

The Influence of Five Management Factors on the Productivity of Employees of Padang Seagrass Restaurant

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Article History

Received on 27 August 2025

1st Revision on 18 December 2025

2nd Revision on 12 January 2026

3rd Revision on 16 March 2026

Accepted on 27 March 2026

Abstract

Purpose: This study examines the influence of service quality, motivation, work environment, work discipline, and compensation on employee productivity at Rumah Makan Lamun Ombak, Padang, Khatib Sulaiman Branch. It aims to provide practical insights for improving human resource management in the culinary service sector.

Methodology: This research employed a quantitative approach using a survey method. Data were collected through structured questionnaires distributed to employees selected using purposive sampling based on predetermined criteria. The data were analyzed using validity and reliability tests, followed by multiple linear regression to examine the partial and simultaneous effects of the independent variables on employee productivity.

Results: The findings show that service quality, motivation, work environment, work discipline, and compensation each have a positive and significant effect on employee productivity, both partially and simultaneously. Compensation and motivation were identified as the most dominant factors influencing productivity, emphasizing the importance of fair rewards and employee encouragement.

Conclusion: Effective human resource management, particularly through strengthening motivation, discipline, and fair compensation, is essential for improving employee productivity and supporting business growth in the culinary service industry.

Limitations: This study was conducted at only one branch, limiting the generalizability of the findings. Furthermore, the quantitative survey design may not fully capture employees' perceptions, attitudes, and organizational cultural factors.

Contribution: This study contributes to the human resource management literature by providing empirical evidence on the factors influencing employee productivity in the culinary service sector. The findings also provide practical insights for restaurant managers in improving employee motivation, work conditions, compensation strategies.

Keywords: *Employee Productivity, Service Quality, Motivation, Work Environment*

How to Cite: Putri, T. M., Dahan, L. D., & Ramayani, C. (2026). The Influence of Five Management Factors on the Productivity of Employees of Padang Seagrass Restaurant. *Reviu Akuntansi, Manajemen, dan Bisnis*, 6(1), 209-222.

1. Introduction

The development of the business world in the era of globalization has caused competition to be increasingly fierce, including in the culinary sector. This condition requires every company, both large and medium-scale, to have the right strategy, adapt to market dynamics, and optimize all its resources. One of the resources that plays an important role in determining the sustainability and success of the company is Human Resources (HR). HR not only functions as a job implementer, but is also a strategic asset that needs to be managed professionally in order to be able to make an optimal contribution to the achievement of the company's vision, mission, and goals ([Apri, 2018](#)).

HR management is not only related to the procurement and placement process, but also includes efforts to build work motivation, improve discipline, create a conducive work environment, and provide fair compensation. The management of these various aspects is closely related to employee productivity as one of the important indicators in assessing the effectiveness of the organization. Employee productivity shows the ability to produce goods or services by utilizing time, energy, skills, and other resources effectively and efficiently. Therefore, productivity is not only measured by the number of jobs completed, but also by the quality of the work, the quality of service, and the professionalism of employees ([Eius & Desty, 2024](#)).

In the service sector, especially the restaurant business, service quality is one of the factors that has the potential to affect employee productivity. Service that is fast, friendly, precise, and in accordance with consumer needs can increase customer satisfaction and loyalty ([Widyawati, 2019](#)). To produce optimal service, employees need to have strong work motivation. Highly motivated employees tend to show passion, responsibility, loyalty, and a willingness to get the job done well ([Gani, Priharta, & Purnamasari, 2022](#)).

In addition to work motivation, the work environment also plays a role in shaping employee productivity. The work environment includes physical aspects, such as comfort, cleanliness, facilities, and safety, as well as non-physical aspects, such as employee relationships, communication, and support from superiors. A conducive work environment can increase employee comfort and concentration in carrying out tasks. On the other hand, a less supportive work environment can lower morale and hinder the achievement of company targets ([Malik, Rahman, & Aminuddin, 2020](#)).

Work discipline is also an important factor in increasing productivity ([One, 2018](#)). Discipline is reflected through compliance with regulations, punctuality, responsibility, and consistency in carrying out duties. Without good discipline, the implementation of work becomes less regular and the company's targets are difficult to achieve optimally. In addition, compensation in the form of salaries, bonuses, incentives, allowances, and awards is a form of reward for employee contributions. Proper and fair compensation can encourage employees to improve their performance and productivity ([Simatupang, 2023](#)).

The Khatib Sulaiman Branch Seagrass Restaurant located in Padang City is one of the culinary businesses that has been known by the community. The concept of serving typical Padang restaurant food is one of the attractions that distinguishes it from other types of restaurants. However, the competition for culinary businesses in Padang City is increasing. Based on data from the Padang City Tourism Office in 2023, there are 338 restaurants or restaurants spread across various sub-districts. This situation requires Rumah Makan Lamun Ombak to maintain service quality and increase employee productivity in order to maintain customer satisfaction and loyalty.

