0.886	Valid
DK_6	0.903	Valid
DK_7	0.867	Valid
DK_8	0.887	Valid
DK_9	0.888	Valid

The results of the Loading Factor calculation on the indicators of the

exogenous latent variable Occupational Safety and Health (X2) based on the path coefficient output are as explained below:

Table 3. LF Test Results for the Exogenous Variable Occupational Safety and Health (X2)

Item Code Statement	Loading Factor (LF) Value	Conclusion
KKK_1	0.888	Valid
KKK_10	0.849	Valid
KKK_11	0.813	Valid
KKK_12	0.828	Valid
KKK_13	0.885	Valid
KKK_14	0.898	Valid
KKK_15	0.908	Valid
KKK_16	0.804	Valid
KKK_17	0.793	Valid
KKK_18	0.886	Valid
KKK_19	0.912	Valid
KKK_2	0.922	Valid
KKK_20	0.904	Valid
KKK_3	0.882	Valid
KKK_4	0.921	Valid
KKK_5	0.882	Valid
KKK_6	0.857	Valid
KKK_7	0.905	Valid
KKK_8	0.862	Valid
KKK_9	0.849	Valid

The results of the Loading Factor calculation on the indicator of the endogenous latent variable Job Satisfaction (Y) based on the path coefficient output are as explained below:

Table 4. Results of LF Testing of Endogenous Variables of Job Satisfaction (Y)

Item Code Statement	Loading Factor (LF) Value	Conclusion
KK_1	0.930	Valid
KK_10	0.793	Valid
KK_2	0.937	Valid
KK_3	0.914	Valid
KK_4	0.937	Valid
KK_5	0.947	Valid
KK_6	0.925	Valid
KK_7	0.934	Valid
KK_8	0.950	Valid
KK_9	0.906	Valid

The results of the loading factor calculation on the indicators of the Work Productivity variable (Z) mediation variable based on the path coefficient output are as explained below:

Table 5. LF Test Results for the Work Productivity (Z) variable

Item Code Statement	Loading Factor (LF) Value	Conclusion
PK_1	0.870	Valid
PK_2	0.933	Valid
PK_3	0.922	Valid
PK_4	0.930	Valid
PK_5	0.929	Valid
PK_6	0.915	Valid

PK_7	0.914	Valid
PK_8	0.917	Valid

Based on Table 5, the Loading Factor (LF) calculation results show that each variable indicator in this study has a Loading Factor value > 0.7 . On the other hand, there are no research variable indicators with an outer loading value < 0.7 . It can be concluded that the indicators in this research variable are valid and can be used in research and further analysis.

Discriminant Validity

The calculation of discriminant validity is explained by the cross loading value. An indicator can be said to meet the discriminant validity requirement if the cross loading value of the variable indicator is large compared to other variables. Explanation of each cross loading value for each indicator:

The cross loading calculation results show that each variable indicator in the study has a large cross loading value compared to other variables. It can be concluded that the indicators used in the study have good discriminant validity in compiling each variable

The next test in this study compares the Average Variance Extracted (AVE) root with the relationship between constructs, and the explanation is shown in Table below:

Table 6. Comparison of AVE and Square Root of AVE

Variabel	Average Variance Extracted (AVE)	Akar AVE
Work Discipline (X1)	0,736	0,858
Occupational Safety and Health (X2)	0,762	0,873
Job Satisfaction (Y)	0,840	0,917
Work Productivity (Z)	0,844	0,917

Based on the comparison table of AVE and AVE root, it shows that AVE Work Discipline (X1) is 0.736 with AVE root of 0.858. Then, AVE Occupational Safety and Health (X2) is 0.762 with AVE root of 0.873. The AVE value for Work Productivity (Z) is 0.840 with an AVE root of 0.917. Furthermore, Job Satisfaction (Y) has an AVE value of 0.844 and an AVE root of 0.917. It can be stated that the measure of convergent validity is good because it can explain several variants of the indicators in the variable. Based on the data and data analysis results, the discriminant validity value in this thesis research shows a good result. Discussion of the research results on the effect of work discipline and occupational safety and health on performance and its implications on work productivity.

The Effect of Work Discipline on Job

The hypothesis testing results show that the coefficient value of Work Discipline (X1) on Job Satisfaction (Y) is 0.399 and the t-statistic is 3.874. From these results, a significant t-statistic was obtained because $3.874 > 1.96$ with a p-value of $0.000 < 0.05$, thus proving that Work Discipline (X1) has a positive and significant effect on Job Satisfaction (Y).

The results of this study are in line with the findings of [Saefullah, \(2022\)](#), who stated that work discipline has a positive effect on employee job satisfaction in the public service sector. Employees who have high discipline, such as being punctual, obeying rules, and being responsible in completing tasks, tend to feel greater satisfaction with their work. Research by [Wisesa et al., \(2025\)](#) also reveals that a work environment that upholds discipline helps create a sense of comfort, clarity of roles, and more harmonious working relationships.

Based on these results, researchers concluded that work discipline plays an important role in increasing job satisfaction. When employees are accustomed to working regularly, purposefully, and according to established standards, they will feel motivated, valued, and proud of their contributions. This shows that increased discipline not only has an impact on performance, but also on psychological well-being and individual satisfaction in the work environment.

