

# The Effect of Fitness Level, Organizational Support, and Compensation on the Work Productivity of Tangerang City Health Office Employees Mediated by Organizational Motivation

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## Abstract

Work productivity is one of the important factors in organizational success. In the health sector, employee work productivity has a very important role in providing quality health services to the community. The purpose of this study was to analyze the effect of body fitness level, organizational support, and compensation on the work productivity of Tangerang City Health Office employees mediated by organizational motivation. This research uses quantitative research methods. Data collection techniques in this study used literature study and questionnaire methods. The data that has been collected is then analyzed using regression analysis. The results showed that the level of body fitness, organizational support, and compensation had a positive effect on the work productivity of employees of the Tangerang City Health Office. Then, organizational motivation is proven to mediate the influence of body fitness level, organizational support, and compensation on the work productivity of Tangerang City Health Office employees.

**Keywords:** *Body Fitness Level, Organizational Support, Compensation, Work Productivity, Organizational Motivation.*



## A. INTRODUCTION

Many organizations encounter a prevalent obstacle in reaching their objectives, namely, the diminished productivity levels among employees. Work productivity reflects how effective employees are in producing output, especially in terms of numbers, and therefore, productivity levels can vary between employees. Increasing work productivity is only possible by employees, so it becomes a major factor in measuring work productivity. Nevertheless, decreases in work productivity still often occur in various organizations (Hakim & Abdullah, 2019).

The success of an organization significantly hinges on work productivity as one of its crucial factors. Productive performance of employees signifies the achievement and achievement of organizational goals. A high level of productivity is an advantage for management and employees, especially in improving their welfare (Agustini & Dewi, 2019). In the health sector, employee work productivity has a very important role in providing quality health services to the community. Increasing work efficiency can only be done by humans, therefore, human resource factors are key in assessing productivity levels (Hidayat, 2018).

Human resource factors that are key to increasing productivity include body fitness. Physical fitness is the body's capacity to undergo daily activities without experiencing excessive fatigue. An individual who has optimal physical fitness will still have enough energy to undergo physical activity smoothly (Lengkana & Muhtar, 2021). Previous research (Utami, 2014) indicated a correlation between physical fitness levels and productivity in the workplace. In addition, another factor that can be considered to increase employee productivity is organizational support.

Organizational support is the assessment that employees have of the rewards given by the organization for their contribution and the organization's concern for their welfare (Mujiasih, 2015). Another study by (Hakim & Abdullah, 2019) shows that the organizational culture and commitment of employees significantly impact work productivity, whereas organizational support exerts a moderate influence. These three distinct factors collectively wield a substantial influence on the productivity of employees within the DKI Jakarta Provincial Secretariat Administration Bureau.

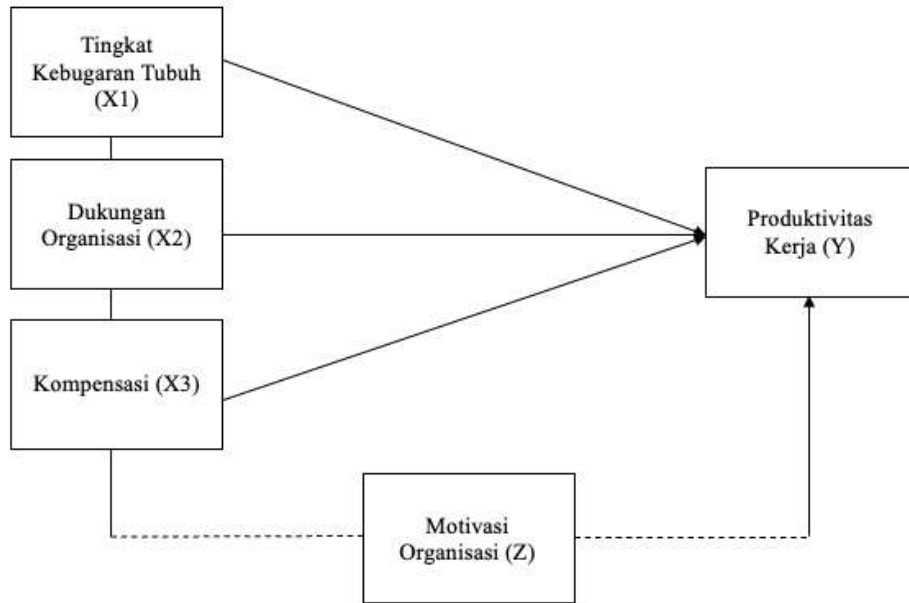
Compensation is also a factor that can be considered in increasing employee productivity. Compensation is a reward given to employees by the company in the form of money or non-money. This type of compensation can be in the form of benefits, incentives, or wages which are rewards for services that employees have provided to the company, and may manifest as either currency or tangible items (Rochmah & Ernawati, 2021). The findings of the study (Purwanto, 2016) affirm a notable and affirmative impact, both individually and collectively, of motivation, compensation, and the work environment on enhancing employee work productivity.