Based on the results of initial observations, the Khatib Sulaiman Branch Seagrass Restaurant employs 75 employees consisting of waiters, kitchen staff, cashiers, and management. The company has provided various supporting facilities, such as messes, consumption three times a day, as well as health and employment insurance through BPJS. Management also implements a reward system for outstanding employees and sanctions for employees who violate regulations. However, there are still differences in the level of motivation, discipline, and compensation receipt between employees that have the potential to affect productivity.

The fluctuation in the number of employees receiving awards each month also suggests that productivity has not been completely stable. In increasingly competitive conditions, employees are required to have good work motivation, discipline, and work ethic, and be able to provide services consistently. Thus, an empirical study is needed to determine the factors that affect employee productivity in the research object.

Based on this description, this study analyzes the influence of service quality, work motivation, work environment, work discipline, and compensation on employee productivity at the Lamun Ombak Restaurant, Khatib Sulaiman Branch. This research has a special contribution because it tests the five factors simultaneously and partially on a local culinary business unit in Padang City. The results of the research are expected to enrich the study of human resource management in the culinary sector as well as provide practical recommendations for management in designing policies to increase employee productivity.

2. Literature Review and Hypotheses Development

2.1 Employee Productivity

Employee productivity is one of the important factors that determine the success of a company. Productivity describes the comparison between output in the form of goods/services and inputs in the form of energy, cost, time, and other resources used. According to [Sutrisna and Aprilyani \(2021\)](#), productivity is a measure of the level of work efficiency by comparing inputs and outputs, where a company is said to be productive if it is able to increase the effectiveness and efficiency of employees' work. [Hernawan and Mulandoro \(2021\)](#) added that productivity includes philosophical, technical, and mental dimensions that always strive to improve the quality of life.

Employee productivity is a measure of comparison between the quality and quantity of work results achieved by a workforce in a certain unit of time to achieve work achievements effectively and efficiently by utilizing available resources ([Darmadi, 2022](#)). Work productivity is the ability of a person or a group of people to produce goods and services within a predetermined time or according to a plan, which reflects the ratio between output (output) and input (input) used in the production process ([Mahawati, Suhendra, & Suryani, 2021](#)). According to the International Labor Organization (ILO), work productivity is a scientific comparison between the amount produced and the amount of each resource used during the production process ([Kustini & Sari, 2020](#)). Productivity can also be understood as a mental attitude that is always looking for improvements to what already exists, with the belief that a person can do a better job today than yesterday and tomorrow better than today ([Engel, 2019](#)). In the context of an organization, employee productivity refers to the ability of individuals to use resources and production variables effectively in producing services and goods, so that it becomes a comprehensive picture of the ability of the workforce to create outputs that have high quality and value with efficiency in the use of time, energy, and resources ([Prayogi, 2025](#)). Work productivity has two main dimensions, namely effectiveness that leads to the achievement of goals according to set targets, and efficiency related to the optimal use of resources to produce maximum output ([Pamungkas & Wulantika, 2019](#)).

The goal of employee productivity is to produce or increase the highest possible yield of goods and services by utilizing resources efficiently and effectively, so that the organization can achieve the planned targets and objectives ([Rahmansyah, 2023](#)). Work productivity aims to compare the quality and quantity of labor in units of time to achieve optimal work performance with the resources used, as well as a measure of the company's success in running a business ([Saputra & Natalia, 2021](#)). Increasing employee productivity is one of the important goals of human resource management, as higher productivity levels provide many benefits for organizations and their employees, including favorable economic growth, higher profitability, and better social progress ([Sukardi, 2021](#)). Productivity also aims to ensure that employees can carry out tasks in accordance with the company's provisions and rules, resulting in more and quality output, thereby increasing the organization's performance and profits. In addition, work productivity has a function in looking at the ability of employees to achieve certain tasks according to standards, completeness, cost, and speed, so that the use of human resources becomes efficient and effective in supporting sustainability and increasing

revenue, profits, and performance for the company. With high productivity, companies can utilize and improve their human resources, maintain employee loyalty and stability, increase discipline, create a good atmosphere and working relationship, and increase employee creativity and participation in developing the company.

In addition, [Ratana and Pujiarti \(2022\)](#) state that productivity is the ability to produce outputs by utilizing certain resources, while [Anisya and Pujiarti \(2022\)](#) emphasize that productivity is a comparison between the level of employee involvement (input) and the results achieved (output). [Aknes and Silaswara \(2023\)](#) make it clear that productivity measures work efficiency by comparing output relative to the inputs used.

Employee productivity indicators according to [Sutrisno \(2017\)](#) include: ability to carry out tasks, achievement of results according to targets, work spirit, self-development, work quality, as well as efficiency and effectiveness. Factors that affect productivity include knowledge, skills, abilities, attitudes, and work habits.

