

# The Influence of Motivation, Compensation, and Work Discipline on Employee Performance at PT. Sedayu Cahaya Perkasa

**Yasmin Miranti<sup>1\*</sup>, Muhammad Yalzamul Insan<sup>2</sup>, Emi Wakhyuni<sup>3</sup>**

<sup>1-3</sup>Faculty of Social Sciences, Universitas Pembangunan Panca Budi Medan, Indonesia  
Email: <sup>1)</sup> [yasminmiranti72@gmail.com](mailto:yasminmiranti72@gmail.com), <sup>2)</sup> [myalza@dosen.pancabudi.ac.id](mailto:myalza@dosen.pancabudi.ac.id)

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## Abstract

The fast expansion of digital infrastructure requires both advanced technology and optimal human resource performance. The primary objective of this research is to explore how motivation, compensation, and work discipline shapes the performance of employees at PT. Sedayu Cahaya Perkasa. This study utilises a quantitative approach with 53 participants, and data gathering involves the distribution of surveys among the company's employees. Data analysis is conducted using the Partial Least Squares (PLS) method, supported by SmartPLS 4 software. The findings suggest that motivation has a significant and positive correlation with employee performance. Similarly, compensation has a notable and affirmative impact on employee performance. Additionally, the study reveals that work discipline also plays a crucial role in enhancing performance. Together, motivation, compensation, and work ethic contribute to 90.3% of employee performance (Adjusted R Square = 0.903), while the remaining 9.7% is influenced by undisclosed factors. The findings shed light that organizations can improve productivity by encouraging intrinsic motivation, fair compensation, and effective work discipline.

**Keywords:** Compensation, Employee Performance, Motivation, Work Discipline.

## 1. Introduction

Technology has now become a driving force for change in almost all sectors of life, from education, business, and government to people's personal lives. Technology is not only a tool, but also a transformative factor capable of creating new paradigms in various fields. In this era, with an increasing number of users requiring faster and more stable internet connectivity, both in major cities and remote areas, the development of a strong and widespread communication network has become an indispensable necessity. One solution to meet this need is to develop a fibre optic network with a large capacity to transmit data at very high speeds and over longer distances without a loss of quality, making it the top choice for building digital communication infrastructure that can meet the needs of the times.

Companies engaged in fibre optic network construction play an important role in the development of this infrastructure. One such company is PT. Sedayu Cahaya Perkasa, an Indonesian company specialising in fibre optic network construction (FO). They are responsible for planning, procurement, installation, and maintenance of fibre optic networks that support internet connectivity for both the public and industry. In this fibre optic work, networks will be connected to areas not yet covered by fibre optic networks and new network construction processes will be carried out. In addressing complex technical and operational challenges, employee performance is a key factor in the success of these projects. The



effectiveness of a company is shaped by how well its employees perform, leading the company to continuously work on enhancing their performance in order to meet its overall goals.

Employee performance will be better if there is self-awareness and dedication from each employee as an individual in carrying out their tasks and responsibilities (Widodo & Yandi, 2022). Nonetheless, not all human resources within a company have the same ability to express their capabilities (Wakhyuni et al., 2021). As revealed by Tamba et al. (2023), the performance of a worker is determined by the quality and quantity of work they produce while completing assigned tasks. If an employee is able to meet their workload effectively, they can be considered to have good performance. Employers should also consider factors such as motivation, compensation and discipline that can impact an individual's ability to perform their duties.

Motivation can empower people to do better because of the drive to achieve what they truly want (Insan & Batubara, 2021). As outlined by Sarianah et al. (2022) offering motivation to staff or individuals serves a clear objective, including boosting employee excitement and dedication, enhancing team spirit and job contentment, boosting productivity, fostering loyalty and consistency, enhancing discipline and decreasing absenteeism, establishing a positive work environment and rapport, stimulating creativity and involvement, enhancing well-being, and fostering a greater sense of duty towards assignments and responsibilities.

Additionally, compensation can also influence an individual's performance. Sinambela (2016) highlight that compensation is one of the main reasons and motivations for employees to work. If compensation is provided fairly and regularly, then it is likely that employees working in the company will feel a sense of responsibility for every task assigned by the company, and this can also be a motivating factor for employees to improve themselves. Further, Sitompul et al. (2024) note that compensation refers to any form of financial or material benefit that employees receive from the company in exchange for the work they do.

