

The influence of compensation, work motivation, organizational culture, leadership, and work discipline on employee performance at PT Adiartha Swabuana Batam

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Abstract

This study aims to analyze the influence of compensation, work motivation, organizational culture, leadership, and work discipline on employee performance at PT Adiartha Swabuana Batam partially or simultaneously. The study uses a quantitative approach with an explanatory survey design. The population is all employees of PT Adiartha Swabuana Batam as many as 60 people, and the entire population is used as a sample using saturated sampling techniques (census). Data were collected using a questionnaire with a five-point Likert scale, then analyzed using multiple linear regression assisted by IBM SPSS Statistics 25. The results showed that partially all variables had a positive and significant effect on employee performance, namely compensation ($t = 5.134$; $\text{sig.} = 0.000$), work motivation ($t = 5.149$; $\text{sig.} = 0.000$), organizational culture ($t = 2.256$; $\text{sig.} = 0.026$), leadership ($t = 8.448$; $\text{sig.} = 0.000$), and work discipline ($t = 9.289$; $\text{sig.} = 0.000$). Simultaneously, all five variables had a significant effect on employee performance ($F = 5.300$; $\text{sig.} = 0.000$) with an Adjusted R^2 of 0.267, which means that the five independent variables together explain 26.7% of the variation in employee performance. The effects are, however, distributed unevenly: work discipline is by far the most dominant variable ($\beta = 0.766$), followed by compensation ($\beta = 0.318$), leadership ($\beta = 0.272$), and work motivation ($\beta = 0.271$), while organizational culture is the weakest predictor in the model ($\beta = 0.085$). This study was limited to one oil and gas EPCM company in Batam with a sample size of 60 respondents, so the generalization of the findings needs to be done carefully. Practically, management needs to prioritize strengthening work discipline, compensation, and leadership as a strategic step to improve performance, and to sustain work motivation, which also contributes substantially; by contrast, organizational culture calls for a change of approach rather than additional investment, with the intended values embedded in the operating procedures and project routines that actually govern behaviour in the oil and gas project industry. The novelty of the research lies in the context of the oil and gas EPCM (Engineering, Procurement, Construction, and Manpower Service) industry in Batam which is still rarely studied empirically in the human resource management literature in Indonesia.

Keywords: Compensation; Work Motivation; Organizational Culture; Leadership; Work Discipline; Employee Performance; Epcm; Oil And Gas Industry; Batam

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INTRODUCTION

Human resource management (HRM) is an organizational strategy to optimize the potential of employees to achieve company goals. One of the main indicators of organizational success is the performance of qualified employees. Robbins and Judge (2019) state that employee performance is the result of work achieved by a person based on the standards set by the organization. In the framework of the Ability-Motivation-Opportunity (AMO) theory developed by Appelbaum et al. (2000), employee performance is a function of three main components, namely ability, motivation, and opportunity to perform which are all influenced by the organization's HR practices.

Compensation is one of the HRM practices that plays an important role in improving performance. Hasibuan (2019) defines compensation as everything that employees receive in return for their contributions. Research by Harsanto and Ferijani (2024), Pranesty and Rahmi (2024), and Ichsan et al. (2024) shows that fair, transparent, and competitive compensation is positively and significantly correlated with employee performance. In addition to compensation, work motivation is also an important determinant of performance. Motivation is an internal and external drive that encourages employees to make optimal efforts to achieve organizational goals (Robbins & Judge, 2019). Yuliasari and Nurhayaty (2024), Rifdha et al. (2024), and Irfan et al. (2024) prove that work motivation has a positive and significant effect on employee performance.

Organizational culture is a shared value system that distinguishes one organization from another (Schein & Schein, 2017). A strong organizational culture can be a source of competitive advantage through increased employee commitment and engagement. Saputri and Wibowo (2023) and Izzati and Ahmadi (2024) found that organizational culture has a significant effect on employee performance, whereas Girsang (2019) found no significant partial effect in a hospital setting, so that the direction and significance of this relationship are not stable across organizational contexts. Leadership is a crucial factor that has the potential to affect performance. Bass and Riggio (2006) indicate that effective transformational leadership can increase motivation, provide intellectual stimulation, and ultimately have a positive impact on performance. Mendrofa et al.'s (2024) research strengthens these findings in the context of government agencies in Indonesia.

PT Adiartha Swabuana Batam is a company engaged in EPCM (Engineering, Procurement, Construction, and Manpower Service) that provides technical services, procurement, construction, and the provision of professional labor for the oil and gas sector. As a labor-intensive company operating in a high-pressure project environment, employee performance is a crucial factor for the continuity of operations and project success. Based on the company's internal data, there was a decrease in average individual performance by 5.9% from 2024 to 2025, as shown in Table 1.

