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ANALYSIS OF THE EFFECT OF COMPETENCY, TRAINING, COMPENSATION, AND WORK DISCIPLINE ON EMPLOYEE WORK PRODUCTIVITY OF PT. MULIA WISATA PERKASA, LHOKSEUMAWE CITY

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Abstract

This study aims to analyze the influence of competence, training, compensation, and work discipline on the work productivity of employees of PT. Mulia Wisata Perkasa, Lhokseumawe City. The study uses a quantitative approach with primary data collected through interviews and questionnaires. The sample consisted of 59 respondents selected using purposive sampling based on their understanding and involvement in the company's operational activities. The instrument used a five-level Likert scale. The data were analyzed using multiple linear regression with SPSS 27, accompanied by validity, reliability, classical assumption tests, t-tests, and F-tests. The reported test results indicate that competence, training, compensation, and work discipline each have a positive and significant effect on work productivity, with significance values of 0.043; 0.000; 0.002; and 0.009, respectively. Training has the largest regression coefficient, namely 0.770. Simultaneously, the four variables have a significant effect with an F of 89.085 and a significance of 0.000. The reported adjusted R^2 value is 0.728. Research findings support competency development, regular training implementation, fair compensation, and consistent implementation of work discipline to increase employee productivity.

Keywords: work discipline; compensation; competence; training; work productivity

INTRODUCTION

Human resource management encompasses the planning, development, mobilization, and supervision of the workforce to achieve optimal results (Yanis, 2019). Changing job requirements and service demands require companies to develop knowledge, skills, and work behaviors in line with employee responsibilities (Anwar et al., 2025). Competency-based management, attention to well-being, and productive work relationships are necessary to enhance employee contributions to organizational goals (Wahyudi et al., 2025).

PT. Mulia Wisata Perkasa is a travel and transportation services company with operations in Lhokseumawe City and a service network in Aceh and North Sumatra. This business's characteristics place service quality and employee productivity as crucial aspects of the company's activities. Employees need to understand their duties, provide good service, and carry out their work in accordance with operational regulations. The phenomenon presented in the study indicates variations in productivity among employees. Some employees demonstrate high work performance, while others are less than optimal in completing their tasks. Differences in competency, lack of ongoing training, dissatisfaction with compensation, and weak work discipline are suggested as conditions possibly related to this variation.

Competence and training are related to employee readiness to perform their jobs. Competence reflects an individual's capacity to use knowledge, skills, and experience effectively, while training provides opportunities to develop abilities relevant to job requirements. Research by Maulana et al. (2023) demonstrates the influence of competence on work productivity. Meanwhile, Holy et al. (2023) explain the role of training in improving employee productivity. In transportation service companies, these two aspects relate to the ability to understand procedures, complete tasks, and provide service. Employees who possess adequate skills and receive targeted development are expected to work more efficiently and maintain the quality of their work.

Compensation is a reward for employee contributions that can boost motivation to produce better work (Dunggio et al., 2021). Meanwhile, discipline reflects an awareness of following rules, respecting time, and carrying out responsibilities. Discipline supports work order and the achievement of company standards (Fiernaningsih & Herijanto, 2019). Therefore, skill development requires appropriate rewards and consistent work behavior.

Previous research has not shown a uniform influence across organizational contexts. Amuntai et al. (2024) and Maulana et al. (2023) reported a positive and significant influence of competence on productivity, while Suherman et al. (2024) showed an insignificant influence. Regarding compensation, Agustina et al. (2023) and Ira Agustini and Dewi (2019) found a positive and significant influence, while Ika and Sitompul (2022) reported that the partial effect of compensation was insignificant. Differences were also found in work discipline. Harahap and Sijabat (2022) stated an influence on productivity, while Tanjung and Mardhiyah (2023) found no effect. These differences in findings serve as the basis for examining the relationship between variables in the context of PT. Mulia Wisata Perkasa.

This study aims to determine and analyze the influence of competence, training, compensation, and work discipline on employee productivity at PT. Mulia Wisata Perkasa, Lhokseumawe City. The results are expected to add empirical evidence to human resource management in transportation services companies in Aceh. For companies, this research can be used as a consideration in developing employee capabilities, designing training according to needs, providing fair compensation, and implementing discipline consistently.