Apart from motivation and pay, work discipline is another factor that can impact employee productivity. Without proper work discipline, it would be challenging for the company to reach its goals. Maintaining work discipline can help individuals enhance their performance, efficiency, and attain success in both professional and personal realms. Organisations with disciplined employees can achieve their goals more effectively and efficiently, while also building a positive image in the eyes of the public. According to Siswadi (2016) compliance is a mindset of reverence towards the policies and guidelines of a business, ingrained in staff, leading them to willingly conform to these rules. Given the context outlined earlier, the researcher seeks to investigate the impact of motivation, compensation, and adherence to workplace rules on the performance of employees at PT. Sedayu Cahaya Perkasa.

## 2. Literature Review

### 2.1. Employee Performance

As explained by Usman et al. (2023) performance is the measurement of the outcomes produced by individuals or teams while performing their responsibilities. It can also be seen as a reflection of how successful an action or project is in meeting the goals and objectives of an organization as stated in its strategic plan (Batubara & Insan, 2022).

Moreover, Kasmir (2016) see performance as the result of work and work behaviour achieved in completing tasks and responsibilities assigned within a certain period. Performance is not the end result of a series of work processes but an overall display that begins with the elements of input, process, output and outcome (Hidayat et al., 2024). The achievement of tasks or work is influenced by motivation and capability. It is important for an

individual to possess both a certain level of willingness and the necessary skills, as mentioned earlier (Pusparani, 2021).

## 2.2. Motivation

As suggested by Afandi (2016) motivation is an inner drive that compels individuals to engage in tasks with zeal and dedication, in order to produce high-quality outcomes. Widyawati (2021) also said that motivation is a condition that drives employees to strive to achieve organisational goals. As highlighted by Insan & Batubara (2021), motivation is what drives someone to be enthusiastic about their work. This drive can come from a high salary, comfortable working facilities, supportive leaders, and a pleasant environment.

Motivation is what causes someone to complete their work with enthusiasm, willingness, and a sense of responsibility (Hasoloan, 2018). As noted by Hasibuan & Silvya (2019), motivation is the force behind a person's actions, such as a generous pay, encouraging management, suitable workplace conditions, a pleasant working atmosphere, friendly co-workers, and more. Motivation is triggered by a desire, leading to efforts being made to accomplish a particular objective (Lie et al., 2021). Romli et al. (2021) also revealed that motivation is a form of support for someone to improve or change their behaviour in order to become a better person.

## 2.3. Compensation

As described by Sirait & Mahyarni (2022), compensation refers to the rewards or benefits that employees receive for their work at a company, which can be either monetary or non-monetary based on the company's guidelines. Meanwhile, Hasibuan in (Nurjanah & Fauzan, 2023) noted that compensation refers to all financial rewards, both tangible and intangible, that employees receive in exchange for the work they do for the organisation. (Sedarmayanti, 2015) reveals that compensation refers to all the benefits and remuneration that workers are given in exchange for their services.

Sinambela (2016) said that organisations that are unable to provide adequate compensation for their employees, and tend not to satisfy their employees, will be vulnerable to turmoil because employees will work with low morale and fragile loyalty. Insufficient pay for the role may have negative consequences such as decreased productivity, raised objections, work stoppages, and causing employees to suffer physically and mentally. This can further impact employee morale and well-being (Sirait & Mahyarni, 2022).

## 2.4. Work Discipline

As outlined by Agustini (2019) work discipline refers to the mindset of adhering to the regulations and standards within a company to enhance staff motivation towards achieving the company's objectives. It involves an individual's capacity to work consistently, diligently, and persistently in alignment with set guidelines without breaching any established rules (Safitri et al., 2024). Risnawati and Harjanti (2023) states that one's commitment to their work can be demonstrated through showing gratitude, admiration, adherence, and conformity to established regulations, whether formal or informal, and the capability to follow through with them without trying to avoid consequences when failing to uphold their responsibilities and obligations.

Afandi (2016) further explains that work discipline is a set of rules or regulations established by an organisation's management, approved by the board of commissioners or shareholders, agreed upon by the labour union, and acknowledged by the labour department. Following this, employees in the company willingly adhere to the established regulations, which have been developed through a set of behaviours that showcase the importance of

obedience, conformity, organization, and self-control. Discipline also includes obedience and respect for agreements made between the company and employees (Sutrisno, 2018).

