THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PRODUCTIVITY AT PT. UNGGUL WIDYA TEKNOLOGI LESTARI (PT. UWTL) PASANGKAYU

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Abstract

Employee productivity is one of the indicators of a company's success. Employee productivity will show the extent to which employees can complete tasks efficiently and effectively to achieve company goals. Employee productivity in a company can be influenced by compensation, training, and employee performance appraisal. This study was conducted to test and analyze the effect of HR practices of compensation, training, and employee performance appraisal activities on employee productivity at PT. Unggul Widya Teknologi Lestari (PT. UWTL) Pasangkayu. The sample used in this study was 130 people, with a survey method. Data collection was carried out by distributing questionnaires. The analysis technique used was multiple linear regression analysis. The results of the study showed that compensation, training, and employee performance appraisal had a positive and significant effect on employee productivity at PT. Unggul Widya Teknologi Lestari (PT. UWTL) Pasangkayu.

Keywords: Compensation, Training, Employee Performance Appraisal, Employee Productivity

INTRODUCTION

Edison et al. (2018) state that human resource management is a management approach focused on maximizing the capabilities of employees or members through various strategic steps to enhance employee performance toward optimizing organizational goals. The human resources department is increasingly viewed as a strategic partner in achieving competitive advantage through effective human resource management. Strategic human resource management initiatives align with business objectives, emphasizing the role of human resources in driving innovation, productivity, and organizational resilience (Boxall & Purcell, 2016).

Jackson and Ruderman (1999) highlight the importance of understanding and managing diversity within work teams, underscoring the need for HR to develop strategies that leverage the strengths of a multicultural environment while minimizing potential conflicts. It suffices to say that the success and growth of any organization depend on various factors, with the human factor being the foremost. Thus, an organization's most valuable asset is its human resources, and organizational performance improves when its employees are competent and perform at their highest level (Bernardin & Wiatrowski, 2013).

The development of strategies undeniably facilitates HR practices, as also implemented by PT. Unggul Widya Teknologi Lestari (Persero). Established in 1985, PT. UWTL (Persero) operates in the palm oil plantation industry. The company is located in Motu Village, Baras Subdistrict, Pasangkayu Regency, West Sulawesi Province. This plantation was established under the PIR-TRANS model, with workers originating from Java, Bali, East Nusa Tenggara (NTT), local communities, and predominantly from South Sulawesi. This study will examine the influence of three HR management practices—compensation activities, training, and employee performance appraisal—on employee productivity at PT. Unggul Widya Teknologi Lestari (Persero). Compensation activities, training, and employee performance appraisal will serve as dependent variables, while employee productivity will act as the independent variable.

According to Ojo, as cited in Salisu (2015), compensation is a critical component of human resource management. It encompasses rewards in the form of wages and salaries, as well as benefits and indirect compensation. Compensation is linked to job satisfaction,

becoming a job-related factor as it includes payment, working hours, and promotion opportunities. Hasibuan (2016) argues that the magnitude of compensation reflects an employee's status, recognition, and level of need fulfillment enjoyed by the employee and their family. The higher the remuneration received, the better the employee's status and the greater the fulfillment of their needs, leading to improved job satisfaction. This, in turn, motivates employees to work consistently and effectively.

Training is a planned and systematic modification of behavior through learning events, activities, and programs that enable participants to achieve the knowledge, skills, competencies, and abilities needed to perform their jobs effectively (Gordon, 1992). Through training and development, organizations can enhance employee engagement, nurture internal talent, and foster a culture that encourages learning and creativity. Additionally, it provides workers with opportunities to advance in their careers, feel valued, and participate in more activities (Pasaribu et al., 2023). Training methods aimed at improving employee productivity are divided into two categories: off-the-job training (e.g., simulations and information presentations) and on-the-job training (conducted while working).

Performance appraisal is the process of evaluating how well employees perform their jobs compared to a set of standards and then communicating that information to the employees (Mathis & Jackson, 2006:382). Meanwhile, Latham and Wesley, as cited in Mondy and Noe (2005), define performance appraisal as a structured set of formal interactions between subordinates and superiors, typically in the form of periodic interviews, where the subordinate's performance is reviewed and discussed. This process focuses on identifying strengths and weaknesses, as well as opportunities for performance improvement and skill development. The current challenge lies not only in hiring the best employees to perform well but also in motivating existing employees to enhance their performance and boost organizational productivity (Nayana et al., 2011).