LITERATURE REVIEW

Employee Work Productivity

Work productivity demonstrates a person's ability and willingness to produce goods or services using resources effectively and efficiently (Eksan & Dharmawan, 2020). This definition encompasses the results obtained as well as the utilization of time, energy, and skills in work. Productivity is also related to quality, timeliness, and responsibility for tasks (Ika & Sitompul, 2022). Assessments should consider the conformity of results to organizational standards as well as the efficiency of implementation.

This study used five productivity indicators: capability, improved results, work enthusiasm, self-development, and quality (Utami & Askiah, 2021). Capability reflects the ability to perform tasks. Improving results relates to efforts to improve work output and the efficiency of resource use. Work enthusiasm reflects enthusiasm for completing responsibilities, while self-development demonstrates a willingness to learn and improve skills. Quality relates to the accuracy and conformity of results to established standards.

Competence and Work Productivity

Competence is the ability to perform work based on knowledge, skills, and work attitudes that align with task demands (Pratama & Permatasari, 2021). Competence encompasses individual capacities that enable work to be completed effectively, including experience and maturity in carrying out responsibilities (Maulana et al., 2023). In this study, competence was measured through knowledge, skills, attitudes and values, experience, and effectiveness and efficiency (Damastara & Sitohang, 2020). Knowledge relates to understanding work and procedures, while skills demonstrate the ability to apply them. Attitudes and values reflect responsibility and work commitment. Experience strengthens the ability to deal with work situations, while effectiveness and efficiency indicate the ability to achieve results with the appropriate use of resources.

Competent employees can understand instructions, solve problems, and adapt to job changes. The relationship between competence and productivity is supported by Maulana et al. (2023), Amuntai et al. (2024), and Marthalia and Anisah (2020). Competence development occurs through education, training, and experience. Learning opportunities and feedback help employees improve their knowledge and behavior to remain aligned with job requirements (Damastara & Sitohang, 2020). Based on the conceptual relationship and previous findings, the first hypothesis is formulated as follows.

H1: Competence influences employee work productivity at PT. Mulia Wisata Perkasa, Lhokseumawe City.

Training and Work Productivity

Training is a systematic process to improve employees' knowledge, skills, and abilities in performing their jobs (Harahap & Sijabat, 2022). Training is an investment in human capital development because it improves skills and readiness to face task demands (Holy et al., 2023). A tailored program is expected to help employees reduce errors, improve work quality, and use time efficiently. Effective training requires needs identification, management

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support, appropriate instructors, and opportunities to apply the material. Post-program evaluation is necessary to determine its benefits to employee capabilities (Holy et al., 2023).

Training indicators include training objectives, training materials, training methods, participant qualifications, and trainer qualifications (Kristianto et al., 2023). Objectives indicate the development targets to be achieved, while materials must be appropriate to task requirements. Methods relate to the delivery method that helps participants understand and apply knowledge. Participant qualifications indicate the suitability of initial abilities to training activities, while trainer qualifications encompass the expertise and ability to guide participants. Harahap and Sijabat (2022), Holy et al. (2023), and Kristianto et al. (2023) demonstrated a positive and significant effect of training on productivity. Based on this, the second hypothesis is formulated as follows.

H2: Training has an impact on employee work productivity at PT. Mulia Wisata Perkasa, Lhokseumawe City.

Compensation and Work Productivity

Compensation includes rewards in the form of money, goods, or facilities as a reward for employee contributions (Purnomo & Utami, 2021). From an expectancy perspective, employees are motivated to increase their efforts when they believe their work will be rewarded with value (Dunggio et al., 2021). Perceptions of fairness play a role through the match between rewards received and job responsibilities. Appropriate compensation is expected to foster enthusiasm, satisfaction, and loyalty, leading to better employee performance (Ira Agustini & Dewi, 2019). Compensation policies also consider employee contributions and company capabilities.