### 3. Methods

The approach used in this study is associative/quantitative research (Rusiadi et al., 2016), the discussion refers to the data that has been obtained, then presented systematically and factually. The population in this study is all employees of PT. Sedayu Cahaya Perkasa, which currently numbers 53 employees, all of whom were sampled using a saturated sampling technique (census).

The analysis of data was carried out using the Partial Least Squares (PLS) technique in SmartPLS software version 4. PLS is a method used for addressing Structural Equation Modelling (SEM), which was compared with other SEM methods in this particular study. The research included three phases of examination: Evaluation of the Measurement Model (outer model), which involved checking the legitimacy and consistency; Evaluation of the Structural Model (inner model), which included assessing the PLS-SEM inner model presumptions by examining the VIF (Variance Inflation Factor) value; Testing of R-Square ( $R^2$ ); and F-Square Test; and lastly the Test of Hypotheses.

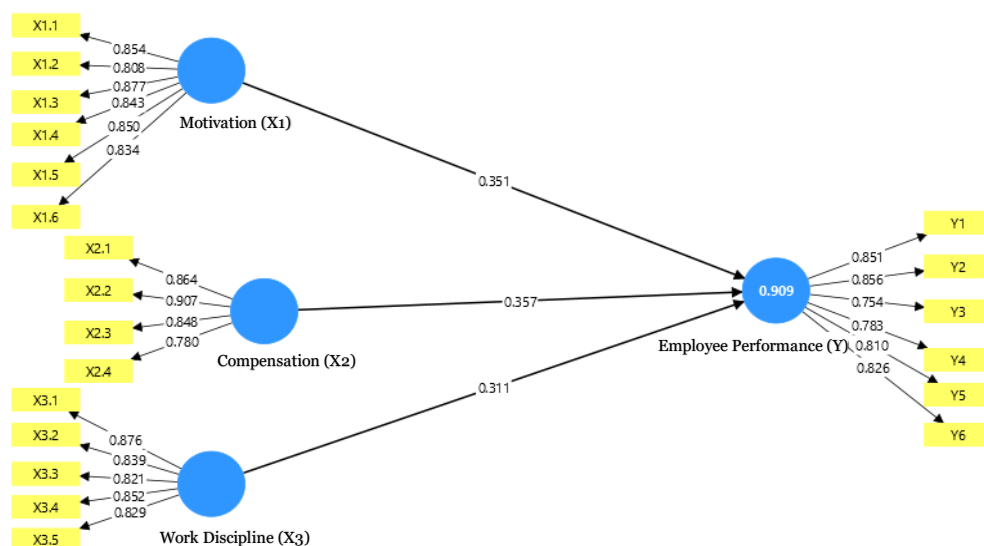
## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Outer Model Test

##### a. Convergent Validity

To start assessing the outer model, we conducted a test for convergent validity. Figure 1 shows the results of the outer loadings analysis in SmartPLS 4.0, displaying the connection between latent variables and their indicators.



**Figure 1. Outer Loadings Results**  
Source: Data Analysis SmartPLS 4.0 (2025)

**Table 1. Results of Outer Loadings from All Variables**

| Research Variables       | Statement Points | Outer Loading Value | Terms and Conditions | Description  |
|--------------------------|------------------|---------------------|----------------------|--------------|
| Motivation (X1)          | X1.1             | 0.854               | > 0,70               | <b>Valid</b> |
|                          | X1.2             | 0.808               |                      |              |
|                          | X1.3             | 0.877               |                      |              |
|                          | X1.4             | 0.843               |                      |              |
|                          | X1.5             | 0.850               |                      |              |
|                          | X1.6             | 0.834               |                      |              |
| Compensation (X2)        | X2.1             | 0.864               | > 0,70               | <b>Valid</b> |
|                          | X2.2             | 0.907               |                      |              |
|                          | X2.3             | 0.848               |                      |              |
|                          | X2.4             | 0.780               |                      |              |
| Work Discipline (X3)     | X3.1             | 0.876               | > 0,70               | <b>Valid</b> |
|                          | X3.2             | 0.839               |                      |              |
|                          | X3.3             | 0.821               |                      |              |
|                          | X3.4             | 0.852               |                      |              |
|                          | X3.5             | 0.829               |                      |              |
| Employee Performance (Y) | Y.1              | 0.851               | > 0,70               | <b>Valid</b> |
|                          | Y.2              | 0.856               |                      |              |
|                          | Y.3              | 0.754               |                      |              |
|                          | Y.4              | 0.783               |                      |              |
|                          | Y.5              | 0.810               |                      |              |
|                          | Y.6              | 0.826               |                      |              |