Based on Nawawi and Martini's (2007) research, employee productivity refers to the ability of personnel or employees to produce something in their work, which can be observed and compared between individual outputs (in monetary terms) and the costs incurred by the individual to achieve those outputs. Several factors influence employee productivity, including skills, work environment, motivation, rewards, education, work arrangements,

discipline, and technology adoption (Hariandja, 2017). Employee productivity is crucial for organizations that heavily rely on workforce factors. Consequently, many organizations prioritize creating employee job satisfaction, as it ensures organizational resilience and, with proper management, can enhance employee productivity (Purwanti & Sitorus, 2018).

This study is a modification of three previous studies, where each dependent variable was explored separately in different research titles as follows: a study conducted by Santa Lusianna Sitorus and Aviv Hidayat (2023) utilized the variables of compensation, job satisfaction, and employee productivity; a study by Muhammad Zaenuri et al. (2024) examined the variables of training and employee productivity; and a study by Achamyeleh Yigrem, MBA et al. (2023) investigated the variables of employee performance appraisal and employee productivity. Based on this, the current study aims to analyze the relationship between HR management practices (compensation activities, training, and employee performance appraisal) and employee productivity at PT. Unggul Widya Teknologi Lestari (PT. UWTL) in Pasangkayu.

REVIEW OF LITERATURE

Human Resource Management Practices

Human resource management (HRM) can be defined as a set of policies, procedures, practices, and systems that influence and affect employees' attitudes, behaviors, and performance (Therith, 2009). Human resources with the ability, knowledge, and motivation help a company or organization achieve its goals. Regardless of how advanced technology and data may be today, an organization cannot reach its objectives without the potential of its human resources. If the individuals working for a company or organization perform their tasks correctly and to the best of their abilities, they will be able to achieve the organization’s goals. Employee execution determines the organization’s progress in fulfilling its capabilities and attaining its objectives. Naturally, numerous factors influence this performance, including leadership, compensation, and the work environment. Every organization needs representatives who perform well and exhibit high loyalty to their workplace. Consequently, businesses must be able to motivate employees to perform at their best by providing an

appropriate level of comfort and fostering a productive work environment (Shanty & Mayangsari, 2019).

Compensation

Compensation can be defined as all forms of financial rewards received by employees in exchange for the services they have rendered (Bernardin, 2006). According to Dessler (2008), financial payments include bonuses, commissions, wages, and salaries. Odunlami and Matthew (2014) measured the impact of compensation management on employee productivity in the manufacturing sector, specifically in a case study of the food and beverage industry. Their findings indicate a significant influence of good welfare motivation, reward systems, financial compensation, and employee productivity. Research conducted by Santa Lusianna Sitorus and Aviv Hidayat (2023) states that compensation has a positive and significant effect on employee productivity (t-value = 6.587, $p < 0.05$). Other studies also demonstrate that compensation positively and significantly affects employee productivity (Nengah Subawa Kardika Putra & Ni Wayan Mujiati, 2022; Eli Delvi Yanti & Macia Sari, 2022; N Nashifah Mahmudah & MF Wajdi, 2020).

H1: HRM practices related to compensation activities have a positive and significant effect on employee productivity.

Training

Pheesey (1971:30) defines training as a systematic process aimed at changing employees' behavior and/or attitudes to enhance the achievement of organizational goals. This implies that for an organization to successfully meet the objectives of its training program, the design and implementation must be planned and systematic, tailored to improve performance and productivity. Currently, most organizations require continuous development through ongoing training to maintain and enhance employees' skills and knowledge throughout their working lives (Sinikka, 2013). Research by Muhammad Zaenuri et al. (2024) states that training has a positive and significant effect on employee productivity (r-value = 0.826, within the correlation coefficient interval of 0.80–1.00, $p < 0.005$). Other studies also confirm that training positively and significantly impacts employee productivity (Joseph Waweru Mwangi & Munyua N, 2023; Harjanto Subur & Sarwani, 2021; Syahrul Fajar & Agus Muqorobin, 2019).