Table 1. Average Value of Individual Performance of PT Adiartha Swabuana Batam Employees in 2024 and 2025

No.	Rating Categories	Average 2024	Average 2025	Change (%)
1	Work productivity	75	70	−6.70%
2	Quality of work	78	73	−6.40%
3	Compliance with procedures	80	76	−5.00%
4	Motivation and initiative	74	69	−6.80%
5	Attendance and discipline	82	78	−4.90%
Overall average		77.8	73.2	−5.90%

Source: Internal Data of PT Adiartha Swabuana Batam (2026)

The most significant decline was seen in the aspects of work productivity (−6.70%) and motivation/initiative (−6.80%), which indicated the existence of fundamental problems in the work environment. Based on an internal survey of 60 employees conducted in 2025, it was found

that 30% of employees were dissatisfied with the compensation system, 30% felt less motivated due to a lack of recognition, 70% stated that the organizational culture did not support collaboration and innovation, 41.7% experienced a workload that was felt to be too heavy, and 75% admitted that they had arrived late to the office. Because the survey was administered after the 2025 appraisal cycle and before the data collection for this study, it provides a diagnostic reading of the conditions underlying the 2024–2025 performance decline. Details of the results of the internal survey are presented in Table 2.

Table 2. Results of the Internal Survey of Employee Perception of PT Adiartha Swabuana Batam in 2025

No.	Aspects Surveyed	Percentage of Employees
1	Dissatisfaction with the compensation system	30.0%
2	Lack of motivation due to lack of recognition	30.0%
3	Organizational culture has not supported collaboration and innovation	70.0%
4	The workload feels too heavy	41.7%
5	Have you ever been late to the office	75.0%

Source: Internal Survey Results of PT Adiartha Swabuana Batam (2025)

Although many previous studies have examined the effects of compensation, work motivation, organizational culture, leadership, and work discipline on employee performance, the evidence on organizational culture remains inconsistent in direction and significance rather than merely in magnitude. Saputri and Wibowo (2023) and Angela and Hikmah (2023) report a positive and significant effect of organizational culture on performance in construction and manufacturing settings, and Izzati and Ahmadi (2024), estimating a single-predictor model, likewise conclude that the effect is significant. In contrast, Girsang (2019) found that organizational culture had no significant partial effect on employee performance even though the model was significant simultaneously, while As Zahra and Baskoro (2024) show that the contribution of organizational culture reaches performance through job satisfaction rather than directly. These studies therefore do not disagree about how large the effect is; they disagree about whether an independent direct effect exists at all and under what conditions it survives once other determinants enter the model. Resolving that disagreement requires evidence from settings whose work organization differs systematically from the manufacturing and service contexts in which most of this literature has been produced. The oil and gas EPCM industry offers such a setting, with its project-based nature of work, offshore/onshore work sites, strict occupational safety standards (HSE), and the dominance of the project contract workforce. These characteristics have the potential to modulate the effectiveness of HRM practices differently compared to conventional manufacturing or service industries, and they make the industry a suitable site for testing whether organizational culture retains an independent effect when compensation, work motivation, leadership, and work discipline are estimated simultaneously.

Based on this description, this study aims to analyze the influence of compensation, work motivation, organizational culture, leadership, and work discipline on employee performance at PT Adiartha Swabuana Batam, both partially and simultaneously. The novelty of the research lies in the context of the oil and gas EPCM industry in Batam which is still rarely studied empirically in the HRM literature in Indonesia, as well as in the integration of five HRM variables in an analysis framework based on the Ability-Motivation-Opportunity (AMO) theory.

LITERATURE REVIEW

Grand Theory: Ability-Motivation-Opportunity (AMO)

The AMO theory developed by Appelbaum et al. (2000) has become one of the most widely adopted umbrella frameworks in the strategic HRM literature. This theory states that employee performance is a function of three components, namely ability, motivation, and

opportunity to perform. HR practices such as compensation and training contribute to increased ability and motivation, while organizational culture and work climate provide opportunities for employees to actualize their competencies. Jiang et al. (2012) through meta-analysis confirmed that the bundle of HRM practices that touch on the three components of AMO contributes synergistically to individual and organizational performance. In this study, compensation and motivation represent the motivation component, organizational culture represents the opportunity component, while leadership and work discipline are contextual factors that modulate the effectiveness of the three AMO components.

Employee Performance

Employee performance is defined as the quality and quantity of work achieved by an employee in carrying out tasks according to the responsibilities given to him (Mangkunegara, 2017). Robbins and Judge (2019) added that performance also includes organizational citizenship behavior and counterproductive behavior. Employee performance indicators in this study refer to Mangkunegara (2017) which includes work quality, work quantity, punctuality, effectiveness, and independence.

