

# The Impact of Burnout, Work Environment, and Work Motivation on Employee Productivity: Evidence

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## ABSTRACT

This study aims to examine the impact of burnout, work environment, and work motivation on employee productivity at PT Yuasa Industrial Battery Indonesia. Employing a descriptive quantitative design, this research used a saturated sampling technique involving all 53 employees of the company as respondents. Data were analyzed using multiple linear regression to assess the individual and simultaneous effects of the variables. The results indicate that burnout has no significant effect on employee productivity ( $p > 0.05$ ), whereas both work environment and work motivation show positive and significant effects ( $p < 0.05$ ). The model explains 58.8% ( $R^2 = 0.588$ ) of the variation in employee productivity. These findings align with Herzberg's Two-Factor Theory, emphasizing that intrinsic and extrinsic motivators are key drivers of performance. The insignificance of burnout suggests the presence of possible mediating factors such as job satisfaction or organizational culture. The study's originality lies in its empirical evidence from Indonesia's battery manufacturing sector, contributing to the human resource management literature by integrating psychological and environmental dimensions of productivity. Practically, the results imply that companies should prioritize supportive work environments and motivation-enhancing strategies to sustain high employee performance and organizational competitiveness.

**Keywords:** Burnout, Work Environment, Motivation, Employee Productivity.

## I. Introduction

At present, companies of all types, whether large or small, cannot be separated from the element of human resources. This resource consists of individuals who contribute their energy, thoughts, talents, creativity, and efforts in the workplace. Companies expect employees to carry out assigned tasks with professionalism, demonstrated through critical thinking, hard work, discipline, honesty, high loyalty, and full dedication to achieve success in their work. Corporate management continuously strives to improve employees' work productivity. Human Resource Management is the science of managing, planning, and developing individuals within an organization to be utilized efficiently and effectively in order to achieve organizational or corporate goals. According to Bintoro and Daryanto (2017) as cited in Suprpto et al. (2023), Human Resource Management, abbreviated as HRM, is a science or method of organizing relationships and roles of human resources (labor) efficiently and effectively, so that they can be maximized to achieve the collective goals of the company, employees, and society.

Human Resource Management encompasses activities ranging from planning, organizing, mobilizing, developing, to supervising in order to achieve organizational goals effectively and efficiently. The main focus lies in managing human beings as potential resources that must be nurtured and developed. According to Ihda (2019), human resources are inseparable components of an organization, whether in institutions or companies. Consequently, humans, as the most valuable assets of a company, must be given proper attention and well managed. This is done to ensure that the human resources within an organization can perform optimally to achieve organizational goals and enhance employee productivity (Diah et al., 2024). In this regard, employee productivity serves as the primary capital and essential element for a company's success. Human Resource Management is not only concerned with managing the workforce but also with fostering productivity, loyalty, and strong work motivation among all employees. The success of HRM is closely related to the level of employee productivity in carrying out their tasks. Productivity refers to the ability of employees to complete their work within a given timeframe. According to Diah et al. (2024), productivity is the ability of every individual, system, or company to utilize resources efficiently and productively to achieve desired outcomes.

Employee productivity not only affects the results of individual or organizational performance but also has a significant impact on the overall work environment and atmosphere. Employees with high productivity levels are able to complete tasks more efficiently and accurately, thereby increasing the volume of output. This situation enables companies to save time and reduce operational costs while maintaining, and even improving, the quality of products or services offered to consumers. The phenomenon reflecting the level of employee productivity at PT Yuasa Industrial Battery Indonesia can be observed through employee attendance data over the past year, as presented in the following table:

**Table 1. Sales Performance of PT Yuasa Industrial Battery Indonesia**

No.	Month	Total Sales (Units)	Sales Target (Rp)	Actual Sales (Rp)	Sales Percentage
1	Jul-24	16	20,000,000,000	18,290,823,490	91.46%
2	Aug-24	16	20,000,000,000	18,267,866,861	91.34%
3	Sep-24	16	20,000,000,000	20,898,184,626	100%
4	Oct-24	16	20,000,000,000	20,653,642,806	100%
5	Nov-24	16	20,000,000,000	18,280,642,806	91.40%
6	Dec-24	16	20,000,000,000	17,980,324,006	89.90%
7	Jan-25	16	20,000,000,000	14,964,132,043	74.82%
8	Feb-25	16	20,000,000,000	21,136,296,760	100%
9	Mar-25	16	20,000,000,000	23,777,269,870	100%
10	Apr-25	16	20,000,000,000	19,280,232,900	96.40%
11	May-25	16	20,000,000,000	24,821,456,908	100%
12	Jun-25	16	20,000,000,000	20,654,184,512	100%