H2: HRM practices related to training activities have a positive and significant effect on employee productivity.

Employee Performance Appraisal

Employee performance appraisal is regarded as one of the most commonly used management tools due to its administrative purposes in areas such as promotions, salaries, and bonuses. It is utilized for employee evaluation to achieve motivation planning and organizational goals. Undoubtedly, the intensive efforts of the human resource management unit in conducting employee performance appraisals are crucial for assessing employees' strengths and weaknesses (Zafrullah, Abdul & Irfanullah, 2017). Research by Syafira Nur Firdausi & Lukman Hakim (2022) states that employee performance appraisal has a positive and significant effect on employee productivity (t-value = 3.555, $p < 0.05$). Other studies also show that employee performance appraisal positively and significantly affects employee productivity (Vidya D & Prof. Chandana T C, 2023; Ashutosh Kumar Anand & Dr. Veer. P Gangwar, 2020; Achamyeleh Yigrem, MBA, et al., 2023).

RESEARCH METHOD

The research method employed is a quantitative descriptive research approach. Quantitative descriptive research is a type of study that describes or explains specific phenomena or variables within a particular population in a systematic and measurable manner. The data requirements for this study utilize primary data obtained through questionnaires. According to Sugiyono (2017:142), a questionnaire is a data collection technique that involves providing a set of written questions or statements to respondents for them to answer. The respondents in this study are employees of PT. Unggul Widya Teknologi Lestari (PT. UWTL) in Pasangkayu, with the population consisting of a certain number of employees, and the researcher does not limit the sample size. The sampling technique used is purposive sampling. The collected data will be processed using the SPSS 3.0 application.

The population in this study comprises all employees at PT. Unggul Widya Teknologi Lestari (PT. UWTL) in Pasangkayu. The respondents consist of 130 individuals, all of whom are permanent employees at PT. UWTL Pasangkayu. The data analysis methods include validity testing, reliability testing, classical assumption tests (normality test and

multicollinearity test), coefficient of determination test (R^2), F-test, t-test, and multiple linear regression analysis to determine the influence of compensation, training, and employee performance appraisal on employee productivity at PT. Unggul Widya Teknologi Lestari (PT. UWTL) in Pasangkayu.

RESULTS AND DISCUSSION

The instrument used in this study is a questionnaire consisting of 6 question items for the compensation variable, 6 question items for the training variable, 6 question items for the employee performance appraisal variable, and 6 question items for the employee productivity variable.

Validity Test

The validity test is conducted to determine the level of validity of an instrument. The instrument used in this study is a questionnaire with 6 question items for each variable: compensation, training, employee performance appraisal, and employee productivity. The validity test was performed using SPSS software version 30, with the test criterion being that if the calculated r-value (r_hitung) > the table r-value (r_tabel), the question item is considered valid, and if the calculated r-value (r_hitung) ≤ the table r-value (r_tabel), the question item is considered invalid. This calculation uses a significance level (α) = 5% = 0.05 and a sample size (n) = 130.

Table 1.
Results of Compensation Validity Test

Correlations

		X1_1	X1_2	X1_3	X1_4	X1_5	X1_6	Kompensasi
X1_1	Pearson Correlation	1	.709**	.635**	.500**	.446**	.454**	.825**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	130	130	130	130	130	130	130
X1_2	Pearson Correlation	.709**	1	.697**	.530**	.281**	.262**	.780**
	Sig. (2-tailed)	.000		.000	.000	.001	.003	.000
	N	130	130	130	130	130	130	130
X1_3	Pearson Correlation	.635**	.697**	1	.583**	.398**	.236**	.817**
	Sig. (2-tailed)	.000	.000		.000	.000	.007	.000
	N	130	130	130	130	130	130	130
X1_4	Pearson Correlation	.500**	.530**	.583**	1	.595**	.178*	.801**
	Sig. (2-tailed)	.000	.000	.000		.000	.043	.000
	N	130	130	130	130	130	130	130
X1_5	Pearson Correlation	.446**	.281**	.398**	.595**	1	.418**	.710**
	Sig. (2-tailed)	.000	.001	.000	.000		.000	.000
	N	130	130	130	130	130	130	130
X1_6	Pearson Correlation	.454**	.262**	.236**	.178*	.418**	1	.502**
	Sig. (2-tailed)	.000	.003	.007	.043	.000		.000
	N	130	130	130	130	130	130	130
Kompensasi	Pearson Correlation	.825**	.780**	.817**	.801**	.710**	.502**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	130	130	130	130	130	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Processed primary data