Employee Compensation and Performance

Compensation is any form of financial and non-financial compensation that an organization gives to employees in return for their contributions (Hasibuan, 2019). Within the framework of AMO, compensation is the main instrument to increase employee extrinsic motivation. *The Equity Theory* put forward by Adams (1963) explains that employees will be motivated to improve their performance if they feel justice between the contributions given and the rewards received. Fair and competitive compensation will encourage employees to put in optimal effort on the job. Harsanto and Ferijani (2024) found that compensation has a positive and significant effect on employee performance in the banking sector. Similar findings were reported by Ichsan et al. (2024) and Pranesty and Rahmi (2024), who confirm the important role of both financial and non-financial compensation in diverse industry contexts. Based on this theory and empirical evidence, the first hypothesis was formulated:

H1: Compensation has a positive and significant effect on employee performance.

Work Motivation and Employee Performance

Work motivation is the force that moves, directs, and maintains a person's behavior in carrying out work (Robbins & Judge, 2019). Motivation is a central component in the AMO framework because it acts as a bridge between ability and actual performance. Herzberg's (1966) Two-Factor Theory distinguishes between motivating factors (recognition, achievements, responsibilities) and hygiene factors (salary, working conditions, company policies) that affect satisfaction and performance. Employees with high abilities will not produce optimal performance without adequate motivation. Rifdha et al. (2024) concluded from a literature study that work motivation is consistently a significant predictor of employee performance in various industry contexts. Yuliasari and Nurhayaty (2024) found that work motivation has a positive and significant effect on employee performance at PERUMDA Pasar Jaya. Irfan et al. (2024) reinforce this finding in the context of informatics companies in Makassar. Based on this theory and empirical evidence, a second hypothesis was formulated:

H2: Work motivation has a positive and significant effect on employee performance.

Organizational Culture and Employee Performance

Organizational culture is a pattern of basic assumptions that are learned, developed, and shared by members of an organization to solve external adaptation and internal integration problems (Schein & Schein, 2017). Within the framework of AMO, organizational culture provides opportunities for employees to actualize their abilities and motivations. A culture that supports collaboration, innovation, and learning will expand employees' opportunities to

perform. Saputri and Wibowo (2023) found that organizational culture has a significant effect on SOE construction companies, and Izzati and Ahmadi (2024) report a significant effect in a single-predictor model. As Zahra and Baskoro (2024) find that this contribution operates largely through job satisfaction, and Girsang (2019) reports no significant partial effect at all, so that the direction and significance of the effect appear to be contingent on organizational context. Because the balance of the evidence still favours a positive effect, and because the AMO framework assigns organizational culture the role of creating the opportunity to perform, a third hypothesis is formulated:

H3: Organizational culture has a positive and significant effect on employee performance.

Leadership and Employee Performance

Transformational leadership is the ability of a leader to inspire his followers to go beyond personal interests for the good of the organization (Bass & Riggio, 2006). Effective transformational leadership assumes improving employee performance through increased motivation, intellectual stimulation, and individual consideration. Within the framework of AMO, effective leadership acts as a catalyst that facilitates motivation and optimizes employee opportunities. Saputri and Wibowo (2023) found that leadership has a positive and significant effect on employee performance. Mendrofa et al. (2024) reinforce these findings in the context of local government, while Angela and Hikmah (2023) report the strong influence of leadership in improving team productivity in the manufacturing operational environment. Based on this theory and empirical evidence, a fourth hypothesis is formulated:

H4: Leadership has a positive and significant effect on employee performance.

Work Discipline and Employee Performance

Work discipline is the willingness of employees to comply with applicable organizational regulations and social norms, both in writing and unwritten (Sinambela, 2021). High work discipline reflects an employee's commitment to the job and the organization, which in turn contributes to performance. In the perspective of *Self-Regulation* theory and organizational theory, work discipline is a manifestation of the ability of employees to regulate their own behavior according to set standards, resulting in consistent and predictable work output. In project industries with strict occupational safety standards such as oil and gas EPCM, work discipline is becoming increasingly crucial as procedural violations can have a fatal impact on project safety and continuity. Angela and Hikmah (2023) found that work discipline has a significant positive effect on the performance of PT Mustindocipta Jaya employees. Yuliasari and Nurhayaty (2024) and Hidayat and Suryani (2024) also reported similar findings in the context of regional companies and government agencies. Based on this theory and empirical evidence, a fifth hypothesis was formulated:

H5: Work discipline has a positive and significant effect on employee performance.