Compensation is measured using salary, incentives, bonuses, allowances, and facilities (Dunggio et al., 2021). Salary is the basic reward, while incentives and bonuses relate to recognition for work achievements. Allowances provide additional support for well-being, while facilities enhance comfort and job performance. These components reflect the company's appreciation for employee contributions. Agustina et al. (2023), Dunggio et al. (2021), and Purnomo and Utami (2021) found a positive and significant effect of compensation on productivity. Conversely, Ika and Sitompul (2022) showed that compensation had no significant partial effect. Considering this relationship, the third hypothesis is formulated as follows.

H3: Compensation has an effect on employee work productivity at PT. Mulia Wisata Perkasa, Lhokseumawe City.

Work Discipline and Work Productivity

Work discipline is an employee's awareness and willingness to comply with company regulations and applicable norms (Ika & Sitompul, 2022). Discipline is reflected in consistent performance of duties, respect for time, and responsibility for meeting work standards (Fiernaningsih & Herijanto, 2019). Its formation is related to consistently applied rewards and sanctions to reinforce compliant behavior (Ika & Sitompul, 2022). Leadership exemplary behavior, fair treatment, and personal awareness also support employee compliance and responsibility (Ira Agustini & Dewi, 2019).

Work discipline in this study was measured through punctuality, neatness of dress, compliance with regulations, work responsibility, and attendance and work activity (Hayatun & Ernawati, 2022). Punctuality and attendance relate to readiness to carry out tasks according to schedule. Neatness of dress reflects adherence to appearance requirements, while compliance with regulations indicates a willingness to follow company procedures. Responsibility and work activity reflect involvement in completing work. The effect of discipline on productivity is supported by Hayatun and Ernawati (2022), Harahap and Sijabat (2022), and Fiernaningsih and Herijanto (2019). Tanjung and Mardhiyah (2023) showed different results, namely that discipline has no effect on productivity. The fourth hypothesis is formulated as follows.

H4: Work discipline influences employee work productivity at PT. Mulia Wisata Perkasa, Lhokseumawe City.

The research's conceptual framework positions competence, training, compensation, and work discipline as independent variables linked to work productivity as the dependent variable. Competence reflects the ability to perform tasks, training relates to skill development, compensation reflects recognition for contributions, and work discipline demonstrates consistency in enforcing rules and responsibilities. These relationships are examined to explain the influence of each aspect of human resource management on employee productivity in the companies studied.

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RESEARCH METHODS

Research design and respondent selection

This quantitative research analyzes the influence of competence, training, compensation, and work discipline on the work productivity of employees of PT. Mulia Wisata Perkasa, Lhokseumawe City. The company provides travel services, passenger transportation, and package and goods delivery. The research location is at Jalan Merdeka Barat No. 179C, Keude Cunda, Muara Dua District, Lhokseumawe City.

The study population consisted of all employees involved in the company's operational activities. A purposive sampling technique was used, with respondents having a clear understanding of and direct involvement in operational activities. The sample included 59 respondents from the management, administration, and driver departments.

Primary data was obtained through interviews and questionnaires distributed to employees. The questionnaires were administered from March 2 to 15, 2025, and 59 responses were used in the analysis. The instrument used a Likert scale with scores ranging from 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. These scores reflect respondents' responses to statements in each research variable.

Operational definitions and research instruments

Work productivity is placed as the dependent variable, while competence, training, compensation, and work discipline are the independent variables. The instrument presented in the questionnaire appendix and validity table contains 30 statements. Competence, training, compensation, and work discipline are each measured by five statements, while work productivity is measured by ten statements representing five dimensions. The operational definitions and indicators for each variable are summarized in Table 1.

Table 1. Operational definitions and indicators of variables

Variables	Operational definition	Indicator	Item
Competence (X_1)	The ability to carry out work based on knowledge, skills and work attitudes.	Knowledge; skills; attitudes and values; experience; effectiveness and efficiency.	5
Training (X_2)	The process of increasing knowledge and skills and changing attitudes so that employees work more effectively.	Objectives; materials; methods; participant qualifications; trainer qualifications.	5
Compensation (X_3)	Rewards for employee services in the form of money, goods, or facilities, directly or indirectly.	Salary; incentive; bonus; allowance; facilities.	5
Work discipline (X_4)	Awareness and willingness to comply with company regulations and applicable norms.	Punctuality; neatness of dress; compliance with rules; responsibility; presence and activeness at work.	5
Work productivity (Y)	Mental attitude and personal abilities are reflected in the effectiveness of the use of organizational resources.	Ability; increased results; work enthusiasm; self-development; quality.	10

Source: Operational definitions and research questionnaire (2025).