Table 2.
Results of Training Validity Test

Correlations

		X2_1	X2_2	X2_3	X2_4	X2_5	X2_6	Pelatihan
X2_1	Pearson Correlation	1	.516**	.506**	.373**	.478**	.655**	.805**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	130	130	130	130	130	130	130
X2_2	Pearson Correlation	.516**	1	.606**	.401**	.200*	.231**	.679**
	Sig. (2-tailed)	.000		.000	.000	.022	.008	.000
	N	130	130	130	130	130	130	130
X2_3	Pearson Correlation	.506**	.606**	1	.515**	.285**	.191*	.741**
	Sig. (2-tailed)	.000	.000		.000	.001	.030	.000
	N	130	130	130	130	130	130	130
X2_4	Pearson Correlation	.373**	.401**	.515**	1	.394**	.207*	.700**
	Sig. (2-tailed)	.000	.000	.000		.000	.018	.000
	N	130	130	130	130	130	130	130
X2_5	Pearson Correlation	.478**	.200*	.285**	.394**	1	.554**	.693**
	Sig. (2-tailed)	.000	.022	.001	.000		.000	.000
	N	130	130	130	130	130	130	130
X2_6	Pearson Correlation	.655**	.231**	.191*	.207*	.554**	1	.645**
	Sig. (2-tailed)	.000	.008	.030	.018	.000		.000
	N	130	130	130	130	130	130	130
Pelatihan	Pearson Correlation	.805**	.679**	.741**	.700**	.693**	.645**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	130	130	130	130	130	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Processed primary data

Table 3.
Results of Employee Performance Appraisal Validity Test

Correlations

		X3_1	X3_2	X3_3	X3_4	X3_5	X3_6	Penilaian Kinerja Karyawan
X3_1	Pearson Correlation	1	.600**	.336**	.403**	.526**	.279**	.700**
	Sig. (2-tailed)		.000	.000	.000	.000	.001	.000
	N	130	130	130	130	130	130	130
X3_2	Pearson Correlation	.600**	1	.664**	.502**	.545**	.296**	.808**
	Sig. (2-tailed)	.000		.000	.000	.000	.001	.000
	N	130	130	130	130	130	130	130
X3_3	Pearson Correlation	.336**	.664**	1	.614**	.486**	.238**	.743**
	Sig. (2-tailed)	.000	.000		.000	.000	.006	.000
	N	130	130	130	130	130	130	130
X3_4	Pearson Correlation	.403**	.502**	.614**	1	.667**	.415**	.808**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	130	130	130	130	130	130	130
X3_5	Pearson Correlation	.526**	.545**	.486**	.667**	1	.454**	.836**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	130	130	130	130	130	130	130
X3_6	Pearson Correlation	.279**	.296**	.238**	.415**	.454**	1	.580**
	Sig. (2-tailed)	.001	.001	.006	.000	.000		.000
	N	130	130	130	130	130	130	130
Penilaian Kinerja Karyawan	Pearson Correlation	.700**	.808**	.743**	.808**	.836**	.580**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	130	130	130	130	130	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Processed primary data

Table 4.
Results of Employee Productivity Validity Test

Correlations

		Y_1	Y_2	Y_3	Y_4	Y_5	Y_6	Produktivitas Karyawan
Y_1	Pearson Correlation	1	.757**	.726**	.729**	.385**	.511**	.803**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	130	130	130	130	130	130	130
Y_2	Pearson Correlation	.757**	1	.849**	.861**	.666**	.419**	.913**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	130	130	130	130	130	130	130
Y_3	Pearson Correlation	.726**	.849**	1	.814**	.676**	.527**	.915**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	130	130	130	130	130	130	130
Y_4	Pearson Correlation	.729**	.861**	.814**	1	.671**	.566**	.931**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	130	130	130	130	130	130	130
Y_5	Pearson Correlation	.385**	.666**	.676**	.671**	1	.479**	.787**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	130	130	130	130	130	130	130
Y_6	Pearson Correlation	.511**	.419**	.527**	.566**	.479**	1	.673**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	130	130	130	130	130	130	130
Produktivitas Karyawan	Pearson Correlation	.803**	.913**	.915**	.931**	.787**	.673**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	130	130	130	130	130	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Processed primary data