Based on Table 1 of PT Yuasa Industrial Battery Indonesia's sales performance, the phenomenon reflecting employee productivity levels can be observed through sales data covering the period from July 2024 to June 2025. The table records sales performance through the company's Sales Performance Report. From the data of sixteen sales personnel, it can be seen that during the twelve recorded months, several months experienced lower sales performance. For instance, one month showed a decline of approximately twenty-five percent, while other months indicated decreases of around eight percent and three percent. Although several months achieved satisfactory performance with no decline, the presence of months where productivity fell by more than ten percent indicates potential issues that warrant further investigation. The decrease in sales during certain periods may be linked to factors causing fatigue and a desire to withdraw from work activities, including absenteeism, which ultimately impacts productivity. Therefore, it is necessary to conduct an in-depth study of the extent to which these factors influence attendance and productivity levels.

A conducive work environment is one of the primary determinants of employee productivity. It includes physical, social, and psychological aspects that shape employees' comfort and ability to perform.

Sedarmayanti (2011, as cited in Diah et al., 2024) emphasized that an effective environment encompasses proper tools, materials, and work methods that ensure safety, health, and efficiency. Empirical findings by Manoppo et al. (2021) confirm that the work environment positively affects productivity, though Berlian and Rafida (2022) found contradictory evidence, suggesting that contextual differences, such as organizational culture, can moderate this relationship. Another critical factor influencing productivity is work motivation, which serves as a driving force behind employees' attitudes and behaviors. Motivation acts as an internal stimulus that encourages individuals to perform optimally. Suprpto et al. (2023) describe it as the energy directing employees toward achieving both organizational and personal goals. Empirical studies by Solehati et al. (2024) demonstrate that motivation significantly enhances productivity, whereas Purwanti et al. (2024) observed otherwise, indicating potential mediating factors such as leadership or job satisfaction.

Conversely, burnout is a major psychological barrier to productivity. Defined by Maslach and Jackson (1981) as a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment, burnout typically arises from prolonged stress and inadequate coping mechanisms. Employees suffering from burnout may experience fatigue, cynicism, or diminished motivation, ultimately reducing work quality. Tadu et al. (2024) found that burnout had no significant effect on productivity, whereas Dzinnur and Putra (2022) reported a negative relationship. These mixed findings highlight the need for contextualized studies that explore burnout within specific industrial environments. This research addresses that gap by examining the simultaneous effects of burnout, work environment, and work motivation on employee productivity at PT Yuasa Industrial Battery Indonesia. Unlike prior studies focusing on service sectors, this study provides empirical evidence from the battery manufacturing industry, an area with limited scholarly exploration. The novelty lies in its integrated analysis of psychological, environmental, and motivational factors influencing productivity within a manufacturing context. The findings are expected to enrich HRM literature by extending the applicability of Herzberg's Two-Factor Theory and Maslach's Burnout Framework to industrial settings while providing practical insights for corporate management. By identifying the dominant variables affecting productivity, this study aims to assist companies in designing human resource policies that foster motivation, mitigate burnout, and promote a supportive work environment, thereby enhancing overall organizational effectiveness and sustainability.

## II. Literature Review and Hypothesis Development

### 2.1. Human Resource Management

Human Resource Management (HRM) is a key branch of management science that focuses on organizing relationships and contributions of individuals within organizations. HRM is not limited to labor administration but includes strategic planning, organizing, implementation, and supervision of aspects such as recruitment, development, compensation, and integration of employees. Its primary goal is to align organizational needs with human potential holistically to achieve efficiency and effectiveness (Kristanti et al., 2023). According to Susilowati et al. (2023), HRM is a structured and continuous process covering strategic planning, effective organizing, focused directing, and systematic supervision to ensure employees' potential can be maximized. Similarly, Widiati et al. (2024) emphasize HRM as a strategic pillar in managing the employee lifecycle, from recruitment to continuous development, and as a partner in achieving business competitiveness. In conclusion, HRM has shifted from an administrative function to a strategic role influencing business direction and success. Effective HRM ensures the right recruitment, continuous development, and a supportive environment that maximizes human potential as the main asset in facing modern challenges.