The novelty of this study is to examine mediating variables, namely organizational motivation that have never been studied before. Organizational motivation refers to efforts to encourage or trigger the enthusiasm, interest, and internal encouragement of organizational members to achieve common goals or company goals (Darmawan, 2016). The outcomes of this research offer a foundational platform for advancing subsequent studies exploring the impact of fitness levels, organizational support, compensation, and work motivation on work productivity. The purpose of this study was to analyze the effect of fitness level, organizational support, and compensation on the work productivity of employees of the Tangerang City Health Office mediated by organizational motivation.

## **B. METHOD**

This study used quantitative research methods, which is research approaches that focus on the use of data in the form of numbers or statistics. Starting from the stage of information collection, and analysis, to interpretation, this method is based on the use of quantitative approaches (Arisa & Latifah, 2023). The study employed data collection methods including a literature review sourced from Google Scholar and questionnaire distribution utilizing the Likert scale. The study population comprised employees from the Tangerang City health office. Random sampling was employed to gather responses from 50 participants. Subsequently, the gathered data

underwent regression analysis for examination. From these procedures, a research framework emerged as outlined below:



**Figure 1. Research Framework**

Hypothesis:

- H1: Body Fitness Affects Employee Work Productivity
- H2: Organizational Support Affects Employee Work Productivity
- H3: Compensation Affects Employee Work Productivity
- H4: Organizational Motivation Mediates the Effect of Body Fitness on Employee Work Productivity
- H5: Organizational Motivation Mediates the Effect of Organizational Support on Employee Productivity
- H6: Organizational Motivation Mediates the Effect of Compensation on Employee Productivity

## C. RESULTS AND DISCUSSION

### 1. Validity Test

Validity testing is the process of testing whether a measuring instrument can measure what it should measure. Validity tests can be carried out by various methods, such as construct validity, content validity, and criterion validity (Novikasari, 2016).

**Table 1. Validity Test**

		X1	X2	X3	With	And	Total
X1	Pearson Correlation	1	.633**	.497**	.390**	.273	.727**
	Sig. (2- Tailed)		.000	.000	.005	.055	.000
	N	50	50	50	50	50	50
X2	Pearson Correlation	.633*	1	.623**	.566**	.409**	.863**
	Sig. (2- Tailed)	.000		.000	.003	.000	.000
	N	50	50	50	50	50	50
X3	Pearson Correlation	.497**	.623**	1	.460**	.564**	.863**
	Sig. (2- Tailed)	.000	.000		.001	.000	.000
	N	50	50	50	50	50	50

<b>And</b>	Pearson Correlation	.390**	.566**	.460**	1	.245**	.644**
	Sig. (2- Tailed)	.005	.000	.001		.087	.000
	N	50	50	50	50	50	50
<b>With</b>	Pearson Correlation	.273**	.409**	.564**	.245**	1	.699**
	Sig. (2- Tailed)	.055	.003	.000	.087		.000
	N	50	50	50	50	50	50
<b>Total</b>	Pearson Correlation	.727**	.863**	.836**	.644**	.699**	1
	Sig. (2- Tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

The data in Table 1 indicates that all instruments exhibit Pearson correlation coefficients surpassing the  $r$  Table threshold of 0.113 ( $N = 299$ ), and the two-tailed significance (Sig.) correlation values for all items, which are smaller than 0.05, signify statistical significance. Hence, it can be inferred that all statement items are validated, thereby establishing the questionnaire's suitability for use.