Based on the validity test results presented in the tables above, it is known that each question measuring the variables of compensation, training, employee performance appraisal, and employee productivity has a calculated r-value greater than the table r-value (0.1723). Thus, it can be concluded that all question items in the questionnaire are declared valid.

Reliability Test

Reliability refers to the definition that an instrument can be trusted to be used as a measurement tool. Reliability measurement was conducted with the help of SPSS software version 30, with the criterion that if the Cronbach's Alpha value is greater than 0.7, the variable is deemed to have good reliability.

Table 5.
Results of Reliability Test for Research Variables

Variables	Cronbach's Alpha Value	Conclusion
Compensation	0.838	Reliable
Training	0.798	Reliable
Employee Performance Appraisal	0.844	Reliable
Employee Productivity	0.915	Reliable

Source: Processed primary data

The reliability test results show that the Cronbach's Alpha values obtained are greater than 0.7 for all variables. Therefore, it can be concluded that all question items for each variable have good reliability and are suitable for use as research instruments.

Normality Test

The normality test was conducted using the Kolmogorov-Smirnov analysis technique, with the test criterion being that if the probability value (Sig.) > 0.05, the data is normally distributed, and if the probability value (Sig.) < 0.05, the data is not normally distributed. The results of the residual normality test are presented in the following table.

Table 6.
Results of Normality Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			130
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		3.83223495
Most Extreme Differences	Absolute		.077
	Positive		.049
	Negative		-.077
Test Statistic			.077
Asymp. Sig. (2-tailed)[c]			.059
Monte Carlo Sig. (2-tailed)[d]	Sig.		.062
	99% Confidence Interval	Lower Bound	.056
		Upper Bound	.068

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 112562564.

Source: Processed primary data

Based on Table 6, it is known that the probability value (Sig.) is 0.059, which is greater than 0.05. Therefore, it can be concluded that the regression model residuals follow a normal distribution.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a relationship or correlation between independent variables. One of the requirements that must be met by a multiple linear regression model is that the independent variables must be mutually independent. If the independent variables have the same indicators, the resulting regression coefficients will be biased. The multicollinearity test was conducted using SPSS version 30, with the test criterion being that if the tolerance value is greater than 0.1 or the VIF (Variance Inflation Factor) is less than 10, there is no multicollinearity in the data.

Table 7.
Results of Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kompensasi	.570	1.754
	Pelatihan	.529	1.889
	Penilaian Kinerja Karyawan	.612	1.635
	Unstandardized Residual	1.000	1.000

a. Dependent Variable: Produktivitas Karyawan

Source: Processed primary data

The results show that all three independent variables—compensation, training, and employee performance appraisal—have tolerance values greater than 0.1 and VIF values less than 10. Thus, it can be concluded that there is no relationship between the independent variables.

Multiple Linear Regression Analysis

The hypothesis test in this study uses a multiple linear regression model. The multiple linear regression model is used to determine the influence of more than one independent variable on the dependent variable. The results of the multiple linear regression test can be seen in the table below.

Table 8.
Results of Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.923	2.463		-2.811	.006
	Kompensasi	.383	.099	.299	3.871	<,001
	Pelatihan	.382	.114	.268	3.340	.001
	Penilaian Kinerja Karyawan	.495	.114	.324	4.335	<,001

a. Dependent Variable: Produktivitas Karyawan

Source: Processed primary data

Based on Table 8, the regression equation model can be determined as follows:

$$Y = -6.923 + 0.383X_1 + 0.382X_2 + 0.495X_3$$

From this model, the constant value (β_0) is -6.923, which is the predicted value of employee productivity (Y) if the scores of the independent variables are zero. The regression

coefficient for compensation (β_1) is 0.383, meaning that for every 1-point increase in the compensation variable, employee productivity increases by 0.383. The coefficient for the training variable (β_2) is 0.382, indicating that for every 1-point increase in the training variable, employee productivity increases by 0.382. The coefficient for the employee performance appraisal variable (β_3) is 0.495, showing an increase in employee productivity for every 1-point increase in the X_3 variable. The positive coefficients of all three X variables indicate that compensation, training, and employee performance appraisal have a positive or unidirectional influence on employee productivity.