### 2.2. Employee Productivity

Employee productivity is an important indicator of efficiency and effectiveness in completing tasks within organizational goals and time limits. It is not only measured by outcomes but also involves internal

aspects such as motivation, competence, and adaptability. Productivity represents a balance between effectiveness—quality, quantity, and timeliness—and efficiency, meaning optimal use of resources (Yusro et al., 2022; Firmansyah & Setiono, 2021; Candana et al., 2024). In essence, productivity reflects the ability to transform resources into valuable outcomes for both individuals and organizations. It is therefore a foundation for achieving strategic goals, making HRM, proper placement, and a supportive work environment crucial.

According to Lesmana (2023), several factors influence employee productivity:

- a. Work Training – Equips employees with skills and knowledge to perform tasks accurately and minimize errors.
- b. Mental and Physical Condition – Strong mental and physical health are essential for maintaining productivity.
- c. Superior–Subordinate Relationship – Positive and supportive relationships enhance collaboration and daily work performance.

Sutrisno (2019) in Insan et al. (2024) identifies six key indicators for assessing productivity:

- a. Ability – Competence and professional attitude in fulfilling tasks.
- b. Work Spirit – Continuous improvement and enthusiasm in delivering better results.
- c. Self-Development – Ongoing efforts to enhance skills and achieve higher performance.
- d. Efficiency – Balance between resources used and outcomes achieved.
- e. Quality – Professionalism reflected in the quality of output.
- f. Improved Results – The drive to continuously increase measurable outcomes.

### 2.3. Burnout

Burnout is a complex psychological syndrome that arises as a response to prolonged job stress, characterized by emotional exhaustion, reduced motivation, cynicism, and diminished personal accomplishment (Adi et al., 2021; Wardani & Amalia, 2021; Wardani & Hapsari, 2022). It is more than ordinary fatigue; it reflects chronic imbalance between job demands and personal capacity, often intensified by lack of support, unfair treatment, or conflicting values. Burnout not only undermines individual well-being and productivity but also signals systemic issues within the workplace. Preventive measures include stress management, social support, work–life balance, and recognition of employee achievements to foster a healthier work environment. Factors Influencing Burnout:

- a. According to Wardani & Pitensah (2021), burnout is influenced by six main factors:
- b. Workload – Excessive demands that exceed individual capacity, leading to emotional exhaustion.
- c. Control – Loss of autonomy and unclear job roles causing stress and frustration.
- d. Reward – Lack of financial, institutional, or social recognition lowering motivation.
- e. Community – Limited social support from colleagues, supervisors, or family creating isolation.
- f. Fairness – Perceived injustice in promotions, decision-making, or task allocation.
- g. Values – Conflict between personal values and organizational demands increasing emotional strain.

Indicators of Burnout:

- a. Burnout can be identified through three main indicators (Putri, 2023):
- b. Emotional Exhaustion – Persistent fatigue, frustration, and loss of energy even after rest.
- c. Depersonalization – Withdrawal, cynicism, treating colleagues impersonally, and lack of concern.
- d. Low Personal Accomplishment – Negative self-evaluation, feelings of ineffectiveness, difficulty solving problems, and declining performance.

## 2.4. Non-Physical Work Environment

The non-physical work environment refers to the social and psychological atmosphere in which employees spend most of their working time. A comfortable and supportive environment fosters a sense of security and encourages optimal performance (Juhaeti et al., 2025). According to Sedarmayanti (2017) in Muhamad Ardiansyah et al. (2023), it includes relationships between supervisors and subordinates, as well as interactions among colleagues, which directly affect efficiency and productivity. Sutrisno (2009) in Sariwulan & Ghofar (2024) emphasizes that clarity of job descriptions, fair authority, effective communication, harmonious relationships, career development opportunities, and supportive facilities shape this environment. Similarly, Zulfikar (2020) highlights that a positive, safe, and fair workplace motivates employees, while an unhealthy atmosphere lowers morale and hampers performance. In summary, the work environment is a fundamental aspect influencing employee comfort, motivation, and productivity. It goes beyond physical facilities to include social support, communication, fairness, and career growth opportunities. Factors Influencing the Work Environment:

- a. Tjiptono (2016) in Suriyana et al. (2024) identifies six main factors:
- b. Relationships and Communication – Open, honest, two-way interactions foster respect and efficiency.
- c. Leadership – Effective leaders provide clear guidance, support, and motivation.
- d. Conflict Resolution and Work Setting – Constructive management of disputes within a supportive environment.
- e. Motivation – Recognition, rewards, and career opportunities that drive employee engagement.
- f. Information Utilization – Transparent communication of goals, policies, and tasks.
- g. Work Discipline – Order and responsibility in time management and task execution.