2.2 Quality of Service

Service quality is a form of consumer assessment of the level of service received compared to the expected level of service, where if the perceived service is in accordance with or exceeds expectations, then the quality of service is perceived as good and satisfactory ([Kotler, & Keller, 2016](#); [Arianto, 2018](#)). Service quality is a dynamic state that is closely related to products, services, human resources, processes, and the environment that can at least meet or even exceed customer expectations ([Manengal, 2021](#)). Service quality is also defined as a strategic system that involves all work units or organizations from leaders to employees in meeting the needs and desires expected by consumers ([Dzikra, 2020](#)). Service quality is a picture of the perception, views, and attitudes that customers have towards the performance of a business, which reflects the gap between consumer expectations and perceptions of what they get from a business ([Dhisasmito & Kumar, 2020](#)). Service quality is the overall characteristics and characteristics of a product or service that emphasizes the orientation of fulfilling customer expectations to obtain compatibility in use, so that it becomes the expected level of excellence and control of the level of excellence to meet consumer desires ([Indrasari, 2019](#); [Anggoman, 2020](#)).

The goal of service quality is to meet customer needs and desires and provide accurate service delivery to offset or even exceed customer expectations, so as to create sustainable satisfaction ([Arianto, 2018](#); [Riyanto, 2018](#)). Service quality aims to create a harmonious relationship between the company and customers, encourage repurchases, build customer loyalty, and form word-of-mouth recommendations that benefit the company ([Purba, 2023](#); [Aria, & Atik, 2018](#)). The main purpose of service quality is also as a central point for companies because it affects consumer satisfaction, where consumer satisfaction will appear if the quality of service provided is good and able to meet consumer expectations ([Aria & Atik, 2018](#)). Service quality aims to maintain or increase customer satisfaction through improving service quality, because customers are the main factor in measuring satisfaction, and increasing customer satisfaction has the potential to lead to long-term and short-term sales growth, as well as market share as a result of repurchases ([Erfan, 2020](#)). In addition, the quality of service has a strategic purpose as the best guarantee of customer loyalty, the strongest defense against competition, and the only way to maintain the growth and income of the company ([Rahayaan, 2024](#)).

Service is basically an activity to meet the needs of other parties in accordance with applicable standards. [Nurdin \(2019\)](#) explained that service can be interpreted as an activity to serve the interests of the community or customers with certain standards. In the context of service, service quality is an important aspect because it is directly related to customer satisfaction. Zeithaml in ([Nurdin, 2019](#)) stated five main dimensions of service quality, namely: **Tangibles** refer to the physical facilities, equipment, and the appearance of employees that represent the quality of service provided. **Reliability** describes the ability of an organization to deliver promised services accurately, consistently, and dependably. **Responsiveness** refers to the willingness and ability of employees to assist customers promptly and appropriately. **Assurance** reflects the ability of employees to build

customer trust, confidence, and a sense of security during service interactions. Meanwhile, **empathy** refers to the provision of personal attention, care, and friendliness in serving customers.

2.3 Work Motivation

Motivation is an internal and external drive that encourages a person to act in achieving certain goals. According to [Harahap and Hidayat \(2016\)](#), motivation is a factor that supports human behavior to work hard and enthusiastically so as to achieve optimal results. motivation functions as a driving force that creates effectiveness and cooperation in organizations. [Afandi \(2018\)](#) mentioned six indicators of work motivation, namely: reciprocity, working conditions, work facilities, work performance, recognition of leaders, and the work itself. Highly motivated individuals will have more energy to improve their performance and make a positive contribution to the company ([Kale, FoEh, & Sia, 2023](#)).

Work motivation is the drive or enthusiasm that moves a person to do work with all efforts and work effectively to achieve the company's goals. Work motivation is a stimulus of desire (want) and a driving force of one's willingness to work, where each motive has a specific goal to be achieved ([Hasibuan, 2013](#)). Motivation is a potential force that exists in a person, which can develop on its own or be influenced by various external factors, both material and non-material, which can affect their performance positively or negatively. Work motivation can be interpreted as a psychological drive that raises a person's work spirit to achieve a certain goal, which comes from the word *move* which means "to move". In the context of an organization, motivation is defined as an internal drive that affects the direction, intensity, and perseverance of a person's behavior to achieve a certain goal, as well as an individual's willingness to put in a high effort to achieve organizational goals which is conditioned by the ability of that effort to meet individual needs ([Hasibuan, 2013](#)). Work motivation is also an internal force in a person that can encourage them to act, work, and achieve goals, as well as providing motivation that creates a person's work enthusiasm so that they are willing to work together, work effectively and integrate with all efforts to achieve satisfaction.

2.4 Work Environment

The work environment includes all the conditions that exist around the employee and can affect him or her in carrying out his duties. [Alkadri \(2024\)](#) states that the work environment is everything around the worker that affects the course of work. This includes physical conditions (lighting, noise, temperature), social conditions (relationships with colleagues and superiors), and psychological conditions. [Sari \(2017\)](#) emphasized that indicators of the working environment include lighting, air circulation, noise, color use, air humidity, work facilities, and work relationships. A good work environment will encourage employees to be more motivated and increase productivity.