Simultaneous Influence

Based on the AMO framework, the five independent variables together form a synergistic HR system in influencing employee performance. Compensation and work motivation increase the motivation component, organizational culture forms the opportunity component, while leadership and work discipline modulate the effectiveness of all AMO components. Integrated HRM practice bundles have been shown to have a stronger impact compared to individual practices (Jiang et al., 2012). This synergy between variables is assumed to produce a more significant *multiplier effect* in driving employee performance, especially in the context of complex organizations such as the oil and gas EPCM industry.

H6: Compensation, work motivation, organizational culture, leadership, and work discipline simultaneously have a significant effect on employee performance.

RESEARCH METHODS

Research Type and Design

This study uses a quantitative approach with an explanatory survey design. Sugiyono (2019) stated that the quantitative method is an approach based on the philosophy of positivism and is used to research a specific population or sample, with the aim of testing the established hypothesis. The explanatory design was chosen because this study aims to test the causal relationship between independent variables and dependent variables.

Population and Sample

The population in this study is all employees of PT Adiartha Swabuana Batam which totals 60 people. Given the relatively small size of the population, this study uses a saturated sampling technique (census) according to the guidelines of Sugiyono (2019), namely all members of the population are sampled. Thus, the number of research respondents was 60 people describing the company's overall employees. The use of censuses eliminates sampling errors and provides a 100% response rate. Based on the *rule of thumb guidelines* for multiple linear regression analysis that states a minimum of 10 respondents per independent variable (Hair et al., 2019), a sample size of 60 respondents with 5 independent variables (12:1 ratio) has met the minimum requirements for multiple linear regression analysis.

Operational Definitions and Variable Indicators

The variables in this study consisted of five independent variables and one dependent variable. The operational definition and indicators of each variable are presented in Table 3.

Table 3. Variable Operational Definition

Variable	Operational Definition	Indicator	Item
Compensation (X1)	Financial and non-financial rewards that employees receive in return for their contributions (Hasibuan, 2019)	Salary, benefits, incentives, facilities, non-financial compensation (Hasibuan, 2019)	10
Work Motivation (X2)	Internal and external motivations that drive employees to put in optimal effort (Robbins & Judge, 2019)	Needs for achievement, recognition, responsibility, growth, working conditions (Herzberg, 1966)	10
Organizational Culture (X3)	A system of shared values and beliefs that distinguishes one organization from another (Schein & Schein, 2017)	Innovation, results orientation, team orientation, employee orientation, stability (Robbins & Judge, 2019)	10
Leadership (X4)	The ability of the leader to inspire his followers to go beyond personal interests for the good of the organization (Bass & Riggio, 2006)	Ideal influence, inspirational motivation, intellectual stimulation, individual consideration (Bass & Riggio, 2006)	10
Work Discipline (X5)	Willingness of employees to comply with organizational rules and norms (Sinambela, 2021)	Attendance, obedience to rules, adherence to work standards, level of vigilance, work ethics (Sinambela, 2021)	10
Employee Performance (Y)	Work results in terms of quality and quantity achieved by employees in carrying out their duties (Mangkunegara, 2017)	Quality of work, quantity of work, punctuality, effectiveness, independence (Mangkunegara, 2017)	10

Research Instruments and Measurement Scales

The research instrument was in the form of a closed questionnaire with a five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Each variable is measured using 10 question items developed from predefined indicators. Before being used for primary data collection, the instrument has gone through a *readability test* process for several employees to ensure that each question can be well understood by respondents, especially in the context of working language in the oil and gas EPCM industry.

Data Collection Techniques

Primary data was collected through the distribution of questionnaires to all employees of PT Adiartha Swabuana Batam during the January-March 2026 period. The questionnaire was distributed directly at the job site with a 100% response rate. Secondary data in the form of company profiles and performance data are obtained from internal company documents.

Data Analysis Techniques

Data analysis was carried out using IBM SPSS Statistics 25 with the following stages: (1) the validity test of the construct using Pearson's item-total correlation with the r -count criteria $\geq r$ -table (0.254 for $n = 60$, $\alpha = 0.05$); (2) reliability test using Cronbach Alpha with $\geq$ criterion of 0.60 (Ghozali, 2018); (3) classical assumption tests include Kolmogorov-Smirnov normality tests, Tolerance and VIF multicollinearity tests, heteroscedasticity tests through Glejser tests, linearity tests, and Durbin-Watson autocorrelation tests; (4) multiple linear regression analysis with equations $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$; (5) hypothesis testing through partial tests (t test), simultaneous tests (F test), and determination coefficient tests (Adjusted R Square).

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 60 respondents who were all employees of PT Adiartha Swabuana Batam during the research period. *The response rate* reached 100% because it used census techniques. Respondent characteristics based on gender, age, working period, and education level are presented in Table 4.