Indicators of the Work Environment, Fatimah & Hadi (2021) outline two main indicators:

- a. Supervisor–Subordinate Relationship – Respectful and open communication regarding tasks, policies, and targets fosters a supportive climate.
- b. Employee Relations – Positive peer interactions promote collaboration, mutual respect, and job satisfaction, leading to smoother and more productive work processes.

## 2.5. Work Motivation

Work motivation is the internal drive that encourages employees to perform their duties with enthusiasm and responsibility. It emerges from the integration of personal needs, workplace conditions, and social interactions (Asrianto et al., 2024; Supriyadi, 2023; Kusumah et al., 2024). Motivation can be intrinsic, such as the desire for growth, personal achievement, and job satisfaction, or extrinsic, including financial rewards, promotions, and recognition. When these internal and external factors are balanced, motivation develops optimally, positively impacting productivity and organizational goals. Thus, managing motivation is essential in fostering high-performing and competitive human resources. Factors Influencing Work Motivation

- a. According to Purwanto et al. (2024), several factors shape employee motivation:
- b. Salary – Adequate compensation enhances job satisfaction and motivation.
- c. Leadership Communication – Effective communication between supervisors and employees strengthens motivation.
- d. Rewards – Recognition and appreciation for hard work drive commitment.
- e. Colleagues – Supportive teamwork fosters enthusiasm, while poor cooperation reduces comfort.

- f. Organizational Culture – A solid and caring work culture encourages motivation and commitment.

Indicators of Work Motivation is:

- a. Purwanto et al. (2024) outline key indicators of motivation:
- b. Physiological Needs – Access to supporting facilities for completing tasks.
- c. Safety Needs – Security, stability, protection, and freedom from threats.
- d. Social Needs – Positive interactions and a sense of belonging at work.
- e. Esteem Needs – Recognition, respect, reputation, and appreciation.
- f. Achievement Needs – Encouragement to reach goals, often supported by leadership.

### III. Research Method

#### 3.1. Research Design

This study adopted a quantitative descriptive and explanatory design, suitable for testing causal relationships among variables through statistical procedures. The approach was selected to empirically assess the influence of burnout, work environment, and work motivation as independent variables on employee productivity as the dependent variable. A quantitative method was deemed appropriate because it enables measurable analysis and hypothesis testing using numerical data (Creswell, 2014; Hair et al., 2019).

#### 3.2. Population and Sampling Technique

The population comprised all employees of PT Yuasa Industrial Battery Indonesia. Given the relatively small and manageable population size, the saturated sampling technique was applied, meaning that every employee was included as a respondent. This approach ensured complete representation of the company's internal environment and minimized potential sampling bias (Sugiyono, 2018).

#### 3.3. Data Collection Procedure

Primary data were obtained through structured questionnaires distributed directly to respondents. The instrument employed a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5) to measure respondents' perceptions regarding burnout, work environment, work motivation, and productivity. The questionnaire was developed based on established theoretical dimensions to ensure content validity.

- a. Burnout items were adapted from Maslach and Jackson (1981), focusing on emotional exhaustion, depersonalization, and reduced personal accomplishment.
- b. Work environment indicators included physical and social conditions, supervisor–subordinate relations, and coworker interactions (Sedarmayanti, 2011).
- c. Work motivation items were derived from Herzberg's Two-Factor Theory, encompassing intrinsic and extrinsic motivators such as achievement, recognition, and safety.
- d. Employee productivity was measured through aspects of ability, efficiency, work spirit, quality, and continuous improvement (Diah et al., 2024).
- e. Prior to full-scale distribution, a pilot test was conducted to verify reliability and clarity. Reliability was tested using Cronbach's Alpha, with coefficients above 0.70 indicating strong internal consistency. Construct validity was assessed using factor analysis, ensuring that items accurately represented their respective constructs (Ghozali, 2018).