Source: Data Analysis SmartPLS 4.0 (2025)

Looking into the data presented in Table 1, it is evident that the outcomes of the external loading assessment for each factor exceed 0.70. As a result, it can be concluded that the descriptions for each factor are reliable and meet the criteria for Convergent Validity.

## b. Discriminant Validity

**Table 2. Comparison of Cross Loadings Values of Each Variable and Research Model Construct Values**

| Statement points | Work discipline (X3) | Employee Performance (Y) | Compensation (X2) | Motivation (X1) |
|------------------|----------------------|--------------------------|-------------------|-----------------|
| X1.1             | 0.712                | 0.792                    | 0.792             | 0.854           |
| X1.2             | 0.728                | 0.758                    | 0.683             | 0.808           |
| X1.3             | 0.662                | 0.736                    | 0.698             | 0.877           |
| X1.4             | 0.627                | 0.764                    | 0.658             | 0.843           |
| X1.5             | 0.667                | 0.782                    | 0.761             | 0.850           |
| X1.6             | 0.657                | 0.737                    | 0.699             | 0.834           |
| X2.1             | 0.658                | 0.780                    | 0.864             | 0.739           |
| X2.2             | 0.720                | 0.774                    | 0.907             | 0.768           |
| X2.3             | 0.648                | 0.807                    | 0.848             | 0.741           |
| X2.4             | 0.648                | 0.690                    | 0.780             | 0.630           |
| X3.1             | 0.876                | 0.750                    | 0.648             | 0.739           |
| X3.2             | 0.839                | 0.786                    | 0.698             | 0.721           |
| X3.3             | 0.821                | 0.669                    | 0.621             | 0.551           |
| X3.4             | 0.852                | 0.678                    | 0.626             | 0.615           |
| X3.5             | 0.829                | 0.780                    | 0.709             | 0.726           |
| Y1               | 0.736                | 0.851                    | 0.729             | 0.747           |
| Y2               | 0.724                | 0.856                    | 0.806             | 0.774           |
| Y3               | 0.626                | 0.754                    | 0.658             | 0.664           |
| Y4               | 0.651                | 0.783                    | 0.696             | 0.719           |
| Y5               | 0.794                | 0.810                    | 0.750             | 0.698           |
| Y6               | 0.721                | 0.826                    | 0.744             | 0.800           |

Source: Data Analysis SmartPLS 4.0 (2025)

Derived from the analysis in table 2, it can be said that each indicator effectively demonstrates discriminant validity as they exhibit higher factor loading values within their own constructs as opposed to cross loading values in other constructs. This suggests that each indicator accurately reflects its respective construct.

**Table 3. Average Variance Extracted (AVE) Results of Research Model**

| Research Variables       | AVE Value | AVE Terms and Conditions |
|--------------------------|-----------|--------------------------|
| Motivation (X1)          | 0.713     | <b>0.50</b>              |
| Compensation (X2)        | 0.724     |                          |
| Work discipline (X3)     | 0.712     |                          |
| Employee performance (Y) | 0.663     |                          |

Source: Data Analysis SmartPLS 4.0 (2025)

The information presented in the table 3 indicates that all variables have AVE values exceeding 0.50, suggesting that the Average Variance Extracted values are satisfactory.

### c. Reliability Test

**Table 4. Reliability Test Results in This Study**

|                          | Cronbach's alpha | Composite reliability (rho_c) |
|--------------------------|------------------|-------------------------------|
| Work discipline (X3)     | 0.899            | 0.925                         |
| Employee performance (Y) | 0.898            | 0.922                         |
| Compensation (X2)        | 0.872            | 0.913                         |
| Motivation (X1)          | 0.919            | 0.937                         |

Source: Data Analysis SmartPLS 4.0 (2025)

From an examination of Table 1, it appears that all elements have successfully undergone the reliability assessment as both the Cronbach's Alpha and Composite Reliability (CR) scores exceeded the critical value of 0.7 for each variable. This suggests that the elements exhibit strong internal coherence and can be deemed trustworthy.