Table 4. Characteristics of Research Respondents

Characteristics	Categories	Frequency
Gender	Male	49
	Female	11
Age	< 30 years old	16
	30–40 years old	20
	> 40 years old	24
Tenure	< 5 years	11
	5–10 years	49
	> 10 years	3
Education	High School/Vocational	51
	School	
	Diploma	1
	Bachelor (S1)	8
Total		60

Source: Primary data processed (2026)

Validity and Reliability Tests

The construct validity test is carried out by correlating the score of each item with the total score of the construct. The test results showed that all items in the six variables had an r -

count value greater than the r-table (0.254), so that all items were declared valid. A summary of the results of the validity and reliability test is presented in Table 5.

Table 5. Validity and Reliability Test Results

Variable	R-Count	Cronbach Alpha
Compensation (X1)		0.750
Compensation 1	0.628	
Compensation 2	0.609	
Compensation 3	0.577	
Compensation 4	0.627	
Compensation 5	0.636	
Compensation 6	0.605	
Compensation 7	0.664	
Compensation 8	0.659	
Compensation 9	0.541	
Compensation 10	0.512	
Work Motivation (X2)		0.757
Work Motivation 1	0.741	
Work Motivation 2	0.677	
Work Motivation 3	0.530	
Work Motivation 4	0.590	
Work Motivation 5	0.637	
Work Motivation 6	0.587	
Work Motivation 7	0.678	
Work Motivation 8	0.655	
Work Motivation 9	0.670	
Work Motivation 10	0.680	
Organizational Culture (X3)		0.763
Organizational Culture 1	0.635	
Organizational Culture 2	0.606	
Organizational Culture 3	0.716	
Organizational Culture 4	0.691	
Organizational Culture 5	0.677	
Organizational Culture 6	0.799	
Organizational Culture 7	0.580	
Organizational Culture 8	0.695	
Organizational Culture 9	0.649	
Organizational Culture 10	0.646	
Leadership (X4)		0.741
Leadership 1	0.649	
Leadership 2	0.557	
Leadership 3	0.686	
Leadership 4	0.538	
Leadership 5	0.657	
Leadership 6	0.614	
Leadership 7	0.510	
Leadership 8	0.594	
Leadership 9	0.537	
Leadership 10	0.519	
Work Discipline (X5)		0.768
Work Discipline 1	0.754	
Work Discipline 2	0.808	

Variable	R-Count	Cronbach Alpha
Work Discipline 3	0.653	
Work Discipline 4	0.694	
Work Discipline 5	0.830	
Work Discipline 6	0.803	
Work Discipline 7	0.657	
Work Discipline 8	0.639	
Work Discipline 9	0.540	
Work Discipline 10	0.530	
Employee Performance (Y)		0.772
Employee Performance 1	0.790	
Employee Performance 2	0.823	
Employee Performance 3	0.777	
Employee Performance 4	0.806	
Employee Performance 5	0.746	
Employee Performance 6	0.691	
Employee Performance 7	0.569	
Employee Performance 8	0.587	
Employee Performance 9	0.819	
Employee Performance 10	0.821	

Source: IBM SPSS Statistics 25 (2026) output

All variables had a Cronbach Alpha value greater than 0.60, so the research instrument was declared reliable.

Classic Assumption Test

A classical assumption test is performed to ensure that the regression model meets the requirements of the BLUE (Best Linear Unbiased Estimator) estimator. The results of the normality test using Kolmogorov-Smirnov are presented in Table 6.

**Table 6. Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		30
Normal Parameters, b	Mean	0.0000000
	Std. Deviation	1.08314969
Most Extreme Differences	Absolute	0.123
	Positive	0.123
	Negative	-0.101
Test Statistic		0.123
Asymp. Sig. (2-tailed)		0.200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: IBM SPSS Statistics 25 (2026) output

The results of the normality test show that the data is distributed normally if the Asymp value. Sig. (2-tailed) > 0.05, thus meeting the assumption of normality.

