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The Effect Of Work Stress And Compensation On The Performance Of Marketing Employees At Kopnuspos (Koperasi Nusantara Pos) Rantauprapat

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Abstract

This study aims to determine and analyze the effect of work stress and compensation on the performance of marketing employees at KOPNUSPOS (Koperasi Nusantara Pos) Rantauprapat, both partially and simultaneously. Marketing employees are responsible for marketing products, acquiring customers, and achieving the targets that have been set. Work stress arising from job demands, as well as the compensation received by employees, is presumed to be a factor that can influence performance. This study uses a quantitative method, with data collected by distributing questionnaires to respondents. The data analysis technique used is multiple linear regression analysis with the help of IBM SPSS Statistics, including validity tests, reliability tests, classical assumption tests, the t-test, the F-test, and the coefficient of determination test. The results show that work stress has a regression coefficient of 0.348 with a significance value of 0.051, while compensation has a regression coefficient of 0.147 with a significance value of 0.401. Simultaneously, work stress and compensation obtain a significance value of 0.133. At the 5% significance level, neither variable shows a significant effect on employee performance, either partially or simultaneously. The coefficient of determination of 0.101 indicates that work stress and compensation are able to explain 10.1% of the variation in employee performance, while the remaining 89.9% is explained by other factors outside this study. Therefore, the company needs to pay attention to other factors that have the potential to improve the performance of marketing employees.

Keywords: **Work Stress, Compensation, Employee Performance, KOPNUSPOS**

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INTRODUCTION

Human resources are a strategic factor that largely determines an organization's success in achieving its stated goals. A company is required not only to have adequate capital and technology but also to be able to manage its human resources effectively and efficiently. Optimal employee performance is the main indicator of successful human resource management, because performance reflects employees' work results in terms of both quality and quantity in accordance with the responsibilities assigned to them (Mangkunegara, 2017).

Employee performance plays an important role, particularly in the marketing department. The marketing department is the spearhead of a company in building relationships with customers, increasing sales, and sustaining the business amid increasingly intense business competition. Marketing employees are required to have good communication skills, high work resilience, and a commitment to achieving the targets set by the company.

Therefore, companies need to pay attention to the various factors that can influence the performance of marketing employees. Kopnuspos is a company engaged in cooperative financial services, and its operations depend heavily on the performance of its employees, especially those in the marketing department. Kopnuspos marketing employees are responsible for marketing products, finding and retaining customers, and achieving the sales targets set by the company. The fairly large number of marketing employees at Kopnuspos shows that human resources are an important factor in supporting the achievement of the company's goals.

In carrying out their duties and responsibilities, marketing employees are often faced with high job demands, such as sales targets that must be achieved, time pressure, and competition among similar companies. These conditions have the potential to cause work stress if they are not balanced by individual capability and adequate organizational support. Work stress is a condition of tension that affects a person's emotions, thought processes, and physical condition as a result of excessive job demands (Robbins, 2018).

Work stress that is not managed well can reduce work motivation, cause fatigue, and have a negative impact on employee performance. Based on initial observations and brief interviews with several marketing employees at Kopnuspos, it was found that some employees feel considerable pressure in achieving marketing targets. In addition, customer service demands and a relatively busy working schedule also contribute to the emergence of work stress. If this condition continues, it is feared that it may affect the overall level of employee performance. Besides work stress, another equally important factor influencing employee performance is compensation. Compensation is every form of reward that employees receive in return for their contribution to the company, whether financial or non-financial (Malayu, 2019).

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Fair and adequate compensation is expected to increase work motivation and job satisfaction, and to encourage employees to give their best performance to the company. However, based on initial observations at Kopnuspos, there is a perception among marketing employees that the compensation they receive is not entirely commensurate with the workload and the targets they must achieve. This condition has the potential to lower morale and affect employee performance. According to Isnowati (2022), an inappropriate compensation system can cause job dissatisfaction and reduce employee performance. A number of previous studies have shown that work stress and compensation influence employee performance.

The study by Hidayanti (2022) states that work stress and compensation have a significant effect on employee performance. Another study by Putra (2021) found that work stress has a negative effect on employee performance, while compensation has a positive and significant effect on performance. However, the study conducted by Rosalina (2022) showed that work stress does not have a significant effect on employee performance under certain conditions. These differing research results indicate a research gap that needs to be examined further, particularly in the context of different organizations and types of work.