### 4.1.2. Inner Model

#### a. Assumptions of the PLS-SEM Inner Model

**Table 5. VIF Test Results**

|      | VIF   |
|------|-------|
| X1.1 | 2.625 |
| X1.2 | 2.175 |
| X1.3 | 3.196 |
| X1.4 | 2.740 |
| X1.5 | 2.650 |
| X1.6 | 2.440 |
| X2.1 | 3.048 |
| X2.2 | 3.659 |
| X2.3 | 2.034 |
| X2.4 | 1.805 |
| X3.1 | 3.111 |
| X3.2 | 2.236 |
| X3.3 | 2.308 |
| X3.4 | 2.904 |
| X3.5 | 2.219 |
| Y1   | 3.268 |
| Y2   | 3.058 |
| Y3   | 1.843 |
| Y4   | 2.005 |
| Y5   | 2.170 |
| Y6   | 2.328 |

Source: Data Analysis SmartPLS 4.0 (2025)



Looking at the data in the table 5, it is clear that the VIF values for all variables are under 5, indicating the absence of any issues with multicollinearity among the constructs in the study.

#### b. R-Square Value ( $R^2$ )

**Table 6. Results of Determination Coefficient Testing ( $R^2$ )**

|                          | R-square | R-square adjusted |
|--------------------------|----------|-------------------|
| Employee Performance (Y) | 0.909    | 0.903             |

Source: Data Analysis SmartPLS 4.0 (2025)

The chart shows a clear link between motivation, compensation, and work discipline, and how they impact employee performance. In light of the data, 90.3% of employee performance is influenced by these factors. The study did not account for the remaining 9.7% which is influenced by other variables.

#### c. F-Square Test ( $F^2$ )

**Table 7. F-Square Test Results ( $F^2$ )**

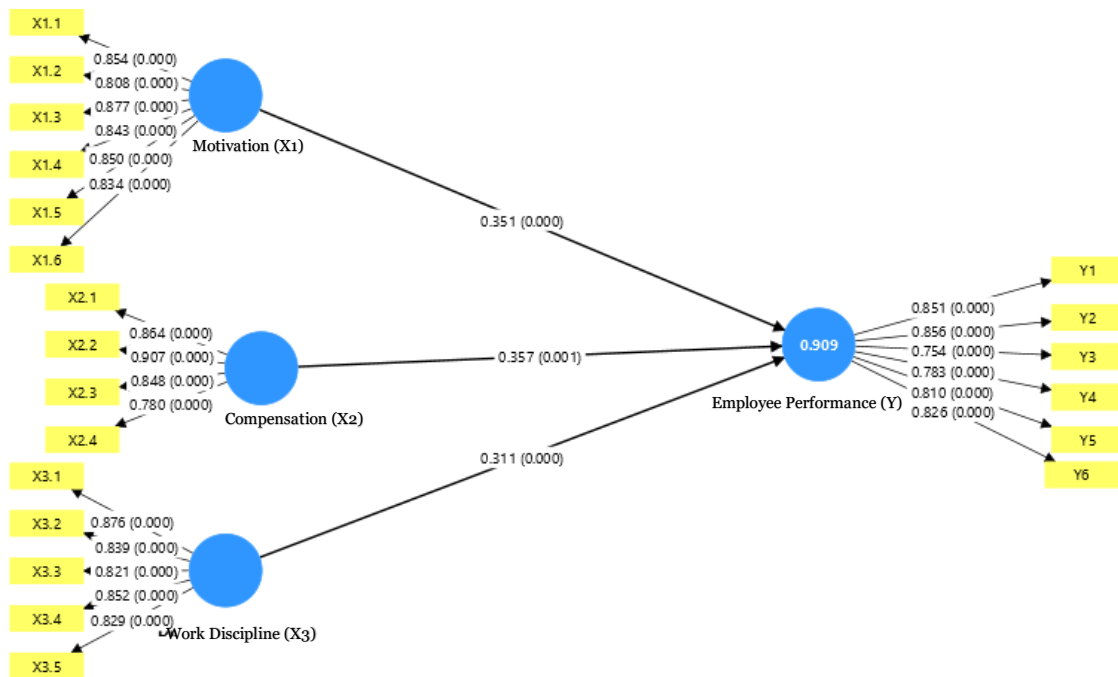
|                      | Work discipline (X3) | Employee Performance (Y) | Compensation (X2) | Motivation (X1) |
|----------------------|----------------------|--------------------------|-------------------|-----------------|
| Work discipline (X3) |                      | 0.339                    |                   |                 |
| Compensation (X2)    |                      | 0.349                    |                   |                 |
| Motivation (X1)      |                      | 0.316                    |                   |                 |