Competency indicators refer to Damastara and Sitohang (2020), training in Kristianto et al. (2023), compensation in Dunggio et al. (2021), work discipline in Hayatun and Ernawati (2022), and work productivity in Utami and Askiah (2021). These indicators served as the basis for compiling the questionnaire.

Instrument testing and analysis techniques

Instrument validity was assessed through item correlation with the total variable score, then compared with the r table of 0.2521 used in the study. Instrument consistency was assessed using Cronbach's alpha with an acceptance limit greater than 0.60. Instrument testing was conducted prior to analysis of intervariable relationships.

Classical assumption tests include normality, multicollinearity, and heteroscedasticity. Normality is examined using residual histograms and normal probability plots. Multicollinearity is assessed based on a tolerance greater than 0.10 and a variance inflation factor (VIF) less than 10. Heteroscedasticity testing uses Spearman

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correlation, with a significance value greater than 0.05 as the basis for assessing the absence of heteroscedasticity symptoms. These criteria follow the testing procedures used in the study.

The main analysis used multiple linear regression with SPSS 27. This model was used to examine the relationship between each independent variable and work productivity when other independent variables were taken into account. Partial testing was performed using a t-test, while joint testing was performed using an F-test with a significance level of 0.05. The coefficient of determination was used to describe the model's ability to explain variations in work productivity (Ghozali, 2021). The research regression model is described as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \quad (1)$$

In this equation, Y represents work productivity; X_1 represents competence; X_2 represents training; X_3 represents compensation; and X_4 represents work discipline. The symbol α represents a constant, β_1 through β_4 represent regression coefficients, and ε represents the error component. The direction of the coefficient indicates the direction of the relationship between the variables, while the decision regarding significance follows the results of the hypothesis testing.

RESULTS AND DISCUSSION

Description of objects and characteristics of respondents

PT. Mulia Wisata Perkasa develops passenger transportation and freight services. The business began in 2006 under the name CV. Mulia Wisata Taksi, then transformed into a limited liability company in 2013. Operations in Lhokseumawe City support community mobility and the distribution of goods between Aceh and North Sumatra. The company's services emphasize comfort, safety, and customer satisfaction, ensuring that employees' performance is closely linked to the quality of service provided.

The profile of the 59 respondents shows that the age group under 30 years old dominated the sample, namely 42 people (71.2%). Most respondents were married and had a high school education. Based on job title, the main driver and second or backup driver were the largest groups, each with 25 people (42.4%). The most common length of service was 3 to 4 years, namely 33 people (55.9%). Details of respondent characteristics are presented in Table 2.

Table 2. Characteristics of research respondents

Characteristics	Category	Amount	Percentage (%)
Age	<30 years	42	71.2
Age	31–40 years	15	25.4
Age	41–50 years	1	1.7
Age	>50 years	1	1.7
Marital status	Marry	58	98.3
Marital status	Not married yet	1	1.7
last education	High School	52	88.1
last education	S1	7	11.9
Position	Owner	1	1.7
Position	Ownership line-up	4	6.8
Position	Administrative staff	4	6.8
Position	Main driver	25	42.4
Position	Second or backup driver	25	42.4
Years of service	1–2 years	25	42.4
Years of service	3–4 years	33	55.9
Years of service	>5 years	1	1.7

Source: Research data, processed (2026).

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The composition of respondents primarily reflects the driver's role. Owners, line owners, and administration remain to a lesser extent covered. These characteristics provide the context for interpreting the results for the transportation service companies studied.

Description of responses to research variables

Respondent responses indicated a generally positive assessment of the research variables. All item averages were above the midpoint of the scale. Table 3 summarizes the mean ranges and standard deviations for training, compensation, work discipline, and productivity, along with the competency items discussed in the descriptive results.