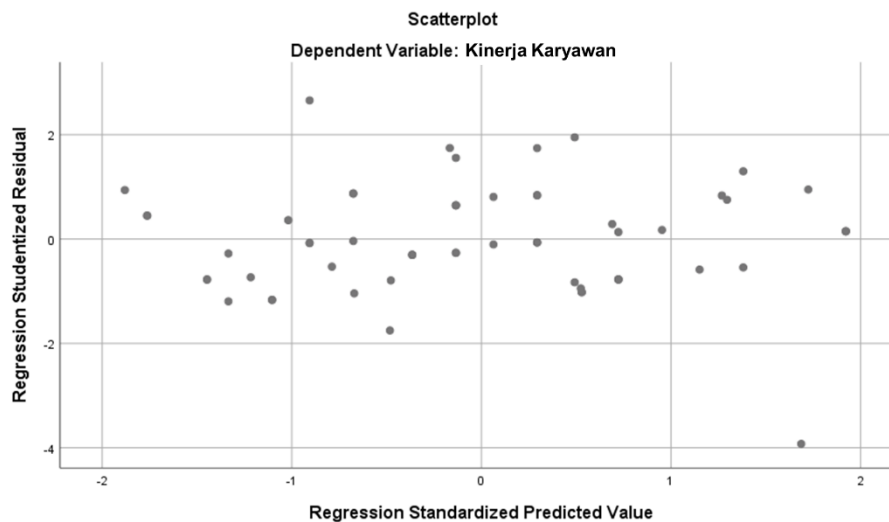
The multicollinearity test results in a Tolerance value for all independent variables greater than 0.10 and a VIF less than 10, as shown in Table 7. Thus, there is no problem of multicollinearity.

Table 7. Multicollinearity Test Results

Variable	Tolerance	VIF
Compensation (X1)	0.773	1.293
Work Motivation (X2)	0.470	2.130
Organizational Culture (X3)	0.612	1.633
Leadership (X4)	0.695	1.438
Work Discipline (X5)	0.590	1.694

Source: IBM SPSS Statistics 25 (2026) output

The heteroscedasticity test through the residual scatterplot showed random scatter points without a specific pattern above and below the zero axis. In addition, the Glejser formal test showed that the significance value of all independent variables to the residual absolute value was greater than 0.05, so the model was free of heteroscedasticity.

**Figure 1.** Results of the Heteroscedasticity Test (Scatterplot)

Multiple Linear Regression Analysis

The results of multiple linear regression analysis and partial tests (t-test) are presented in Table 8.

Table 8. Results of Multiple Linear Regression Test and t-Test (Partial)

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.001	0.073		0.007	0.995
Compensation (X1)	0.323	0.063	0.318	5.134	0.000
Work Motivation (X2)	0.267	0.052	0.271	5.149	0.000
Organizational Culture (X3)	0.083	0.037	0.085	2.256	0.026
Leadership (X4)	0.266	0.032	0.272	8.448	0.000
Work Discipline (X5)	0.762	0.082	0.766	9.289	0.000

Dependent Variables: Employee Performance

Source: IBM SPSS Statistics 25 (2026) output.

Based on Table 8, the multiple linear regression equations obtained are:

$$\text{Employee Performance (Y)} = 0.001 + 0.323 X_1 + 0.267 X_2 + 0.083 X_3 + 0.266 X_4 + 0.762 X_5 + e$$

Constant (α) = 0.001 indicates that if the variables Compensation (X_1), Work Motivation (X_2), Organizational Culture (X_3), Leadership (X_4), and Work Discipline (X_5) are constant or zero, then the Employee Performance value (Y) is 0.001 units.

The Compensation Coefficient (X_1) = 0.323 is positive, which means that every increase in Compensation by one unit will increase Employee Performance by 0.323 units assuming other variables remain (*ceteris paribus*). The Work Motivation Coefficient (X_2) = 0.267 is positive, indicating that every increase in Work Motivation by one unit will increase Employee Performance by 0.267 units assuming other variables are constant. Organizational Culture Coefficient (X_3) = 0.083 is positive, which means that every increase in Organizational Culture by one unit will increase Employee Performance by 0.083 units assuming other variables are constant. Leadership Coefficient (X_4) = 0.266 is marked positive, which means that every Leadership increase of one unit will increase Employee Performance by 0.266 units. The Work Discipline Coefficient (X_5) = 0.762 is positive, indicating that every increase in Work Discipline by one unit will increase Employee Performance by 0.762 units.

Partial Test (t-test)

The results of the t-test showed that all independent variables had a significance value (Sig.) < 0.05 , so it can be concluded that the five variables had a partial significant effect on employee performance.

The Compensation variable (X_1) obtained a value of $t = 5.134$ with Sig. = $0.000 < 0.05$, so that compensation has a positive and significant effect on employee performance. The Work Motivation variable (X_2) obtained a value of $t = 5.149$ with Sig. = $0.000 < 0.05$, so that work motivation has a positive and significant effect on employee performance. The Organizational Culture variable (X_3) obtained a value of $t = 2.256$ with Sig. = $0.026 < 0.05$, so that organizational culture has a positive and significant effect on employee performance, although with a relatively weaker level of significance than other variables. The Leadership variable (X_4) obtained a value of $t = 8.448$ with Sig. = $0.000 < 0.05$, so that leadership has a positive and significant effect on employee performance. The Work Discipline variable (X_5) obtained a value of $t = 9.289$ with Sig. = $0.000 < 0.05$, so that work discipline has a positive and significant effect on employee performance.