Koperasi Simpan Pinjam Nusantara Pos is a private organization engaged in savings and loans, aiming to improve people's welfare and provide better financial services, especially for retired civil servants (ASN), military (TNI) and police (POLRI) personnel. It makes use of the extensive network of PT. POS Indonesia, particularly in the distribution of pension loans, and provides more modern and trustworthy services for pensioners and civil servants entering retirement. A good division of labor will occur when a company or cooperative places its employees in accordance with the skills and abilities each employee has, or their level of education.

Nevertheless, there are differing results in several other studies. Some have found that work stress does not always significantly influence employee performance, while compensation remains an important factor in improving their performance. This shows that the relationship between stress, compensation, and employee performance can differ depending on the organizational context, the type of work, and the characteristics of the employees.

In the context of the Kopnuspos marketing department, this position demands intensive interaction with customers, the formulation of marketing strategies, and the ability to adapt to market dynamics. High sales target pressure, changing marketing trends, and demands for innovation can be triggers of stress for marketing employees. Meanwhile, competitive compensation, whether in the form of basic salary, allowances, commissions, or sales incentives, can affect the motivation and productivity of marketing employees.

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Employee performance is the level of achievement, or a person's work results, relative to the targets that must be achieved or the tasks that must be carried out in accordance with their respective responsibilities within a certain period of time, while motivation is an internal state of a person that activates and directs their behavior toward certain goals. Employee performance is very important because a decline in the performance of individuals or groups in a company can have a significant impact on that company. The indicators of performance are quality, quantity, task execution, and responsibility.

Based on the problems described above, the author became interested in conducting further research under the title “The Effect of Work Stress and Compensation on the Performance of Marketing Employees at Kopnuspos.”

METHODS

According to Sugiyono (2017), “A population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions from.” Based on this opinion, the population in this study consists of the employees of the Rantauprapat Post Office, totaling 41 marketing employees.

A sample is a part of the number and characteristics possessed by the population. A sample can also be defined as a part of the population that becomes the object of research. If the population exceeds 100, a sample of 10%, 15%, 20%, or 25% can be taken, and if it is fewer than 100, it is preferable to take the entire population as the sample. Accordingly, the sample in this study consists of 41 marketing employees.

This study uses quantitative analysis techniques. Quantitative analysis is a type of analysis that uses numbers and statistical calculations. “Statistics plays an important role in research, whether in constructing models, developing data collection tools and instruments, designing research, determining samples, or analyzing data.” The data will be entered into Microsoft Excel and processed using the SPSS application. The statistical techniques used to analyze the data in this study are:

1. Validity Test

The validity test is a measure that shows the degree of validity of an instrument. The items in a questionnaire are measuring instruments that must measure what the research intends to measure, so the validity of each questionnaire item must be tested. A valid instrument has high validity. Conversely, an instrument that is less valid has low validity.

2. Reliability Test

The reliability test is used to determine the consistency of a measuring instrument that uses a questionnaire. Its purpose is to assess whether the measurement remains consistent when it is repeated. A reliable measuring instrument has a high level of

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reliability, determined by a number called the reliability coefficient, which ranges from 0 to 1. The higher the reliability coefficient, that is, the closer to one, the more reliable the measuring instrument. The following are the criteria for assessing the reliability test:

a. If Cronbach's Alpha ≥ 0.8, the questionnaire can be said to be of good reliability.
b. If Cronbach's Alpha is 0.6 – 0.79, the questionnaire can be said to be reliable (acceptable reliability).
c. If Cronbach's Alpha ≤ 0.6, the questionnaire can be said to be unreliable.

3. Classical Assumption Tests

a. Normality Test.

The normality test in a regression model is used to test whether the residual values produced by the regression are normally distributed. A good regression model has normally distributed residual values. To test this, the One-Sample Kolmogorov-Smirnov statistical method is used. The residuals are considered normally distributed if the significance value is greater than 0.05.

b. Multicollinearity Test

Multicollinearity means that the independent variables in a regression model have a perfect or near-perfect linear relationship (a high correlation coefficient, or even 1). A good regression model should not have perfect or near-perfect correlation among its independent variables. The consequence of multicollinearity is that the correlation coefficients of the variables become indeterminate or even very large or infinite. The presence or absence of multicollinearity is tested by examining the VIF (Variance Inflation Factor) and Tolerance values. If the VIF value is below 10.00 and the Tolerance value is greater than 0.100, it is concluded that the regression model has no multicollinearity problem.