Table 3. Summary of descriptive statistics of research items

Variable or item	N	Average grain	Standard deviation of items
Competence, item X1.5	59	4,0508	0.75255
Training, X2.1–X2.5	59	3.3390–3.9322	0.70979–0.85234
Compensation, X3.1–X3.5	59	3.8644–4.1186	0.59562–0.82410
Work discipline, X4.1–X4.5	59	3.7797–4.1186	0.69691–0.85234
Labor productivity, Y1–Y10	59	3.3390–3.9322	0.66163–0.85234

Source: Research data, processed (2026). Competency statistics follow point X1.5 discussed in the source text.

The highest and lowest average training scores were found in X2.3 at 3.9322 and X2.1 at 3.3390. In compensation, both were found in X3.4 at 4.1186 and X3.2 at 3.8644. All standard deviations of the items presented were below one, indicating a relatively low distribution of answers as described in the descriptive results.

Work discipline received the highest score at X4.2 at 4.1186 and the lowest at X4.3 at 3.7797. In productivity, the highest score was at Y5 at 3.9322, while the lowest scores were at Y3 and Y10, each at 3.3390. Competency statistics refer to X1.5, with an average of 4.0508 and a standard deviation of 0.75255.

Validity and reliability of the instrument

The validity test results showed that all 30 statements had a calculated r value greater than the table r value of 0.2521 used in the study. All items were declared valid. Table 4 summarizes the item correlation range and reliability of each variable.

Table 4. Summary of instrument validity and reliability

Variables	Item	Range of r count	r table	Cronbach's alpha	Results
Competence	5	0.800–0.832	0.2521	0.875	Valid and reliable
Training	5	0.701–0.816	0.2521	0.803	Valid and reliable
Compensation	5	0.741–0.857	0.2521	0.838	Valid and reliable
Work discipline	5	0.718–0.810	0.2521	0.840	Valid and reliable
Work productivity	10	0.549–0.815	0.2521	0.895	Valid and reliable

Source: Research data, processed (2026).

The Cronbach's alpha values for all variables exceeded 0.60, with a range of 0.803 to 0.895. Based on the criteria used, the instrument was declared reliable and could proceed to the analysis of intervariable relationships.

Classical assumption testing

A histogram of normality revealed a residual distribution resembling a bell curve, with a relatively even distribution on both sides of the midpoint. In a normal probability plot, the residual points lie around the diagonal line and follow the direction of the line. Based on the graph, the study concluded that the residuals meet the assumption of normality. The following graph represents the original output presented in the study.

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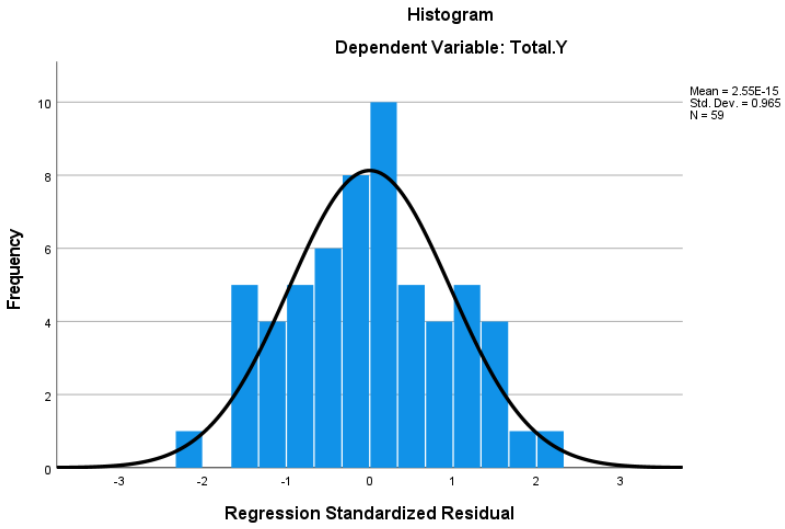


Figure 1. Histogram of standardized residuals
Source: Results of research data processing (2026).