Source: Data Analysis SmartPLS 4.0 (2025)

The impact of work discipline on employee performance is significant, as indicated by the high f square results of 0.339. Compensation also plays a crucial role, with an effect of 0.349 in the structural model. Additionally, motivation has a substantial impact, with a coefficient of 0.316.

#### 4.1.3. Hypothesis Testing

Examining the path coefficient, t-statistic, and p-value can be a method to evaluate a hypothesis. A positive path coefficient value may signify a positive correlation between variables, while a negative value could imply a negative correlation (Hair et al., 2016). Additionally, a t-statistic greater than the t-table value and a p-value less than 0.05 signify that the coefficient is both statistically significant and dependable. The findings of the direct path coefficient hypothesis test conducted in this research are illustrated in the figure and table provided.



**Figure 2. Bootstrapping Results**  
Source: Data Analysis SmartPLS 4.0 (2025)

**Table 8. Results of Hypothesis Testing with Path Coefficient Values, T Statistics, and P Values**

|  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Work discipline (X3) -> Employee performance (Y) | 0.311               | 0.321           | 0.081                      | 3.863                    | 0.000    |
| Compensation (X2) -> Employee performance (Y)    | 0.357               | 0.344           | 0.112                      | 3.193                    | 0.001    |
| Motivation (X1) -> Employee performance (Y)      | 0.351               | 0.354           | 0.093                      | 3.771                    | 0.000    |

Source: Data Analysis SmartPLS 4.0 (2025)

The t-test uses a particular formula to make comparisons between the result of the t-test and the t-table value. In this case, the degrees of freedom are calculated as 49, resulting in a critical value of 2.010 at a significance level of 0.05. By looking at the data in Table 7, we can provide the following explanation:

1) There is an influence of motivation (X1) on employee performance (Y)

Based on the findings presented in Table 7, it is clear that the factor driving motivation (X1) has a t-statistic value of 3.771, which exceeds the t-table value of 2.010, with a p-value of 0.000, lower than the significance level of 0.05, thus providing evidence in support of the alternative hypothesis. This suggests that motivation (X1) plays a significant role in impacting the performance of employees (Y). The calculated path coefficient is 0.351, indicating a positive correlation. Therefore, motivation affects employee performance positively and significantly by 35.1%. In conclusion, it can be deduced that motivation has a positive and significant influence on employee performance at PT. Sedayu Cahaya Perkasa."

2) There is an effect of compensation (X2) on employee performance (Y)

Based on the results shown in Table 7, it is clear that the variable related to compensation (X2) has a t-statistic value of 3.193, which exceeds the t-table value of 2.010.



Furthermore, the p-value of 0.001 is lower than the significance level  $\alpha$  of 0.05, leading to the acceptance of the alternative hypothesis,  $H_a$ . This indicates that compensation ( $X_2$ ) plays a role in influencing employee performance ( $Y$ ). With a calculated path coefficient of 0.357, there is a positive correlation between compensation ( $X_2$ ) and employee performance, resulting in a significant increase of 35.7%. Therefore, it can be concluded that compensation ( $X_2$ ) has a positive impact on employee performance at PT. Sedayu Cahaya Perkasa.

3) There is an effect of work discipline ( $X_3$ ) on employee performance ( $Y$ )

Based on the data in Table 7, the variable representing work discipline ( $X_3$ ) has a t-statistic value of 3.863, which is higher than the t-table value of 2.010. With a p-value of 0.000, which is below the significance level of 0.05, we can conclude that the alternative hypothesis ( $H_a$ ) is accepted. This indicates that work discipline ( $X_3$ ) has an influence on employee performance ( $Y$ ). The calculated path coefficient of 0.311 demonstrates a positive relationship between the two variables. Therefore, work discipline ( $X_3$ ) has a significant positive impact on employee performance by 31.1%. In summary, work discipline ( $X_3$ ) has a positive and meaningful effect on employee performance at PT. Sedayu Cahaya Perkasa.