## 2. Reliability Test

Reliability testing is the process of testing whether a measuring instrument can produce consistent results (Darma, 2021). In the reliability test run on the questionnaire, some results show which data under study can be guaranteed. This is displayed from the value of Cronbach's Alpha with a weight greater than 0.60. The table below presents the outcomes of the reliability assessment:

- If Cronbach's Alpha score is  $> 0.600$ , the question items in the questionnaire are reliable.
- If Cronbach's Alpha score is  $< 0.600$ , then the question items in the questionnaire are not reliable.

**Table 2. Reliability Test**

No.	Variable	Cronbach Alpha	Information
1	Body Fitness Level (X1)	0.804	Reliable
2	Organization Support (X2)		Reliable
3	Compensation (X3)		Reliable
4	Productivity (Y)		Reliable
5	Organizational Motivation (Z)		

From the reliability test depicted in Table 2, a Cronbach's Alpha value of 0.804 was derived, surpassing the threshold of 0.600. Consequently, the questionnaire was deemed to possess a commendable level of consistency and reliability, affirming its suitability for future research endeavors.

## 3. Simple Linear Regression Test

This test is a statistical method employed to examine the correlation between two variables, wherein one variable acts as the predictor or independent variable, and the other serves as the response variable or dependent variable. This test helps in evaluating the extent to which predictor variables influence or predict response variables (Darma, 2021).

**Table 3. X1 Test**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Say.
1	(Constant)	5.922	2.664		2.223	.031
	Body fitness	.78	.095	.390	2.933	.005

As per the regression test outcomes presented in Table 3, a significance value of  $0.005 < 0.05$  was obtained, indicating that physical fitness has a positive and substantial impact on the work productivity of employees within the Tangerang City health office.

**Table 4. X2 Test**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Say.
1	(Constant)	5.645	1.704		3.313	.002
	Organization Support	.298	.063	.566	4.759	.000

According to the regression test findings outlined in Table 4, a significance value of  $0.000 < 0.05$  was obtained, which indicates that organizational support yields a positive and considerable influence on the work productivity of employees within the Tangerang City health office.

**Table 5. X3 Test**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Say.
1	(Constant)	8.380	1.497		5.597	.000
	Compensation	.302	.084	.460	3.589	.001

According to the regression test findings in Table 5, a significance value of  $0.001 < 0.05$  was obtained, which indicates that compensation exerts a positive and noteworthy influence on the work productivity of employees within the Tangerang City health office.

#### 4. Test Mediation

A mediation test is a statistical method employed to ascertain the association between an independent variable (X) and a dependent variable (Y), probing whether this relationship is elucidated or accounted for by the involvement of a mediator variable (Z).

**Table 6. Mediation Test X1**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Say.
1	(Constant)	5.717	2.666		2.144	.037
	Body Fitness	.249	.098	.349	2.531	.015
	Organizational Motivation	.082	.076	.150	1.084	.284

From the mediation results showcased in Table 6, a significance value of  $0.284 > 0.05$  was obtained, which indicates that organizational motivation does not serve as a mediator for the impact of physical fitness on the work productivity of employees within the Tangerang City health office.

**Table 7. Test Mediation X2**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Say.
1	(Constant)	5.630	1.727		3.261	.002
	Organization Support	.294	.069	.560	4.248	.000
	Organizational Motivation	.009	.072	0.16	.119	.906

According to the data presented in Table 7, the mediation results obtained a significance value of  $0.906 > 0.05$ , suggesting that organizational motivation does not act as a mediating factor in the relationship between organizational support and the work productivity of employees within the Tangerang City health office.

**Table 8. Mediation Test X3**

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Say.
1	(Constant)	8.386	1.513		5.541	.000
	Compensation	.310	.103	.472	3.011	.004
	Organizational Motivation	-.012	.086	-.022	-.139	.890

According to the data in Table 8, the mediation results obtained a significance value of  $0.890 > 0.05$ , indicating that organizational motivation does not serve as a mediator in the relationship between compensation and the work productivity of employees within the Tangerang City health office.

## 5. Coefficient of Determination Test

This test involves gauging the extent to which the independent variable accounts for or elucidates the variations observed in the dependent variable (Darma, 2021).