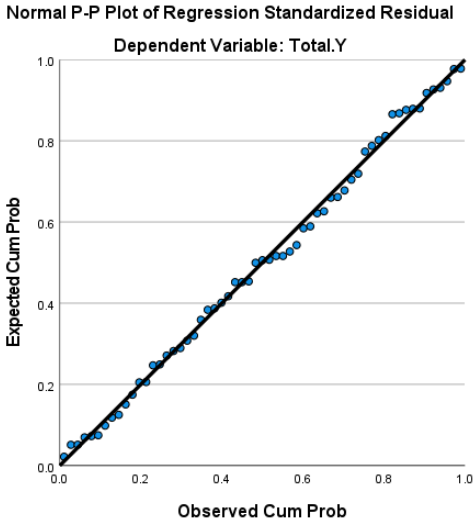


Figure 2. Normal residual probability plot
Source: Results of research data processing (2026).

Multicollinearity testing showed that the tolerance values for all variables were greater than 0.10 and the VIF was less than 10. Based on these criteria, the study concluded that there were no symptoms of multicollinearity. Heteroscedasticity testing yielded Spearman significance values of 0.720 for competence, 0.815 for training, 0.922 for compensation, and 0.941 for work discipline. All values were above 0.05, thus the study concluded that there were no symptoms of heteroscedasticity.

Table 5. Results of multicollinearity and heteroscedasticity

Variables	Tolerance	VIF	Spearman's Significance
Competence	0.690	3,371	0.720
Training	0.602	4,858	0.815
Compensation	0.321	3,117	0.922
Work discipline	0.732	2,509	0.941

Source: Research data, processed (2026).

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Multiple linear regression and partial testing

The results of multiple linear regression show positive coefficients for all independent variables, with a constant of 3.967. Table 6 presents the coefficients, standard errors, standardized betas, and partial test results in accordance with the research test results.

Table 6. Regression coefficients and partial test results

Variables	B	Standard error	Beta	t	Sig.
Constant	3,967	1,378		2,879	0.006
Competence	0.142	0.192	0.084	1,740	0.043
Training	0.770	0.141	0.973	2,572	0,000
Compensation	0.148	0.115	0.080	1,923	0.002
Work discipline	0.220	0.221	0.012	1,980	0.009

Source: Research data, processed (2026).

Based on the significance values listed in the table, competency has a significance of 0.043, training 0.000, compensation 0.002, and work discipline 0.009. All values are less than 0.05. Therefore, the results of the study state that all four variables have a positive and partially significant effect on employee work productivity. This decision supports H1, H2, H3, and H4 as formulated in the study.

Training had the largest B coefficient, 0.770, and the largest standardized beta, 0.973. These results form the basis for the discussion, which places training as the most influential variable in the research model. The positive trends in competence, compensation, and work discipline indicate that improvements in each aspect are associated with increased productivity, even considering the presence of other variables in the model.

Coefficient of determination and simultaneous testing

The model summary lists an R of 0.766, an R^2 of 0.833, an adjusted R^2 of 0.728, and a standard error of 1.41773. In the research discussion, the adjusted R^2 is used to explain that the four variables are associated with 72.8% of the variation in work productivity, while 27.2% is attributed to other factors outside the model. A summary of the model figures is presented in Table 7.

Table 7. Summary of regression models

R	R^2	Adjusted R^2	Standard error of estimate
0.766	0.833	0.728	1.41773

Source: Research data, processed (2026).

The simultaneous test yielded an F-value of 89.085 with a significance level of 0.000. The study compared these results with the F-table value of 2.37 and concluded that competence, training, compensation, and work discipline collectively significantly influence work productivity. Table 8 presents the components of the simultaneous test as reported in the research findings.

Table 8. Simultaneous test results

Component	Sum of squares	df	Mean of square	F	Sig.
Regression	1,520,208	4	380,052	89,085	0,000
Residual	108,538	54	2,010		
Total	1,628,746	58			

Source: Research data, processed (2026).

The influence of competence on work productivity

Competence has been reported to have a positive and significant impact on work productivity. Knowledge, skills, attitudes and values, experience, and effectiveness and efficiency help employees understand tasks and complete work according to company requirements. These capabilities also support adaptation to job changes and maintain the quality of transportation services.