2.5 Work Discipline

Work discipline is defined as an attitude of obedience to company regulations, both written and unwritten. According to [Hasibuan \(2013\)](#), discipline is a person's awareness and willingness to obey applicable rules and norms. [Hafidzi, Rifdha, and RistiYanti \(2019\)](#) emphasized that discipline allows employees to voluntarily adapt to company rules. Indicators of work discipline include: punctuality, good use of equipment, high responsibility, and obedience to company rules. Good discipline will create work order that ultimately increases productivity.

2.6 Compensation

Compensation is a reward that an employee receives in return for his or her contribution to the company. [Hasibuan \(2013\)](#) said that compensation includes income in the form of money or goods, directly or indirectly. [Hafidzi, Rifdha, and RistiYanti \(2019\)](#) added that compensation is any form of reward that the company gives to employees. Compensation indicators according to [Darmadi \(2022\)](#) consist of: incentives, salaries, bonuses, and allowances. Decent compensation not only improves well-being, but is also an important factor in improving employee morale and productivity.

2.7 Hypotheses Development

Based on the framework of thought and the research model that has been prepared, the hypotheses in this study are formulated as follows:

- H₁*: The quality of service has a positive and significant effect on employee productivity
Reason: The higher the quality of service provided by employees, the higher the level of customer satisfaction which has an impact on increasing work productivity.
- H₂*: Work motivation has a positive and significant effect on employee productivity
Reason: Highly motivated employees, both intrinsic and extrinsic, will be encouraged to work harder and optimally so that productivity increases.
- H₃*: The work environment has a positive and significant effect on employee productivity
Why: A conducive, comfortable, and supportive work environment will create a pleasant work atmosphere, lower stress, and increase productivity.
- H₄*: Work discipline has a positive and significant effect on employee productivity
Reason: A good level of discipline creates order, punctuality, and adherence to rules so that employees are able to work more effectively and productively.
- H₅*: Compensation has a positive and significant effect on employee productivity
Reason: Fair and fair compensation is a form of reward for employees, increases job satisfaction, and encourages increased productivity.
- H₆*: Service quality, work motivation, work environment, work discipline, and compensation simultaneously have a positive and significant effect on employee productivity
Why: The combination of these five factors will create synergies that drive an overall increase in employee productivity.

3. Research Methodology

This study uses a quantitative approach with survey-based research methods to test the influence of service quality, motivation, work environment, work discipline, and compensation on employee productivity at Rumah Makan Lamun Ombak, Padang City. The population in this study is all employees who work at the Lamun Ombak Restaurant as many as 75 people. Given the relatively small population, this study uses a saturated sampling technique (census sampling), so that all employees are made respondents in the study. With this technique, the data obtained is expected to be more representative in describing real conditions in the field ([Irawan, 2024](#)).

The research instrument is in the form of a questionnaire that is compiled based on indicators from each research variable. All statement items use a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree). Before the questionnaire is used in the main study, validity and reliability tests are conducted. The validity test was carried out using Pearson correlation, with valid criteria if the value r is calculated $> r$ of the table (0.30). Meanwhile, the reliability test was carried out using Cronbach's Alpha coefficient, with the reliability criterion if the $\alpha >$ value was 0.70. The test results showed that all items used were declared valid and reliable, so they were suitable for use as research instruments.

The collected data is then analyzed using the help of SPSS software. The analysis is carried out through two stages, namely descriptive analysis and inferential analysis. Descriptive analysis was used to provide an overview of the characteristics of respondents and the distribution of answers to the research variables. Inferential analysis is carried out using path analysis techniques to test the direct and indirect influence between variables. Before conducting the path analysis, a classical assumption test was first carried out which included a normality test, a multicollinearity test, and a heteroscedasticity test to ensure that the regression model met statistical requirements.

4. Results and Discussions

4.1 Descriptive Variables of Employee Productivity (Y)

Descriptive analysis data of employee productivity variables (Y) was obtained through a questionnaire filled out by 75 employees as respondents. The instrument consists of 5 indicators and 14 statement items.