### 3.4. Data Analysis Technique

Data were analyzed using multiple linear regression with SPSS version 26, allowing the assessment of both simultaneous and partial effects of the independent variables on employee productivity. Prior to regression, classical assumption tests were conducted, including normality, multicollinearity, and heteroskedasticity tests, to ensure model robustness and reliability (Wooldridge, 2016). Hypotheses were tested using:

- a. t-test to evaluate partial effects of each independent variable;
- b. F-test to assess simultaneous significance; and
- c. Coefficient of Determination ( $R^2$ ) to determine the model's explanatory power.

Descriptive statistics were also employed to summarize respondent characteristics and variable distributions, while inferential analysis provided evidence of causal relationships. This methodological combination supports both statistical rigor and interpretative depth in identifying significant determinants of productivity.

### 3.5. Ethical Considerations

Ethical standards were upheld throughout the research process. Respondents were informed about the study objectives, confidentiality assurances, and their right to voluntary participation. Informed consent was obtained prior to data collection. The study adhered to research ethics principles concerning privacy, anonymity, and data protection, ensuring compliance with academic integrity and respect for participant rights.

## IV. Results and Discussion

### 4.1. Validity Test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is considered valid if its statements are able to accurately reveal what is being measured. In this study, the validity test was conducted using the Statistical Package for the Social Sciences (SPSS). A variable is deemed valid if the Corrected Item-Total Correlation value is greater than the r-table value, where the degree of freedom (df) is calculated as  $n - 2$ , with  $n$  representing the total number of data.

**Table 2. Results of Validity Test for Employee Productivity Variable (Y)**

Item	r-count	r-table	Description
Y_1	0.4	0.2706	Valid
Y_2	0.482	0.2706	Valid
Y_3	0.656	0.2706	Valid
Y_4	0.664	0.2706	Valid
Y_5	0.827	0.2706	Valid
Y_6	0.762	0.2706	Valid
Y_7	0.518	0.2706	Valid
Y_8	0.713	0.2706	Valid
Y_9	0.789	0.2706	Valid
Y_10	0.731	0.2706	Valid
Y_11	0.454	0.2706	Valid
Y_12	0.432	0.2706	Valid

Based on the SPSS output, the validity test table for the Employee Productivity variable (Y) shows the r-count values for each item. All statement items are declared valid because each indicator has a Pearson Correlation value greater than the r-table value of 0.2706.

**Table 3. Results of Validity Test for Burnout Variable (X1)**

Item	r-count	r-table	Description
X1_1	0.708	0.2706	Valid
X1_2	0.712	0.2706	Valid
X1_3	0.710	0.2706	Valid
X1_4	0.775	0.2706	Valid
X1_5	0.831	0.2706	Valid
X1_6	0.705	0.2706	Valid

Based on the SPSS output, the validity test table for the Burnout variable (X1) shows the r-count values for each item. All statement items are considered valid since the Pearson Correlation values exceed the r-table value of 0.2706.

**Table 4. Results of Validity Test for Work Environment Variable (X2)**

Item	r-count	r-table	Description
X2_1	0.743	0.2706	Valid
X2_2	0.827	0.2706	Valid
X2_3	0.834	0.2706	Valid
X2_4	0.755	0.2706	Valid

Based on the SPSS output, the validity test table for the Work Environment variable (X2) shows the r-count values for each item. All statement items are considered valid since all Pearson Correlation values are greater than the r-table value of 0.2706.

**Table 5. Results of Validity Test for Work Motivation Variable (X3)**

Item	r-count	r-table	Description
X3_1	0.714	0.2706	Valid
X3_2	0.575	0.2706	Valid
X3_3	0.631	0.2706	Valid
X3_4	0.704	0.2706	Valid
X3_5	0.684	0.2706	Valid
X3_6	0.804	0.2706	Valid
X3_7	0.703	0.2706	Valid
X3_8	0.744	0.2706	Valid
X3_9	0.85	0.2706	Valid
X3_10	0.712	0.2706	Valid

Based on the SPSS output, the validity test table for the Work Motivation variable (X3) shows the r-count values for each item. All statement items are considered valid since all Pearson Correlation values are greater than the r-table value of 0.2706.