Coefficient of Determination Test

The coefficient of determination measures the extent to which the model can explain the variation in the independent variables. In a simple linear regression model, the R Square value is used to determine how much influence the dependent variable has on the independent variables.

Table 9.
Results of Coefficient Determination Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755[a]	.570	.560	3.87759

a. Predictors: (Constant), Penilaian Kinerja Karyawan, Kompensasi, Pelatihan

Source: Processed primary data

The results of the coefficient of determination analysis in Table 9 show an R-square value of 0.570. This means that 57% of the variability in employee productivity can be explained by compensation, training, and employee performance appraisal, while the remaining 43% is explained by other variables outside this study.

Simultaneous Test (F-Test)

The F-test is used to determine whether the independent variables simultaneously or collectively have a significant influence on the dependent variable.

Table 10.
Results of ANOVA for Multiple Regression Model

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2514.772	3	838.257	55.751	<,001[b]
	Residual	1894.497	126	15.036		
	Total	4409.269	129			

a. Dependent Variable: Produktivitas Karyawan

b. Predictors: (Constant), Penilaian Kinerja Karyawan, Kompensasi, Pelatihan

Source: Processed primary data

Based on the F-test results in Table 10, the F-value is 55.751 with a probability value (Sig.) of 0.000, which is less than 0.05. Thus, it can be concluded that compensation, training, and employee performance appraisal collectively or simultaneously have a significant influence on (Y).

Partial Test (t-Test)

The t-test is conducted to determine whether the independent variables individually have a significant influence on the dependent variable. The results of the t-test can be seen in Table 11, where the t-value for the compensation variable is 3.871 with a significance value of 0.000, the t-value for the training variable is 3.340 with a significance value of 0.001, and the t-value for the employee performance appraisal variable is 4.335 with a significance value of 0.000. Since the probability values obtained for all three independent variables are less than 0.05, it can be concluded that compensation, training, and employee performance appraisal each have a significant partial influence on employee productivity.

Table 11.
Results of the t-Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.923	2.463		-2.811	.006
	Kompensasi	.383	.099	.299	3.871	<,001
	Pelatihan	.382	.114	.268	3.340	.001
	Penilaian Kinerja Karyawan	.495	.114	.324	4.335	<,001

a. Dependent Variable: Produktivitas Karyawan

Source: Processed primary data

CONCLUSION

The conclusions from the research conducted at PT. Unggul Widya Teknologi Lestari (PT. UWTL) in Pasangkayu are as follows:

1. The compensation variable has a positive and significant effect on employee productivity at PT. Unggul Widya Teknologi Lestari (PT. UWTL) Pasangkayu (t-value = 3.871, $p < 0.05$), meaning that the higher the compensation provided, the higher the employee productivity.
2. The training variable has a positive and significant effect on employee productivity at PT. Unggul Widya Teknologi Lestari (PT. UWTL) Pasangkayu (t-value = 3.340, $p < 0.05$), meaning that the more training provided, the higher the employee productivity.
3. The employee performance appraisal variable has a positive and significant effect on employee productivity at PT. Unggul Widya Teknologi Lestari (PT. UWTL) Pasangkayu (t-value = 4.335, $p < 0.05$), meaning that the more objective the appraisal provided, the higher the employee productivity.

Thus, it can be concluded from this research that compensation, training, and employee performance appraisal each partially have a significant positive effect on employee productivity (H1, H2, and H3 are accepted).

Based on the research that has been conducted, the suggestion that can be provided is that future researchers are recommended to add factors or variables beyond compensation, training, employee performance appraisal, and employee productivity. The addition of variables is useful for identifying gaps in previous literature, enabling researchers to explore the novelty of the current study.

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