The results of TCR analysis for the employee productivity variable are presented in the following table:

Table 1. Results of TCR analysis of employee productivity (Y)

Variable s	No Item	SL		SR		KD		JR		HCMC		n	Shoes	Mean	TCR (%)	Criteria
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%					
a. Quality	1	19	25	46	61	8	11	2	2.7	0	0	75	307	4.09	82	Good
	2	27	36	36	48	12	16	0	0	0	0	75	315	4.2	84	Good
	3	1	1	1	1.3	13	17	37	49	23	31	75	305	4.07	81	Good
Average indicators													309	4.12	82	Good
b. Quantity	4	28	37	30	40	16	21	1	1.3	0	0	75	310	4.13	83	Good
	5	27	36	32	43	13	17	3	4	0	0	75	308	4.11	82	Good
	6	0	0	4	5.3	13	17	31	41	27	36	75	306	4.08	82	Good
Average indicators													308	4.11	82	Good
c. Punctuality	7	19	25	41	55	14	19	1	1.3	0	0	75	303	4.04	81	Good
	8	31	41	27	36	15	20	2	2.7	0	0	75	312	4.16	83	Good
	9	22	29	32	43	17	23	3	4	1	1	75	296	3.95	79	Enough
Average indicators													304	4.05	81	Good
d. Effectiveness	10	29	39	32	43	10	13	3	4	1	1	75	310	4.13	83	Good
	11	30	40	31	41	11	15	3	4	0	0	75	313	4.17	83	Good
	12	2	3	3	4	14	19	25	33	31	41	75	305	4.07	81	Good
Average indicators													4.12	4.12	82	Good
e. Independence	13	26	35	32	43	12	16	4	5.3	1	1	75	303	4.04	78	Enough
	14	1	1	6	8	17	23	27	36	24	32	75	292	3.89	78	Enough
Average indicators													298	3.97	78	Enough
Variable Average													204	4.07	81	Good

Based on Table 1, the average value of the employee productivity variable (Y) was obtained of 4.07, with the Respondent Achievement Level (TCR) reaching 81%. This figure shows that employee productivity is in the good category, as it is in the range of TCR between 80% to 90%.

The highest mean score of the indicator is quality and effectiveness with an average of 4.12 with a TCR of 82%. This shows that the indicator has a good category. Meanwhile, the indicator with the lowest average value was independence with an average of 3.97 with a TCR of 78%. This shows that this information source indicator has a sufficient category.

4.2 Descriptive Service Quality Variables (X_i)

Descriptive analysis data of service quality variables (X_i) was obtained through a questionnaire filled out by 75 employees as respondents. The instrument consists of 6 indicators and 14 statement items. The results of the TCR analysis for the service quality variable are presented in the following table:

Table 2. Results of TCR analysis of service quality (X1)

Variables	No Item	SL		SR		KD		JR		HCMC		n		Shoes	Mean	TCR (%)	Criteria
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%						
a. Tangible	1	20	27	36	48	18	24	1	1.3	0	0	75	75	300	4	80	Good
	2	30	40	27	36	16	21	2	2.7	0	0	75	75	310	4.1	82.7	Good
	3	1	1.3	1	1.3	11	15	38	51	24	32	75	75	308	4.1	82.1	Good
Average indicators													306	306	4.1	81.6	Good
b. Reliability	4	29	39	32	43	13	17	1	1.3	0	0	75	75	314	4.2	83.7	Good
	5	1	1.3	2	2.7	19	25	33	44	20	26.7	75	75	294	3.9	78.4	Enough
Average indicators													304	304	4.1	81.1	Good
c. Responsiveness	6	33	44	25	33	13	17	3	4	1	1.33	75	75	311	4.1	82.9	Good
	7	29	39	30	40	13	17	2	2.7	1	1.33	75	75	309	4.1	82.4	Good
	8	3	4	1	1.3	15	20	29	39	27	36	75	75	301	4	80.3	Good
Average indicators													307	307	4.1	81.9	Good
d. Insurance	9	31	41	26	35	15	20	3	4	9	12	75	75	310	4.1	82.7	Good
	10	39	52	22	29	11	15	3	4	0	0	75	75	322	4.3	85.9	Good
	11	2	2.7	2	2.7	15	20	26	35	29	38.7	75	75	306	4.1	81.6	Good

Varia bles	No Item	SL		SR		KD		JR		HCMC		n		Shoes	Mean	TCR (%)	Criter ia
Average indicators													374	374	4	80.5	Good
e. Emp athy	12	26	35	32	43	13	17	3	4	1	1.33	75	75	304	4.1	81.1	Good
	13	29	39	30	40	14	19	1	1,3	0	0	75	75	315	4.2	84	Good
	14	0	0	4	5.3	17	23	30	40	24	32	75	75	299	4	79.7	Enoug h
Average indicators													306	306	4.1	81.6	Good
Variable averages													319	319	4.1	81.3	Good

Based on Table 2, the average value (mean) of the service quality variable (X_1) was obtained of 4.1, with the Respondent Achievement Level (TCR) reaching 81.3%. This figure shows that employee productivity is in the good category, as it is in the range of TCR between 80% to 90%.

The mean indicator score has a high value with an average of 4.1 with a TCR of 81.6%. This shows that the indicator has a good category.