#### 4.2. Reliability Test

The reliability test is used to measure a questionnaire that serves as an indicator of variables or constructs. A questionnaire is considered reliable if respondents' answers remain consistent or stable over time. In this study, reliability was measured using a one-time test, and the results were compared across items

by examining the correlation between responses. A construct or variable is deemed reliable if the Cronbach's Alpha value is greater than 0.6.

**Table 6. Reliability Test Results for Employee Productivity Variable (Y)**

Reliability Statistics	Value
Cronbach's Alpha	0.899
Number of Items	12

Based on Table 6, the reliability statistic shows Cronbach's Alpha of 0.899, which is greater than 0.6. Therefore, the statement items in the Employee Productivity variable are considered to have acceptable reliability.

**Table 7. Reliability Test Results for Burnout Variable (X1)**

Reliability Statistics	Value
Cronbach's Alpha	0.904
Number of Items	6

Based on Table 7, the reliability statistic shows Cronbach's Alpha of 0.904, which is greater than 0.6. Thus, the statement items in the Burnout variable are considered to have acceptable reliability.

**Table 8. Reliability Test Results for Work Environment Variable (X2)**

Reliability Statistics	Value
Cronbach's Alpha	0.904
Number of Items	4

Based on Table 8, the reliability statistic shows Cronbach's Alpha of 0.904, which is greater than 0.6. Therefore, the statement items in the Work Environment variable are considered to have acceptable reliability.

**Table 9. Reliability Test Results for Work Motivation Variable (X3)**

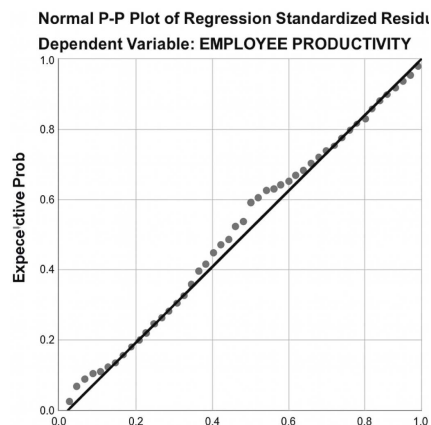
Reliability Statistics	Value
Cronbach's Alpha	0.924
Number of Items	10

Based on Table 9, the reliability statistic shows a Cronbach's Alpha of 0.924, which is greater than 0.6. Therefore, the statement items in the Work Motivation variable are considered to have acceptable reliability.

#### 4.3. Classical Assumption Test

##### a. Normality Test

Based on the assumptions of multiple linear regression analysis, the data must be normally distributed. Therefore, a normality test was conducted on Burnout (X1), Work Environment (X2), Work Motivation (X3), and Employee Productivity (Y). The values for these variables were taken from data that had already been validated and found reliable. The normality test in this study was carried out using the Normal P-P Plot graph and the One-Sample Kolmogorov-Smirnov test.



**Figure 1. Normal P-Plot**

In Figure 1, the SPSS Normal P-P Plot output shows that the distribution of data points spreads around the diagonal line and follows its direction. Therefore, the research variables can be considered normally distributed. Normality testing can also be conducted using the Kolmogorov-Smirnov test. If the Asymp. Sig (2-tailed) value is greater than 0.05, the residuals are normally distributed, while if it is less than 0.05, the residuals are not normally distributed.

**Table 10. One-Sample Kolmogorov-Smirnov Test**

Test Result	Value
Asymp. Sig. (2-tailed)	.200 <sup>c,d</sup>

Based on Table 10, the Asymp. Sig (2-tailed) value is 0.200, which is greater than 0.05. This result indicates that the residual data in this study are normally distributed.

b. Multicollinearity Test

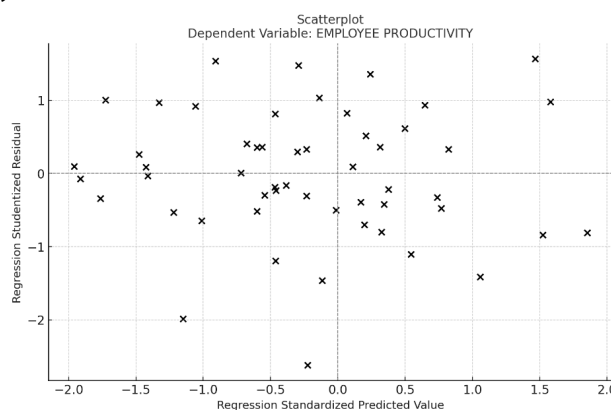
**Table 11. Multicollinearity Test Results**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
(Constant)	16.622	4.919		3.379	0.001		
Burnout	-0.002	0.111	-0.001	0.015	0.988	0.876	1.142
Work Environment	0.946	0.31	0.428	3.053	0.004	0.429	2.332
Work Motivation	0.383	0.13	0.396	2.939	0.005	0.464	2.156