**Table 9. Coefficient of Determination Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.585a	.342	.283	1.12176

Table 9 illustrates that the R Square coefficient, at 0.342 or 34.2%, signifies the proportion of the impact attributed to fitness level, organizational support, and compensation on the work productivity of Tangerang City health office employees, when mediated by organizational motivation. Meanwhile, the remaining 65.8% of the influence is attributed to external factors not addressed within this study.

## 6. Body Fitness Affects Employee Work Productivity

The results showed that body fitness affects employee work productivity. Health and fitness play an important role in determining employee work productivity. When a person is physically healthy and fit, they tend to have better energy, higher endurance, as well as more stable mental abilities. In a work environment, physical fitness contributes to increased focus, and concentration, as well as the ability to complete tasks efficiently. Physically fit employees are also better able to handle work pressure and stress, which in turn can improve productivity and overall performance.

The findings of this study align with prior research conducted by (Utami, 2014) showing that there is a relationship between nutritional status ( $p = 0.005$ ), physical fitness level ( $p = 0.001$ ) with work productivity. This research aims to encourage employees to maintain a diet rich in balanced nutrition and engage in regular exercise to enhance their physical fitness. Researchers (Hasibuan & Siregar, 2017) stated that there was a significant contribution between the level of physical freshness to the work productivity of teachers of SMP Negeri 1 Kutalimbaru, Kutalimbaru District.

Another study conducted by (Wahyono, 2016) showed a significant relationship between heart-lung endurance with work productivity ( $p = 0.005$ ) and ( $r = 0.743$ ), leg muscle strength with work productivity ( $p = 0.030$ ) and ( $r = 0.559$ ), arm muscle strength with work productivity ( $p = 0.002$ ) and ( $r = 0.729$ ), flexibility with work productivity ( $p = 0.009$ ) and ( $r = 0.647$ ), fat percentage with work productivity ( $p = 0.033$ ) and ( $r = -0.551$ ). There was a significant relationship between nutritional status and work productivity ( $p = 0.040$ ) and ( $r = 0.536$ ). The results of the regression test showed a significant relationship between physical fitness status and nutritional status with work productivity ( $p = 0.004$ ).

## **7. Organizational Support Affects Employee Work Productivity**

The results showed that organizational support affects employee work productivity. Organizational support greatly affects employee work productivity. When organizations provide a conducive environment, support from superiors, personal development opportunities, and adequate resources, employees tend to feel more motivated and engaged at work. This can improve their performance, including efficiency, creativity, and initiative in completing tasks. Organizations that provide facilities, resources, and support for the advancement of their employees' careers tend to create work environments that support high productivity. This factor also plays a role in maintaining job satisfaction and employee retention which can result in better performance.

The results of this study are supported by previous researchers (Desnita, 2021) showing that work discipline with a  $t$ -table > count of  $2.019 > 1.98498$ , organizational support with a  $t$ -table > count of  $5.635 > 1.98498$ , and competence with a  $t$ -table > count of  $5.455 > 1.98498$  have a positive and significant effect on employee work productivity. The researchers' conclusion asserts that heightened work discipline, coupled with superior organizational support and enhanced competencies offered, correlates with an increase in work productivity. Meanwhile, researchers (Aqdami, 2021) showed that the results of only work spirituality variables had a significant and positive effect on organizational citizenship behavior (OCB) variables and Organizational citizenship behavior variables did not have a significant effect as intervening variables between variables of perception of organizational support, organizational commitment, and work spirituality on work productivity. Further research is expected to be able to multiply data samples and variable selection adjusted to the characteristics of respondents.

Another investigation carried out by (Purwaningtyas & Septyarini, 2021) unveils several insights: (1) Work stress demonstrates a negative impact on employee work productivity, (2) The perception of organizational support positively and significantly influences employee work productivity, (3) Work stress negatively affects self-efficacy, (4) Self-efficacy exhibits a positive and significant effect on employee productivity, (5) The perception of organizational support significantly influences self-efficacy positively, (6) Self-efficacy doesn't act as a mediator between work stress and employee productivity, (7) However, self-efficacy mediates the impact of perceptions of organizational support on employee productivity.