c. Autocorrelation Test

Autocorrelation is the correlation between members of a series of observations arranged by time or place. A good regression model should not exhibit autocorrelation. The autocorrelation test is used to determine whether there is a correlation between the residual in one observation and that in another observation in the regression model. The testing method used is the Durbin-Watson test (DW test), with the following provisions:

1) If d is smaller than dL or greater than (4-dL), the null hypothesis is rejected, which means there is autocorrelation.
2) If d lies between dU and (4-dU), the null hypothesis is accepted, which means there is no autocorrelation.
3) If d lies between dL and dU or between (4-dU) and (4-dL), the test is inconclusive.

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d. Heteroscedasticity Test

Heteroscedasticity is a condition in which the residual variance is not the same across all observations in a regression model. A good regression should not exhibit heteroscedasticity. The method used to test for heteroscedasticity in this study is to examine the scatterplot of the standardized predicted values (ZPRED) against the studentized residuals (SRESID). The basis for decision-making is as follows:

1) If there is a certain pattern, such as the points forming a regular pattern (wavy, widening and then narrowing), then heteroscedasticity occurs.
2) If there is no clear pattern, such as the points spreading above and below zero on the Y-axis, then heteroscedasticity does not occur.

e. Linear Regression

Linear regression is a linear relationship between independent variables used to predict or forecast the value of a dependent variable based on the independent variables. In this study, the regression analysis tests to be conducted are as follows:

1) Multiple Linear Regression Equation

The multiple linear regression equation is useful for analyzing the linear relationship between two or more independent variables and one dependent variable. The regression equation is as follows:

$Y = a + b_1X_1 + b_2X_2 + e$

Where:

Y = Employee Performance Variable
a = Constant Value
b_1X_1 = Regression Coefficient Value of the Work Stress Variable
b_2X_2 = Regression Coefficient Value of the Compensation Variable
e = Standard Error

2) t-Test

The t-test, or calculated t, is a significance test used to determine the partial effect of variable X on Y, that is, whether or not it has a significant effect. To determine whether the result is significant, the calculated t value is compared with the t table value. Testing criteria:

1) If calculated t > t table in a two-tailed test with sig. 0.05, the variable is declared to have a significant effect.

2) If calculated t < t table in a two-tailed test with sig. 0.05, the variable is declared to have no significant effect.

3) F-Test

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ANOVA, or analysis of variance, is a test of the regression coefficients taken together. The F-test is used to test the significance of the effect of several independent variables on the dependent variable. To determine whether the result is significant, the calculated F value is compared with the F table value. Testing criteria:

1) If calculated F > F table in a two-tailed test with sig. 0.05, the variables are declared to have a significant effect.
2) If calculated F < F table in a two-tailed test with sig. 0.05, the variables are declared to have no significant effect.

4) Coefficient of Determination Analysis (R^2)

The coefficient of determination analysis in multiple linear regression is used to determine the percentage contribution of the independent variables, taken together, to the dependent variable. Adjusted R Square is the R Square value that has been adjusted. For regression with more than two independent variables, Adjusted R Square is used as the coefficient of determination.

RESULTS AND DISCUSSION

The Rantauprapat office of Koperasi Nusantara Pos is a savings and loan cooperative in the financial services sector, focusing on serving its members, especially pensioners, employees, and the general public. This cooperative is a development of Koperasi Simpan Pinjam Nusantara, which works with PT Pos Indonesia to extend its network of financial services to various regions of Indonesia. In carrying out its business activities, Koperasi Nusantara Pos operates in accordance with the prevailing laws and regulations in Indonesia, particularly those governing cooperatives. The cooperative's activities are based on cooperative principles and refer to Law Number 25 of 1992 concerning Cooperatives, which emphasizes the principle of kinship and aims to improve the welfare of members.

Koperasi Nusantara Pos has an office network spread across various regions of Indonesia, one of which is located in Rantauprapat. The Koperasi Nusantara Pos office in Rantauprapat serves as an operational unit that carries out the cooperative's activities at the regional level and provides services directly to members. The main activities of Koperasi Nusantara Pos in Rantauprapat include raising funds through savings products and channeling funds in the form of loans to members. In addition, this office also performs administrative service functions, marketing of the cooperative's products, and member development to improve their economic welfare.