The Effect of Occupational Safety and Health on Job Satisfaction

The hypothesis testing results show that the coefficient value of Occupational Safety and Health (X2) on Job Satisfaction (Y) is 0.085 and the t-statistic is 2.329. From these results, a significant t-statistic value was obtained because $2.329 > 1.96$ with a p-value of $0.020 < 0.05$, thus proving that Occupational Safety and Health (X2) has a positive and significant effect on Job Satisfaction (Y).

The results of this study are in line with the findings of [Novita et al., \(2024\)](#), which show that Occupational Safety and Health (OSH) has a positive and significant effect on employee job satisfaction in the industrial sector. A safe working environment, free from potential hazards, and the provision of protection for physical and mental health, create a sense of comfort and security for employees in carrying out their duties. Research by [Alnaseri et al., \(2025\)](#) in the government sector also supports this finding, where the implementation of good OSH standards has been proven to increase employees' positive perceptions of the organization and strengthen their loyalty and satisfaction at work.

Based on these results, researchers concluded that optimal implementation of Occupational Safety and Health (OSH) is very important in creating a work environment that supports employee welfare. When individuals feel protected and valued, job satisfaction increases. This shows that an organization's attention to Occupational Safety and Health (OSH) aspects not only reduces work risks but also becomes an important factor in building a healthy, productive, and satisfying work culture.

The Effect of Job Satisfaction on Work Productivity

The results of hypothesis testing show that the coefficient value of Job Satisfaction (Y) on Work Productivity (Z) is 0.497 and the t-statistic is 4.602. From these results, a significant t-statistic was obtained because $4.602 > 1.96$ with a p-value of $0.000 < 0.05$, thus proving that Work Productivity (Y) has a positive and significant effect on Job Satisfaction (Z).

The results of this study are in line with [\(Purwati et al., 2025\)](#), which shows that Work Productivity has a positive effect on the Job Satisfaction of employees in government agencies. Employees who are able to complete tasks well, achieve targets, and feel competent in their work tend to experience higher job satisfaction. Research by [Windari & Rini, \(2024\)](#) in the education sector also reveals that optimal performance fosters pride, increases self-esteem, and strengthens emotional attachment to the organization.

Based on these findings, it can be concluded that work productivity not only affects the achievement of organizational goals, but also plays a role in shaping individuals' positive perceptions of their work. When employees feel productive and able to make a real contribution, they tend to experience greater satisfaction with their work environment, the roles they play, and their career achievements. This shows that high productivity is one of the keys to creating a satisfying and sustainable work environment.

The Effect of Work Discipline on Work Productivity

The hypothesis testing results show that the beta coefficient value of Work Discipline (X1) on Work Productivity (Z) is 0.483 and the t-statistic is

0.750 and the t-statistic is 8.567. From these results, a significant t-statistic was obtained because $8.567 > 1.96$ with a p-value of $0.000 < 0.05$, thus proving that Work Discipline (X1) has a positive and significant effect on Work Productivity (Z).

The results of this study are in line with findings that state that work discipline has a positive and significant effect on increasing the work productivity of employees in the Palembang City Health Office. Discipline, as reflected in punctuality, compliance with regulations, and consistency in carrying out tasks, has been proven to increase the effectiveness of work performance. Another study by Nugroho and Lestari in 2023 in the public service sector also revealed that employees with high levels of discipline tend to have a better work ethic and are able to achieve work targets optimally.

Based on these results, researchers concluded that work discipline is an important factor that cannot be ignored in efforts to improve work productivity. When employees have a high awareness of their responsibilities and organizational rules, the results of their work will be maximized. This shows that the success of an organization in achieving its goals is greatly influenced by the level of discipline of its employees, which ultimately creates a productive and results-oriented work culture.

The Effect of Occupational Safety and Health on Work Productivity

The hypothesis testing results indicate that the beta coefficient value of Occupational Safety and Health (X2) on Work Productivity (Z) is 0.227 and the t-statistic is 2.630. From these results, a significant t-statistic was obtained because $2.630 > 1.96$ with a p-value of $0.009 < 0.05$, thus proving that Occupational Safety and Health (X2) has a significant positive effect on Work Productivity (Z).

The results of this study are in line with Wulandari and Pratama in 2023, which show that Occupational Safety and Health (OSH) has a positive effect on the Work Productivity of employees in the manufacturing sector. A safe working environment, free from potential accidents, and adequate occupational health insurance have been proven to increase employee focus and work enthusiasm. Research by Syahputra and Handayani in 2022, the construction company environment also supports this finding, where the consistent implementation of OSH programs can reduce absenteeism and increase team work efficiency in the field.

Based on these findings, researchers concluded that the implementation of good occupational safety and health is one of the main pillars in creating optimal work productivity. When employees feel physically and psychologically safe in carrying out their duties, their potential to perform at their best also increases. This shows that organizations that take OSH seriously will be better able to create a conducive, productive, and sustainable work environment.

CONCLUSION

The results of this study can be concluded that improving the work environment has been proven to increase employee job satisfaction and productivity. A consistent culture of discipline has an impact on employee job satisfaction and productivity. Furthermore, job satisfaction as an indicator of human resource management success can be used in formulating comprehensive strategies to increase employee productivity. Productivity planning should not only focus on technical aspects, but also consider the psychological and social aspects of employees, as well as safe and healthy working conditions that minimize work disruptions due to accidents or illness, so that employees can work optimally. This research can be used as a reference

and adopted for the development of human resource policies in similar industries that face challenges related to the work environment and employee work discipline.

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