a. Dependent Variable: Employee Productivity

Table 11 shows that the VIF values for all independent variables are less than 10 and the tolerance values are greater than 0.1. This indicates that the variables Burnout, Work Environment, and Work Motivation are free from multicollinearity issues in this study.

c. Heteroscedasticity Test



**Figure 2. Scatterplot**

In Figure 2, the scatterplot shows that the data points are randomly distributed without forming a clear pattern, and they are spread both above and below zero on the Y-axis. This indicates that the regression model does not exhibit heteroscedasticity.

4.4. Multiple Linear Regression Analysis

Multiple linear regression is used when there is one dependent variable and two or more independent variables. This method aims to determine the influence of independent variables on the dependent variable. In this study, the independent variables are Burnout (X1), Work Environment (X2), and Work Motivation (X3), while the dependent variable is Employee Productivity (Y).

**Table 12. Multiple Linear Regression Test**

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
(Constant)	16.622	4.919	-	3.379	0.001	-	-
Burnout	-0.002	0.111	-0.001	0.015	0.988	0.876	1.142
Work Environment	0.946	0.31	0.428	3.053	0.004	0.429	2.332
Work Motivation	0.383	0.13	0.396	2.939	0.005	0.464	2.156

Interpretation:

- The constant of 16.662 means that if Burnout (X1), Work Environment (X2), and Work Motivation (X3) are zero, Employee Productivity (Y) is 16.662.
- The coefficient of Burnout (-0.002) shows a negative effect, meaning an increase of one unit in Burnout decreases Employee Productivity by 0.2%, assuming other variables remain constant.
- The coefficient of Work Environment (0.946) indicates that an increase of one unit raises Employee Productivity by 94.6%, holding other variables constant.
- The coefficient of Work Motivation (0.383) shows that an increase of one unit improves Employee Productivity by 38.3%, assuming other variables remain constant.

In this study, a t-test was conducted to examine whether Burnout (X1), Work Environment (X2), and Work Motivation (X3) influence Employee Productivity (Y). The t-test aims to determine the effect of each

independent variable individually on the dependent variable. The decision is based on whether the p-value is smaller than the significance level or if the calculated t-value exceeds the t-table value (with  $\alpha = 5\%$  and  $df = n - k - 1$ ). With  $n = 53$  and  $k = 3$ , the degree of freedom is 49, resulting in a t-table value of 1.67655. From the results:

- a. Burnout (X1): t-value (-0.015) < t-table (1.67655) and Sig. (0.988) > 0.05. Thus, Burnout has no significant effect on employee productivity.
- b. Work Environment (X2): t-value (3.053) > t-table (1.67655) and Sig. (0.004) < 0.05. Therefore, the work environment has a significant positive effect on employee productivity.
- c. Work Motivation (X3): t-value (2.939) > t-table (1.67655) and Sig. (0.005) < 0.05. Thus, work motivation has a significant positive effect on employee productivity.

**Table 13. Coefficient of Determination Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767a	.588	.563	3.848

The F-test is used to examine the joint effect of independent variables on the dependent variable, with a significance level of 0.05. Based on Table 13, the Adjusted R Square value of 0.563 indicates that 56.3% of employee productivity is influenced by Burnout (X1), Work Environment (X2), and Work Motivation (X3). The remaining 43.7% is explained by other variables outside this study.

**Table 14. Model Summary**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1034.544	3	344.848	23.29	.000
Residual	725.531	49	14.807		
Total	1760.075	52			

Table 14 shows that the calculated F value of 23.290 is greater than the F table value of 2.794, with a significance level of 0.000. This indicates that the independent variables simultaneously have a significant effect.