In carrying out its operations, Koperasi Nusantara Pos Rantauprapat is committed to providing fast, safe, and reliable service to all of its members. With the support of an

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integrated system and a wide network, this cooperative is expected to become an effective financial solution for the community. Koperasi Nusantara Pos Rantauprapat also performs administrative service functions, marketing of the cooperative's products, and member development and mentoring. This development aims to increase members' understanding of financial management, their obligation to repay loans, and the importance of active participation in cooperative activities. With such development, it is hoped that members can become more economically independent and improve their standard of living.

In this study, the validity and reliability tests were carried out using the item analysis method, namely by correlating the score of each item with the total score, which is the sum of all item scores. The number of statements tested was 8 for each variable.

Validity Test

The validity test was carried out by calculating the Pearson correlation coefficient between each item score and the total variable score (corrected item-total correlation). An item is declared valid if the calculated r value is greater than the r table value. With the number of respondents (n) = 41 and a significance level of 5%, the r table value used as the reference is 0.308.

Validity Test Results for X1

Statement Variable	Statement Item	Calculated r	r table	Remarks
Work Stress Variable (X1)	X1.1	0.606	0.308	Valid
	X1.2	0.754	0.308	Valid
	X1.3	0.840	0.308	Valid
	X1.4	0.793	0.308	Valid
	X1.5	0.736	0.308	Valid
	X1.6	0.719	0.308	Valid
	X1.7	0.743	0.308	Valid
	X1.8	0.755	0.308	Valid

Source: Research Results 2026 (Data Processed Using IBM SPSS)

All statements for the Work Stress variable have calculated r values between 0.606 and 0.840, all of which are greater than the r table (0.308) and significant at the 0.01 level. Thus, all 8 statements for variable X1 are declared valid and can be used to measure the Work Stress variable.

Validity Test Results for X2

Statement Variable	Statement Item	Calculated r	r table	Remarks

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Compensation Variable (X2)	X2.1	0.709	0.308	Valid
	X2.2	0.837	0.308	Valid
	X2.3	0.775	0.308	Valid
	X2.4	0.790	0.308	Valid
	X2.5	0.764	0.308	Valid
	X2.6	0.791	0.308	Valid
	X2.7	0.673	0.308	Valid
	X2.8	0.847	0.308	Valid

Source: Research Results 2026 (Data Processed Using IBM SPSS Statistics 27)

All statements for the Compensation variable have calculated r values between 0.673 and 0.847, all of which are greater than the r table (0.308) and significant at the 0.01 level. Thus, all 8 statements for variable X2 are declared valid and can be used to measure the Compensation variable.

Validity Test Results for Y

Statement Variable	Statement Item	Calculated r	r table	Remarks
Employee Performance Variable (Y)	Y1	0.568	0.308	Valid
	Y2	0.829	0.308	Valid
	Y3	0.778	0.308	Valid
	Y4	0.870	0.308	Valid
	Y5	0.849	0.308	Valid
	Y6	0.765	0.308	Valid
	Y7	0.848	0.308	Valid
	Y8	0.880	0.308	Valid

Source: Research Results 2026 (Data Processed Using IBM SPSS Statistics 27)

All statements for the Employee Performance variable have calculated r values between 0.568 and 0.880, all of which are greater than the r table (0.308) and significant at the 0.01 level. Thus, all 8 statements for variable Y are declared valid and can be used to measure the Employee Performance variable.

Overall, of the 24 statements tested across the three variables (X1, X2, Y), all were declared valid because their correlation values exceeded the r table value and were statistically significant. No statements needed to be dropped from the research instrument.

Reliability Test

The reliability test was carried out using the Cronbach's Alpha method to determine the level of internal consistency of the research instrument. An instrument is

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declared reliable if the Cronbach's Alpha value is ≥ 0.60, and is categorized as having very good reliability if the value is ≥ 0.80.

Summary of Reliability Test Results

Variable	Number of Statements	Cronbach's Alpha	Remarks
X1 (Work Stress)	8	0.881	Reliable
X2 (Compensation)	8	0.904	Reliable
Y (Employee Performance)	8	0.917	Reliable

Source: Research Results 2026 (Data Processed Using IBM SPSS Statistics 27)

All three research variables show Cronbach's Alpha values above 0.80, which means that all of the instruments have a very good level of reliability and are suitable for use as measuring tools in this study.