## 4.2. Discussions

### 4.2.1. The Effect of Motivation ( $X_1$ ) on Employee Performance ( $Y$ )

The results of the research on the motivation factor ( $X_1$ ) indicated a t-statistic value of 3.771, which exceeds the t-table value of 2.010, and has a p-value of 0.000, below the  $\alpha$  value of 0.05, thereby validating the acceptance of  $H_a$ . The research illustrates that motivation ( $X_1$ ) has a considerable and favourable impact on employee performance at PT. Sedayu Cahaya Perkasa, indicating that enhanced motivation results in better employee performance. These findings are consistent with previous studies (Sinaga, 2022; Saptalia et al., 2022; Tamba et al., 2023) which suggest that motivation is a key factor in improving employee performance. The higher the level of motivation among employees, the more effective they will be in their overall performance.

### 4.2.2. The Effect of Compensation ( $X_2$ ) on Employee Performance ( $Y$ )

The results of the study regarding the compensation factor ( $X_2$ ) revealed a t-statistic of 3.193, exceeding the t-table value of 2.010 and a p-value of 0.001, below the  $\alpha$  0.05 threshold, thereby supporting  $H_a$ . The results indicate that compensation ( $X_2$ ) has a positive and significant influence on employee performance at PT. Sedayu Cahaya Perkasa. This suggests that increasing compensation results in improved employee performance. These results are consistent with earlier research carried out in the sector (Sitompul et al., 2024; Sarianah et al., 2022; Nurzakiah & Febrian, 2024) demonstrating that compensation plays a crucial role in enhancing employee productivity. It suggests that increased company-provided compensation leads to a boost in employees' overall effectiveness.

### 4.2.3. The Effect of Work Discipline ( $X_3$ ) on Employee Performance ( $Y$ )

The results of the study on work discipline ( $X_3$ ) indicate a significant impact on employee performance at PT. Sedayu Cahaya Perkasa, as the t-statistic value of 3.863 surpasses the t-table value of 2.010. With a p-value of 0.000, below the threshold of  $\alpha$  0.05, the findings support the acceptance of  $H_a$ . This suggests that a higher level of work discipline among employees results in improved performance. Furthermore, these findings align with previous research conducted in this area (Risnawati & Harjanti, 2023; Hidayat et al., 2024; Safitri et al., 2024) demonstrating that adherence to work rules can greatly enhance the performance of employees. This indicates that employees who consistently maintain high levels of work discipline are likely to achieve better overall performance.

## 5. Conclusions

The results of the study conducted at PT. Sedayu Cahaya Perkasa illustrate that employee performance can be significantly improved by motivation, compensation, and work discipline. In the first instance, motivation (X<sub>1</sub>) has a favourable effect on performance (Y), with a t-statistic of 3.771 surpassing the t-table value of 2.010, and a p-value of 0.000 below the significance level of 0.05. Moreover, the path coefficient for motivation is 0.351, indicating that higher levels of motivation lead to enhanced employee performance. It is also clear that compensation plays a vital role in promoting performance, as evidenced by a t-statistic of 3.193 exceeding the threshold of 2.010, coupled with a p-value of 0.001 lower than 0.05. The link between higher compensation and improved performance is confirmed by a path coefficient of 0.357. Moreover, the influence of work discipline on performance is significant, as evidenced by a t-statistic of 3.863 and a p-value of 0.000, both exceeding the predetermined thresholds. The path coefficient for discipline is 0.311, highlighting the beneficial effects of improved work discipline on performance results. To sum up, these findings highlight the importance of motivation, compensation, and discipline in boosting employee performance at PT. Sedayu Cahaya Perkasa.

The findings suggests that organizations should focus on improving intrinsic motivation, offering fair compensation, and promoting discipline to boost employee performance. These factors help maintain productivity and effectiveness. As such, future research should involve different industries, larger sample sizes, and consider variables like leadership style and job satisfaction for a better understanding of employee performance determinants.

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