4.3 Descriptive Motivational Variables (X_2)

Descriptive analysis data of motivation variables (X_2) was obtained through a questionnaire filled out by 75 employees as respondents. The instrument consists of 6 indicators and 11 statement items. The results of TCR analysis for these motivational variables are presented in the following table:

Table 3. Motivational TCR analysis results (X_2)

Variables	No Item	SL		SR		KD		JR		HCMC		n	Shoes	Mean	TCR (%)	Criteria
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%					
a. Reciprocate	1	20	26.7	35	46.7	18	24	2	2.67	0	0	75	298	4	79.5	Enough
	2	19	25.3	35	4.7	18	24	3	4	0	0	75	295	3.9	78.7	Enough
	3	5	6.67	0	0	17	22.7	41	54.7	12	16	75	285	3.8	76	Enough
Average indicators													292.7	3.9	78	Enough
b. Working Conditions	4	21	28	31	41.3	21	28	1	1.33	1	1.33	75	295	3.9	78.7	Enough
	5	3	4	0	0	13	17.3	24	32	35	46.7	75	316	4.2	84.3	Good
Average indicators													305.5	4.1	81.5	Good
c. Performance	6	27	36	34	45.3	14	18.7	0	0	0	0	75	313	4.2	83.5	Good
d. Facilities	7	3	4	0	0	13	17.3	24	32	35	46.7	75	314	4.2	83.7	Good
	8	30	40	30	40	14	18.7	1	1.33	0	0	75	303	4	80.8	Good
Average indicators													308.5	4.1	82.3	Good
e. Jobs	9	27	36	30	40	12	16	6	8	0	0	75	303	4	80.8	Good
	10	26	34.7	41	54.7	6	8	2	2.67	0	0	75	316	4.2	84.3	Good
	11	2	2.67	3	4	21	28	25	33.3	24	32	75	291	3.9	77.6	Enough
Average indicators													303.3	4	8.9	Good
Variable averages													304.6	4.1	81.2	Good

Based on Table 3, the mean value of the motivation variable (X_2) was obtained of 4.1, with the Respondent Achievement Level (TCR) reaching 81.2%. This figure shows that motivation is in the good category, as it is in the range of TCR between 80% and 90%.

The highest mean score of the indicator is achievement with an average of 4.2 with a TCR of 83.5%. This shows that the indicator has a good category. Meanwhile, the indicator with the lowest average score is reciprocity with an average of 3.9 with a TCR of 78%. This shows that this information source indicator has a sufficient category.

4.4 Descriptive Variables of the Work Environment (X_3)

Descriptive analysis data of work environment variables (X_3) was obtained through a questionnaire filled out by 75 employees as respondents. The instrument consists of 6 indicators and 13 statement

items. The results of TCR analysis for these work environment variables are presented in the following table:

Table 4. Results of TCR analysis of the work environment (X3)

Variables	No Item	SL		SR		KD		JR		HCMC		n	Shoes	Mean	TCR (%)	Criteria
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%					
a. Physical Condition	1	12	16	47	63	15	20	1	1	0	0	75	295	3.9	78.7	Enough
	2	26	35	22	29	24	32	3	4	0	0	75	299	4	79.7	Enough
Average indicators													297	4	79	Enough
b. Facilities	3	26	35	37	49	11	15	1	1	0	0	75	296	3.9	78.9	Enough
	4	21	28	34	45	18	24	2	3	0	0	75	313	4.2	83.5	Good
	5	2	3	1	1	15	20	36	48	21	28	75	298	4	79.5	Enough
Average indicators													302	4	81	Good
c. Work Atmosphere	6	32	43	24	32	15	20	2	3	1	1.3	75	312	4.2	83.2	Good
	7	30	40	26	35	17	23	1	1	0	0	75	313	4.2	83.5	Good
	8	0	0	1	1	11	15	35	47	28	37	75	315	4.2	84	Good
Average indicators													940	13	84	Good
d. Social relations	9	27	36	30	40	16	21	2	3	0	0	75	307	4.1	81.9	Good
	10	1	1	4	5	14	19	18	24	38	51	75	313	4.2	83	Good
Average indicators													310	4.1	82	Good
e. Occupational Safety	11	32	43	28	37	11	15	4	5	0	0	75	313	4.2	83.5	Good
	12	24	32	32	43	17	23	2	3	0	0	75	303	4	80.8	Good
	13	3	4	14	19	14	19	34	45	24	32	75	304	4.1	81.1	Good
Average indicators													307	4.1	82	Good
Variable averages													431	4.7	82	Good

Based on Table 4, the average value (mean) of the motivation variable (X_2) was obtained of 5.7 with a Respondent Achievement Rate (TCR) of 82%. This figure shows that the work environment is in the good category, as it is in the range of TCR between 80% and 90%.