Statistical Test Analysis

Classical Assumption Tests:

-Normality Test

The data normality test was carried out to assess whether the distribution of data on an independent variable and a dependent variable, or both, is normal. To see whether the data are normally distributed, the author used the Kolmogorov-Smirnov test, with a significance value that must be greater than 0.05 for the data to be considered normally distributed.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.090	41	.200*	.979	41	.630

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: IBM SPSS Statistics 27 Output, Data Processed 2026

The Kolmogorov-Smirnov significance value of 0.200 and the Shapiro-Wilk value of 0.630 are both well above 0.05. This indicates that the residual data are normally distributed, so the normality assumption of the regression model is met. This conclusion is also supported by the residual histogram, which forms a bell-shaped (near-normal) pattern, and by the points on the Normal P-P Plot, which follow the diagonal line.

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Multicollinearity Test

The multicollinearity test is a test to see whether there is a high correlation or relationship between two or more independent variables in a multiple linear regression model. If there is a high correlation among the independent variables, the relationship between the independent variables and the dependent variable is disrupted and its predictive power becomes unreliable or unstable.

Multicollinearity Test Results

Model	B	Std. Error	t	Sig.
(Constant)	2.957	4.268	0.693	0.493
X1_Work_Stress	-0.079	0.100	-0.791	0.434
X2_Compensation	0.110	0.100	1.105	0.276

Source: IBM SPSS Statistics 27 Output, Data Processed 2026

Referring to the Tolerance and VIF values shown in the table above, with a Tolerance of 0.960 > 0.10 and a VIF of 1.041 < 10, it can be concluded that there is no multicollinearity between the Work Stress (X1) and Compensation (X2) variables.

Autocorrelation Test

The autocorrelation test is a test to determine whether there is a violation of the classical autocorrelation assumption, that is, a correlation between the residual in one observation and that in another observation in the regression model. A good regression model should not exhibit autocorrelation, in which the sample variance cannot represent the population variance.

Autocorrelation Test Results

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.238[a]	.057	.007	2.44731	.057	1.143	2	38	.330	2.554
a. Predictors: (Constant), X2_Compensation, X1_Work_Stress										
b. Dependent Variable: ABS_RES										

Source: IBM SPSS Statistics 27 Output, Data Processed 2026

The R Square value of 0.101 indicates that Work Stress (X1) and Compensation (X2) together are able to explain 10.1% of the variation in Employee Performance (Y), while the remaining 89.9% is explained by other factors not included in the research model. The Durbin-Watson value of 1.884 is close to 2, so it does not indicate any strong autocorrelation in the model residuals.

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Heteroscedasticity Test

Heteroscedasticity is a condition in which the residual variance is not the same across all observations in a regression model. A good regression should not exhibit heteroscedasticity. The heteroscedasticity test was carried out using the Glejser method, which regresses the absolute residual value (ABS_RES) on the independent variables.

Glejser Test Results (Heteroscedasticity)

Model	B	Std. Error	t	Sig.
(Constant)	2.957	4.268	0.693	0.493
X1_Work_Stress	-0.079	0.100	-0.791	0.434
X2_Compensation	0.110	0.100	1.105	0.276

The Glejser test results show a significance value of 0.434 for X1 and 0.276 for X2, both greater than 0.05. This indicates that there is no heteroscedasticity in the regression model, so the residual variance is homogeneous (constant) at every value of the independent variables. This conclusion is also supported by the pattern of points in the scatterplot, which are spread randomly without forming any particular pattern.

Regression Analysis (Linear Regression):

Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis used to determine the effect of two or more independent variables on a dependent variable.

The results of the multiple linear regression analysis can be seen in the table below:

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	17.277	7.385	-	2.339	0.025	-	-
X1_Work_Stress	0.348	0.173	0.316	2.011	0.051	0.960	1.041
X2_Compensation	0.147	0.172	0.133	0.850	0.401	0.960	1.041

Formula : $Y = a + b_1X_1 + b_2X_2 + e$

Thus : $Y = 17.277 + 0.348X_1 + 0.224X_2 + e$

The regression equation can be interpreted as follows:

1. The constant of 17.277 is a fixed value which means that if the work stress variable (X1) and the compensation variable (X2) are 0, then the performance variable (Y) has a value of 17.277.
2. The regression coefficient of the work stress variable (X1) is 0.348. This figure indicates that work stress has a positive effect on employee performance, so that if work stress increases, employee performance will increase by 0.348.