Meanwhile, the value of the constant has Sig. = $0.995 > 0.05$ which indicates that the constant is not statistically significant. This does not affect the validity of the model because the focus of interpretation is on the coefficients of independent variables.

Based on the *Standardized Coefficients Beta* value, the order of contribution from largest to smallest is Work Discipline ($\beta = 0.766$), Compensation ($\beta = 0.318$), Leadership ($\beta = 0.272$), Work Motivation ($\beta = 0.271$), and Organizational Culture ($\beta = 0.085$). Thus, Work Discipline (X_5) is the variable that has the most dominant influence on Employee Performance, while Organizational Culture (X_3) has the weakest influence in this model.

Simultaneous Hypothesis Test (F Test)

Simultaneous hypothesis testing was carried out by comparing the value of the F-count with the F-table at $df_1 = 5$ and $df_2 = 54$ with $\alpha = 0.05$, resulting in an F-table of 2.386. The results of the F test are presented in Table 9.

Table 9. F-Test Results (Simultaneous)

Models	Sum of Squares	df	Mean Square	F	Sig.
Regression	298.432	5	59.686	5.300	0.000
Residual	608.151	54	11.262		
Total	906.583	59			

Dependent Variables: Employee Performance (Y)

Source: IBM SPSS Statistics 25 (2026) Output

The F-count value of 5.300 is greater than the F-table of 2.386 ($5.300 > 2.386$) and the significance of 0.000 is less than 0.05. Thus, H6 was accepted: compensation, work motivation, organizational culture, leadership, and work discipline simultaneously had a significant effect on employee performance at PT Adiartha Swabuana Batam.

Determination Coefficient Test (Adjusted R Square)

The results of the determination coefficient test are presented in Table 10.

Table 10. Determination Coefficient Test Results

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.574	0.329	0.267	3.356

Dependent Variables: Employee Performance (Y)

Source: IBM SPSS Statistics 25 (2026) Output

The Adjusted R Square value of 0.267 shows that together the variables of Compensation, Work Motivation, Organizational Culture, Leadership, and Work Discipline are able to explain the variation in Employee Performance by 26.7%, while the remaining 73.3% is explained by other variables outside this research model.

Discussion

The Effect of Compensation on Employee Performance

The results of the study showed that Compensation (X_1) had a positive and significant effect on Employee Performance with a coefficient value of 0.323, t-count 5.134, and Sig. 0.000 < 0.05. These findings indicate that the better the compensation system that organizations provide to employees, both in financial and non-financial forms, the higher the performance will be produced.

This finding is in line with *the Equity Theory* put forward by Adams (1963), which explains that employees will be motivated to improve their performance if they feel fairness between the contributions made and the rewards received. Fair and competitive compensation serves not only as a form of reward for the work done, but also as a tool for employee retention and a driver of productivity.

The results of this study are consistent with the study of Harsanto and Ferijani (2024) which proves that compensation has a significant effect on employee performance in the banking sector. A similar finding was reported by Ichsan et al. (2024), who identify compensation as a main determinant of employee performance. Furthermore, Pranesty and Rahmi (2024) confirmed that providing appropriate compensation will encourage continuous improvement of employee performance. In the context of the oil and gas EPCM industry, a fair compensation system is becoming increasingly important given the characteristics of project-based work with a high level of risk and work pressure, so companies need to ensure that the compensation system implemented is not only nominally competitive, but also fair internally and externally.

The Influence of Work Motivation on Employee Performance

The Work Motivation Variable (X_2) was proven to have a positive and significant effect on Employee Performance with a coefficient of 0.267, t-count 5.149, and Sig. 0.000 < 0.05. This shows that employees who have a high level of work motivation tend to produce better performance than employees with low motivation.

These findings are in line with *Herzberg's Two-Factor Theory* (1966) which distinguishes motivating factors and hygiene factors in influencing job satisfaction and performance. Strong work motivation will encourage employees to work with passion, responsibility, and commitment in achieving organizational goals. These results are supported by research by Irfan et al. (2024) who found that work motivation has a positive and significant effect on employee

performance at PT Liny Jaya Informatika Makassar. Yuliasari and Nurhayaty (2024) also emphasized that increasing work motivation significantly improves employee performance at PERUMDA Pasar Jaya. In the context of PT Adiartha Swabuana Batam, which is engaged in the oil and gas EPCM sector, work motivation is crucial considering that employees must work in a project environment that demands concentration, precision, and high commitment to meet the target time and project quality standards.