### **8. Compensation Affects Employee Work Productivity**

The results showed that compensation affects employee work productivity. Adequate and fair compensation or salary has a major impact on employee work productivity. Employees who feel that their wages are proportional to the duties and responsibilities they carry tend to be more motivated to perform well. Proper compensation can also increase job satisfaction, motivate to achieve targets, and reduce the tendency to be absent. On the other hand, if compensation is deemed inappropriate, this can decrease motivation, cause dissatisfaction, and even increase the tendency to turnover of workers. Therefore, the right balance between fair compensation and assigned duties can have a positive impact on employee productivity.

The results of this study are supported by previous researchers (Labudo, 2013) showing that simultaneously and partially work discipline and compensation affect employee work productivity and the dominant is work discipline. Another study conducted (Purwanto, 2016) proved that there is a positive and significant influence both partially and simultaneously between motivation, compensation, and work environment on employee work productivity. On the other hand (Suryadewi et al., 2020), demonstrate that motivation, compensation, and work discipline significantly contribute to enhancing work productivity. To augment employee productivity, it's imperative for the company to sustain a continuous motivation approach, offer compensation commensurate with employee workloads, and uphold stringent employee discipline. This concerted effort aims to foster an ongoing increase in work productivity, securing the company's competitive edge and ensuring its enduring survival.

### **9. Organizational motivation does not mediate the effect of body fitness on employee productivity**

The results showed that organizational motivation did not mediate the effect of body fitness on employee work productivity. The condition of employee body fitness does not fully require an organizational motivation boost to affect work productivity. Although Inas Kesehatan puts forward the importance of body fitness for employee performance, there is the potential that good physical condition may have a direct impact on work productivity without relying on organizational

motivation. Employees may already have a high intrinsic motivation to take care of their health, and involvement in corporate wellness programs such as Dinas Kesehatan can be tangible evidence of an individual's desire and awareness of fitness. In these cases, although organizational motivation exists, good physical condition can have a direct impact on work productivity, not exclusively through organizational motivation. The focus on health and physical condition at Inas Kesehatan can be a more prominent factor in improving employee performance compared to organizational motivation.

#### **10. Organizational motivation does not mediate the effect of organizational support on employee productivity**

The results showed that organizational motivation did not mediate the effect of organizational support on employee work productivity. Although organizational support is important to maintain work productivity, it can happen that the level of productivity does not always depend on the motivation provided by the organization. Organizational support can be in the form of various facilities, training, a conducive work environment, and so on, but the level of work productivity can also be influenced by other factors, such as the intrinsic motivation possessed by the employees themselves. There may be situations where organizational support is sufficiently available, but productivity still varies, as employees have stronger internal motivation. Therefore, within the Tangerang City Health Office, it is possible that the level of organizational support may not be the sole mediator affecting work productivity, since individual motivation also plays a significant role in this.

#### **11. Organizational motivation does not mediate the effect of compensation on employee productivity**

The results showed that organizational motivation did not mediate the effect of compensation on employee work productivity. Although compensation is an important factor in driving work productivity, it is not always entirely dependent on the motivation provided by the organization. Compensation may be adequately provided and may affect productivity levels, but the intrinsic motivation possessed by employees can also play a significant role in determining work productivity. Situations where compensation is given well, but productivity levels still vary, can occur due to individual motivational factors that affect work productivity. Therefore, within the Tangerang City Health Office, it is possible that the level of compensation may not be the sole mediator that affects work productivity, because employee intrinsic motivation also plays a role in determining productivity.

### **D. CONCLUSION**

At the Tangerang City Health Office, it was found that the level of fitness, organizational support, and compensation had a significant impact on increasing the work productivity of employees. Research shows that high body fitness, strong support from the organization, and adequate compensation result in improved

employee performance. However, there are interesting findings that show that organizational motivation, although it positively affects body fitness, organizational support, and compensation, does not fully mediate the influence of these three factors on work productivity. That is, although organizational motivation improves fitness, support, and perception of compensation, its impact on increased work productivity does not depend exclusively on organizational motivation. This indicates that other factors also play a role in increasing the productivity of employees at the Tangerang City Health Office, apart from organizational motivation.

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