#### 4.5. Discussion

##### a. The Effect of Burnout (X1) on Employee Productivity (Y)

The results reveal that burnout does not significantly affect employee productivity at PT Yuasa Battery Industrial Indonesia. This suggests that although emotional exhaustion and work-related stress may exist, they do not directly reduce productivity in a statistically meaningful way. This finding aligns with the research of Tadu et al. (2024), who found a similar lack of significant relationship between burnout and productivity. From a theoretical standpoint, burnout is often expected to lower performance (Maslach & Leiter, 2016), yet its impact can be moderated by coping mechanisms, social support, or company culture. The result also resonates with Dzinnur and Putra (2022), who argued that the degree of burnout's effect varies depending on managerial and organizational support. Hence, while burnout may influence well-being, its effect on productivity might be indirect or mediated by other psychological and environmental factors.

##### b. The Effect of Work Environment (X2) on Employee Productivity (Y)

The study finds that the work environment has a positive and significant effect on employee productivity. A conducive and supportive environment enhances employees' focus, comfort, and motivation, leading to improved performance. This result is consistent with Otoluwa et al. (2023), who demonstrated that a healthy and organized work environment promotes employee efficiency and reduces fatigue. Similarly,

Manoppo et al. (2021) found that well-managed workplace conditions improve commitment and output quality. These findings confirm that physical conditions, interpersonal relationships, and managerial support are critical in boosting performance. Theoretically, this supports Herzberg's Two-Factor Theory, where the work environment functions as a hygiene factor that prevents dissatisfaction and sustains motivation. Therefore, companies should ensure ergonomic facilities, safety, and positive social interactions to enhance long-term productivity.

c. The Effect of Work Motivation (X3) on Employee Productivity (Y)

Work motivation significantly influences employee productivity, implying that motivated employees tend to perform tasks more effectively and with greater enthusiasm. This supports findings by Solehati et al. (2024) and Purwanti et al. (2024), who emphasized that intrinsic and extrinsic motivators—such as recognition, achievement, and job security—drive individuals to maintain higher work output. Motivation acts as an internal driver that transforms employee potential into real performance outcomes. The result also corroborates McClelland's Achievement Motivation Theory, highlighting that individuals motivated by goals and rewards exhibit stronger perseverance and productivity. This study thus reinforces the importance of motivation-building initiatives, such as performance incentives, feedback, and career development programs.

4.6. Theoretical and Practical Implications

Theoretically, these findings contribute to the literature on organizational behavior and human resource management, particularly in understanding how environmental and psychological factors jointly influence productivity. Practically, management should strengthen organizational culture through supportive leadership, effective communication, and structured motivational systems. Furthermore, the study's limitations lie in its restricted sample size ( $n=53$ ) and cross-sectional design, which limits generalization beyond PT Yuasa Battery Industrial Indonesia. Future research could employ a longitudinal design or include mediating variables such as job satisfaction or organizational commitment to gain deeper insight into the indirect mechanisms. The results underscore the strategic need for organizations to reduce burnout risks, improve workplace conditions, and enhance motivational structures to achieve sustainable employee productivity and corporate growth.

## V. Conclusion

This study underscores the strategic role of human resource management (HRM) in enhancing employee productivity through the interaction of psychological well-being, workplace conditions, and motivation. The findings confirm that employee productivity is not solely a function of technical capability, but a product of integrated HR practices that align organizational goals with employee satisfaction and engagement. Burnout, while conceptually detrimental to performance, did not exhibit a statistically significant impact on productivity in this study. This suggests that supportive workplace dynamics and motivational strategies may buffer the negative effects of stress and fatigue. Organizations, therefore, should proactively manage burnout through work-life balance programs, transparent communication, and recognition systems that sustain morale.

The positive effects of work environment and motivation indicate that conducive physical conditions and psychological support directly contribute to improved performance. Motivation—both intrinsic and extrinsic—remains a pivotal element driving employees to perform beyond expectations. Consequently, management must continuously foster a sense of achievement, fairness, and belonging within the organization. In theoretical terms, these results reinforce the Human Capital Theory and Two-Factor Motivation Theory, demonstrating that human resources are not merely operational assets but key drivers of sustainable competitiveness. Practically, companies should adopt policies emphasizing employee development, environmental comfort, and motivational reinforcement. Future research is encouraged to

explore mediating variables such as job satisfaction or organizational commitment to deepen understanding of the mechanisms linking HR practices to productivity outcomes.

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