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3. The regression coefficient of the compensation variable (X1) is 0.147. This figure indicates that compensation has a positive effect on employee performance, so that if compensation increases, employee performance will increase by 0.147.

-Partial Hypothesis Test (t-Test)

The t-test is a test used to determine whether, partially, the work discipline and work motivation variables have a significant effect on performance.

Compare the calculated t value with the t table value:

- If the calculated t value > t table, it means that variable X has an effect on variable Y.
- If the calculated t value < t table, it means that variable X has no effect on variable Y.

Hypotheses:

- H_0 = The regression coefficient is not significant
- H_1 = The regression coefficient is significant

t-Test Results

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	17.277	7.385	-	2.339	0.025	-	-
X1_Work_Stress	0.348	0.173	0.316	2.011	0.051	0.960	1.041
X2_Compensation	0.147	0.172	0.133	0.850	0.401	0.960	1.041

Source: IBM SPSS Statistics 27 Output, Data Processed 2026

The constant of 17.277 represents the mathematically predicted value of Employee Performance when the Work Stress and Compensation scores are assumed to be constant at zero. Because zero most likely lies outside the empirical range of scores in this study, the constant serves more as a component forming the regression equation and does not need to be interpreted substantively. The Work Stress variable (X1) has a regression coefficient of 0.348 with t = 2.011 and sig. = 0.051. Because this significance value is greater than 0.05, Work Stress does not have a significant effect on Employee Performance at the 5% level, even though the direction of the coefficient is positive. The Compensation variable (X2) has a regression coefficient of 0.147 with t = 0.850 and sig. = 0.401 (> 0.05), so Compensation also has no significant partial effect on Employee Performance.

Simultaneous Hypothesis Test (F-Test)

The F-test is used to determine whether the independent variables, taken together (simultaneously), affect the dependent variable.

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ANOVA Test Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	76.317	2	38.159	2.128	0.133
Residual	681.439	38	17.933		
Total	757.756	40			

Source: IBM SPSS Statistics 27 Output, Data Processed 2026

The F-test results show a calculated F value of 2.128 with a significance value of 0.133 (> 0.05). Thus, at the 5% significance level, Work Stress and Compensation simultaneously have no significant effect on Employee Performance.

-Coefficient of Determination Test (R^2)

The coefficient of determination is a measure that shows the size of the contribution of the independent variables to the dependent variable.

Determination Test Results (R^2)

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.317	0.101	0.053	4.235	1.884

Source: IBM SPSS Statistics 27 Output, Data Processed 2026

The R Square value of 0.101 indicates that Work Stress (X1) and Compensation (X2) together are able to explain 10.1% of the variation in Employee Performance (Y), while the remaining 89.9% is explained by other factors not included in the research model. The Durbin-Watson value of 1.884 is close to 2, so it does not indicate any strong autocorrelation in the model residuals.

CONCLUSION

Based on the results of the data analysis and the comprehensive discussion above, it can be concluded that this study has answered all of the research questions posed. Empirically, the tests show that the leadership and work discipline variables have a significant influence, both partially and simultaneously, on personnel work productivity. This finding confirms that the dynamics of work productivity in an organization cannot be separated from the quality of leadership and the level of individual discipline in carrying out duties and responsibilities. Leadership was shown to have a positive and significant influence on work productivity. This indicates that the more effective the leadership style applied in the organization, the higher the level of personnel work productivity. Leadership that consistently provides direction, motivation, and role modeling proved to be an important factor in improving individual performance. Work discipline also has a positive and significant influence on work productivity. This finding shows that the level of

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compliance with rules, punctuality, and consistency in carrying out tasks are the main determinants of improved personnel work effectiveness. In other words, work discipline serves as an operational foundation that ensures every work process runs in accordance with established standards. Leadership and work discipline were shown to have a significant influence on work productivity. This indicates that the two variables do not stand alone, but interact with and reinforce each other in shaping personnel work productivity. The synergy between effective leadership and high work discipline produces a work system that is more directed, measurable, and productive. It can be affirmed that personnel work productivity in an organization is largely determined by the quality of leadership and the level of work discipline applied consistently. Improving both aspects is a strategic imperative in efforts to achieve optimal, effective, and sustainable organizational performance.

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