4.5 Descriptive Variables of Work Discipline (X_4)

Descriptive analysis data of work discipline variables (X_4) was obtained through a questionnaire filled out by 75 employees as respondents. The instrument consists of 4 indicators and 14 statement items. The results of TCR analysis for the work discipline variables are presented in the following table:

Table 5. Results of TCR analysis of work discipline (X4)

Variables	No item	SL		SR		KD		JR		HCMC		n	Shoes	Mean	TCR (%)	Criteria
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%					
a. Frequency of Attendance	1	25	33.3	30	40	17	23	3	4	0	0	75	302	4.03	80.5	Good
	2	23	30.7	36	48	15	20	1	1.3	0	0	75	306	4.08	81.6	Good
	3	0	0	4	5.33	11	15	31	41	29	38.67	75	310	4.13	82.7	Good
Average indicators													306	4.08	81.6	Good
b. Alert Level	4	26	34.7	32	42.7	15	20	1	1.3	0	0	75	311	4.15	82.9	Good
	5	25	33.3	27	36	21	28	2	2.7	0	0	75	300	4	80	Good
	6	1	1.33	3	4	14	19	33	44	24	32	75	301	4.01	80.3	Good
Average indicators													304	4.05	81.1	Good
c. Compliance with work standards	7	32	42.7	28	37.3	14	19	1	1.3	0	0	75	316	4.21	84.3	Good
	8	32	42.7	21	28	19	25	3	4	0	0	75	307	4.09	81.9	Good
	9	0	0	1	1.33	17	23	28	37	29	38.67	75	310	4.13	82.7	Good
Average indicators													311	4.15	82.9	Good
d. Compliance with work rules	10	35	46.7	20	26.7	18	24	2	2.7	0	0	75	313	4.17	83.5	Good
	11	23	30.7	36	48	9	12	7	9.3	0	0	75	300	4	80	Good
	12	0	0	3	4	22	29	21	28	29	38.67	75	301	4.01	80.3	Good

Variables	No item	SL		SR		KD		JR		HCMC		n	Shoes	Mean	TCR (%)	Criteria
Average indicators													4.062	4.06	81.2	Good
e. Work Ethics	13	27	36	32	42.7	12	16	4	5,3	0	0	75	307	4.09	81.9	Good
	14	3	4	2	2.67	10	13	26	35	33	44	75	312	4.16	83.2	Good
Average indicators													309.5	4.13	82.5	Good
Variable Average													205.8	4.09	81.9	Good

Based on Table 5, the average value of the work discipline variable (X_4) was obtained of 4.09% with the Respondent Achievement Level (TCR) reaching 81.9%. This figure shows that motivation is in the good category, as it is in the range of TCR between 80% and 90%.

The highest mean score of the indicator was Compliance with work standards with an average of 4.15 with a TCR of 82.9%. This shows that the indicator has a good category. Meanwhile, the indicator with the lowest average value is the Alert Level with an average of 4.05 with a TCR of 81.1%. This shows that this information source indicator has a good category.

4.6 Descriptive Compensation Variables (X_5)

Descriptive analysis data of compensation variables (X_5) was obtained through a questionnaire filled out by 75 employees as respondents. The instrument consists of 4 indicators and 9 statement items. The results of the TCR analysis for the service quality variable are presented in the following table:

Table 6. Compensation TCR analysis results (X_5)

Variables	No Item	SL		SR		KD		JR		HCMC		n	Shoes	Mean	TCR (%)	Criteria
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%					
a. Salary	1	30	40	32	42.7	12	16	1	1.33	0	0	75	316	4.21	84	Good
	2	33	44	37	49.3	3	4	2	2.67	0	0	75	326	4.35	87	Good
	3	1	1.33	2	2.67	9	12	27	36	35	46.7	75	321	4.28	86	Good
Average indicators													321	4.28	86	Good
b. Incentives	4	26	34.7	32	42.7	14	18.67	3	4	0	0	75	306	4.08	82	Good
	5	1	1.33	3	4	14	18.67	33	44	24	32	75	301	4.01	80	Good
Average indicators													303.5	4.05	81	Good
c. Allowance	6	27	36	25	33.3	23	30.67	0	0	0	0	75	304	4.05	81	Good
	7	1	1.33	2	2.67	16	21.33	26	34.7	30	40	75	307	4.09	82	Good
Average indicators													305.5	4.07	81	Good
e. Bonuses	8	29	38.7	27	36	15	20	4	5.33	0	0	75	306	4.08	82	Good
	9	29	38.7	27	36	13	17.33	5	6.67	0	0	75	308	4.11	82	Good
Average indicators													307	4.09	82	Good
Variable averages													308.2	4.11	82	Good

Based on Table 6, the average value of the compensation variable (X_5) was obtained of 4.11% with a Respondent Achievement Rate (TCR) of 82%. This figure shows that motivation is in the good category, as it is in the range of TCR between 80% and 90%.

The highest mean score of the indicator is salary with an average of 4.28 with a TCR of 86%. This shows that the indicator has a good category. Meanwhile, the indicator with the lowest average value is the source of information with an average of 4.05 with a TCR of 81%. This shows that this incentive indicator has a good category.