These findings align with Maulana et al. (2023), Amuntai et al. (2024), and Marthalia and Anisah (2020), who link competence to productivity. The results support the development of knowledge, skills, and experiential learning. This contrasts with Suherman et al. (2024), who reported no significant effect in a previous study,

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highlighting the need to interpret the results within the context of the research object. The conclusions of this study remain focused on respondents from transportation service companies in Lhokseumawe.

The effect of training on work productivity

Training was reported to have a positive and significant effect and had the largest coefficient in the model. These results demonstrate the importance of programs that improve employee knowledge, technical skills, and job understanding. Tailored training helps employees reduce errors, improve service quality, and complete work more efficiently. Therefore, the research findings place training as a primary focus in efforts to increase productivity in the research subjects.

These findings support those of Harahap and Sijabat (2022), Holy et al. (2023), and Kristianto et al. (2023). Training effectiveness is related to clarity of objectives, appropriateness of material, delivery methods, participant readiness, and trainer capabilities. Consequently, companies need to conduct regular training according to job needs and changes in the work environment. Management's learning opportunities should be followed by employees' efforts to apply training findings in their work.

The effect of compensation on work productivity

Compensation has been reported to have a positive and significant impact on work productivity. Rewards in the form of salaries, incentives, bonuses, allowances, and facilities serve as a form of recognition for employee contributions. When rewards are perceived as commensurate with the work performed, employees are motivated to maintain their enthusiasm and deliver better work results. This interpretation aligns with research discussing the relationship between compensation, work motivation, and productivity.

These findings support those of Dunggio et al. (2021), Purnomo and Utami (2021), and Agustina et al. (2023), who reported the effect of compensation on productivity. These results differ from those of Ika and Sitompul (2022), whose previous study reported no significant partial effect of compensation. These differences support the empirical rationale for this study, which examines compensation on different subjects. At PT. Mulia Wisata Perkasa, Lhokseumawe City, research recommendations focus on maintaining a fair compensation system that aligns with employee contributions.

The influence of work discipline on work productivity

Work discipline has been reported to have a positive and significant impact on work productivity. Compliance with regulations, punctuality, responsibility for tasks, and maintaining work standards are factors that support orderly work execution. Disciplined employees can carry out their responsibilities according to company schedules and targets. In the transportation industry, work order is part of the service process involving drivers, administration, and company management.

The research findings support those of Hayatun and Ernawati (2022), Harahap and Sijabat (2022), and Fiernaningsih and Herijanto (2019). These findings differ from those of Tanjung and Mardhiyah (2023), who reported no effect of work discipline on productivity in their previous study. The implications for companies are the need for effective supervision, exemplary leadership, and consistent implementation of rules. For employees, discipline must be demonstrated through adherence to work regulations and the completion of assigned responsibilities.

Collective influence and implications of employee management

The results of the simultaneous test support the study's conclusion that work productivity is related to a combination of competence, training, compensation, and work discipline. Competence provides the ability to perform tasks, training supports the development of those abilities, compensation rewards contributions, and discipline maintains consistency in work performance. This discussion demonstrates that management's attention to all four aspects is essential to support the achievement of company goals.

It is recommended that these four aspects be managed sustainably. Other factors, such as motivation, job satisfaction, work environment, organizational culture, leadership, and workload, are areas for further research. These factors were not tested in this research model.

CONCLUSION

Based on the reported test results, competence, training, compensation, and work discipline each have a positive and significant effect on employee productivity at PT. Mulia Wisata Perkasa, Lhokseumawe City. All four

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variables also have a significant effect simultaneously. Training has the largest regression coefficient compared to other variables. This conclusion supports the main research finding that increased productivity is related to employee capabilities, development through training, recognition for contributions, and consistency of work behavior.

Companies are advised to improve competency through skill and knowledge development, provide regular training according to job requirements, maintain a fair compensation system, and enforce work discipline through supervision and leadership role models. Employees are expected to develop skills, utilize training programs, and comply with company regulations. Future research could include work motivation, job satisfaction, work environment, organizational culture, leadership, or workload, as well as expand the respondents and research objects to gain a more comprehensive understanding of work productivity.

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