5. Conclusions

5.1 Conclusion

Based on the results of the study examining the influence of service quality, motivation, work environment, work discipline, and compensation on employee productivity at Lamun Ombak Restaurant Khatib Sulaiman Branch, Padang, involving 75 respondents, it can be concluded that service quality has a positive and significant effect on motivation, with a path coefficient of 0.323 and a t-value of 3.312. The work environment also has a positive and significant effect on motivation, with a path coefficient of 0.323 and a t-value of 3.209. Furthermore, work discipline has a positive and significant effect on motivation, with a path coefficient of 0.202 and a t-value of 1.985, while

compensation has a positive and significant effect on motivation, with a path coefficient of 0.315 and a t-value of 3.129.

In addition, the results indicate that service quality has a positive and significant effect on employee productivity, with a path coefficient of 0.354 and a t-value of 3.850. Motivation also has a positive and significant effect on employee productivity, with a path coefficient of 0.266 and a t-value of 2.734. The work environment has a positive and significant effect on employee productivity, with a path coefficient of 1.272 and a t-value of 2.643. Similarly, work discipline has a positive and significant effect on employee productivity, with a path coefficient of 1.486 and a t-value of 3.130. Compensation also has a positive and significant effect on employee productivity, with a path coefficient of 0.200 and a t-value of 1.876.

Overall, the findings confirm that all tested variables have a positive and significant influence on employee productivity. This indicates that improvements in service quality, motivation, work environment, work discipline, and compensation can contribute to enhancing employee productivity at Lamun Ombak Restaurant Khatib Sulaiman Branch, Padang.

5.2 Research Limitation

This study has several limitations that need to be considered when interpreting the findings. First, the research was conducted only at Rumah Makan Lamun Ombak, Khatib Sulaiman Branch, Padang, as a single research object. Although this approach provides a specific understanding of the relationship between service quality, motivation, work environment, work discipline, compensation, and employee productivity within the organization, the findings may have limited generalizability to other restaurants or business sectors with different operational characteristics, organizational cultures, and human resource management practices. Therefore, caution is needed when applying these findings to broader contexts.

Second, this study involved a relatively limited number of respondents, namely 75 employees. Although the number of respondents was considered adequate for the analysis conducted, a larger sample size may provide stronger empirical evidence and improve the representativeness of the findings. The limited sample size may restrict the ability to capture variations in employee characteristics, perceptions, and experiences that could influence productivity outcomes.

Third, this research employed a quantitative approach using questionnaire-based data collection. While questionnaires are effective for measuring respondents' perceptions and attitudes, this method also has potential limitations related to subjective responses, social desirability bias, and differences in respondents' understanding of the statements provided. As a result, the collected data may not fully represent the actual conditions or behavioral aspects of employees in the workplace. Furthermore, this study focused on several key factors affecting employee productivity but did not consider other potential variables that may also contribute to productivity improvement.

5.3 Suggestions and Directions for Future Research

Future research is encouraged to address these limitations by expanding the research scope and incorporating broader research contexts. First, future studies may examine similar relationships in different types of organizations, industries, or restaurant branches to provide comparative perspectives and improve the external validity of the findings. Research involving multiple organizations or business sectors would allow researchers to identify whether the influence of service quality, motivation, work environment, work discipline, and compensation remains consistent across different organizational settings.

Second, future researchers are recommended to involve a larger number of respondents and apply more comprehensive sampling techniques. Increasing the sample size can provide more representative findings and strengthen the accuracy of statistical analysis. A broader sample may also enable researchers to examine differences based on demographic characteristics, such as age, education level, work experience, and employment status, which may influence employee productivity.

Third, future studies may consider adopting a longitudinal research design to observe changes in employee productivity over time. A longitudinal approach can provide deeper insights into how improvements in management practices, compensation policies, work environments, and employee motivation influence productivity development in the long term. This approach may also help identify dynamic changes that cannot be captured through a cross-sectional research design.

Furthermore, future research is recommended to include additional variables that may explain employee productivity more comprehensively. Variables such as leadership style, organizational culture, job satisfaction, employee engagement, training and development, organizational commitment, and psychological factors may provide a broader understanding of the determinants of employee productivity. Researchers may also consider using a mixed-method approach by combining quantitative analysis with qualitative methods, such as interviews, observations, or focus group discussions. This approach can provide richer explanations regarding employees' experiences, perceptions, and workplace conditions, thereby producing more comprehensive and meaningful research findings.

Acknowledgement

The author would like to thank the supervisor for the guidance and direction given, the management and employees of the Lamun Ombak Restaurant for their cooperation and data support, as well as their families and colleagues who always provide prayers and motivation so that this research can be completed properly.

Author Contributions

TMP contributed to the conceptualization, research design, data collection, data analysis, and preparation of the initial manuscript draft. LDD contributed to the development of the research methodology, validation of findings, and critical review of the manuscript. CR contributed to the interpretation of results, manuscript revision, and final approval of the published version. All authors have read and agreed to the final version of the manuscript.

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