The Influence of Organizational Culture on Employee Performance

The test results showed that Organizational Culture (X_3) had a positive and significant effect on Employee Performance with a coefficient of 0.083, t-count 2.256, and Sig. 0.026 < 0.05. Its standardized contribution ($\beta = 0.085$) is nevertheless the smallest of the five predictors, so the result is best read as a weak but detectable direct effect rather than as evidence that culture is a primary performance lever in this setting.

A strong organizational culture creates a shared identity, values adhered to, and behavioral guidelines that influence the way employees work (Schein & Schein, 2017). The direction of this finding is consistent with Izzati and Ahmadi (2024), who report a significant effect of organizational culture on employee performance; because that study estimates a single-predictor model, however, it cannot speak to the relative weight of culture once other determinants are controlled, so the comparison here concerns direction rather than magnitude. The weak effect obtained in the present model is closer to the pattern reported by As Zahra and Baskoro (2024), in which the contribution of organizational culture reaches performance largely through job satisfaction, and it stands against Girsang (2019), who found no significant partial effect at all.

The weak coefficient obtained in this study can be explained by the unique characteristics of the oil and gas EPCM industry. In this industry, employee work behavior is more shaped by operational procedure standards, occupational safety regulations (HSE), and external project contracts, rather than by the internalization of organizational cultural values. In addition, the dominance of a project contract workforce with a relatively short working period at a particular project site can limit the process of deeply internalizing organizational culture. This is different from the conventional manufacturing or service industry which generally has a permanent workforce with a longer working period, so that organizational culture has a more dominant influence on performance.

The Influence of Leadership on Employee Performance

The Leadership Variable (X_4) has a positive and significant effect on Employee Performance with a coefficient of 0.266, t-count 8.448, and Sig. 0.000 < 0.05. These results indicate that the more effective the leadership style applied by the boss, the better the performance shown by the employee.

Effective leadership is not only related to the ability to direct, but also the ability to motivate, set an example, and create a conducive work environment. *The Transformational Leadership Theory* put forward by Bass and Riggio (2006) explains that leaders who are able to inspire and provide intellectual stimulation to their subordinates will encourage continuous performance improvement.

The findings of this study are consistent with the study of Mendrofa et al. (2024) which shows that transformational leadership has a positive and significant effect on employee performance. Saputri and Wibowo (2023) also found that leadership has a positive and significant effect on employee performance in state-owned construction companies, where leaders who are able to transform vision into reality have proven to be effective in encouraging subordinate performance. In the context of the oil and gas EPCM industry, the leadership role becomes very strategic because the project manager is not only responsible for achieving the targets, but also for the work safety and coordination of multidisciplinary teams that often work on project sites with challenging conditions.

The Effect of Work Discipline on Employee Performance

The Work Discipline variable (X_5) had the most dominant influence on Employee Performance with a coefficient of 0.762, t-count 9.289, and Sig. 0.000 < 0.05, and the highest Beta value of 0.766. These results show that work discipline is the main determinant that determines the high and low performance of employees in the organization studied.

Work discipline reflects the awareness and willingness of employees to obey all organizational regulations and applicable social norms (Sinambela, 2021). Good discipline reflects an employee's sense of responsibility for the task assigned, which will ultimately improve productivity and work quality.

The dominance of the influence of work discipline in this study is in line with the findings of Angela and Hikmah (2023) who prove that work discipline has a significant effect on the performance of PT Mustindocipta Jaya employees. Hidayat and Suryani (2024) also found similar results in the context of the State Civil Apparatus at the Tabalong Regency Social Service Office. Yuliasari and Nurhayaty (2024) reinforce these results by stating that high work discipline encourages compliance with rules and increases task completion.

In the context of the oil and gas EPCM industry such as PT Adiartha Swabuana Batam, the dominance of the influence of work discipline can be explained by the characteristics of a highly structured work with strict standard operating procedures (SOPs) and high occupational safety regulations. Good work discipline not only has an impact on productivity, but also on work safety and project success. Disciplined employees will use their work time effectively, adhere to safety procedures, and complete tasks according to the quality standards set by clients and industry regulators.

The Simultaneous Influence of Compensation, Work Motivation, Organizational Culture, Leadership, and Work Discipline on Employee Performance

The results of the F test showed that the five independent variables simultaneously had a positive and significant effect on Employee Performance with F-count 5.300 > F-table 2.386 and Sig. 0.000 < 0.05. An Adjusted R^2 value of 0.267 indicates that the five variables together are able to explain 26.7% of the variation in employee performance, while the remaining 73.3% are explained by other variables outside the model.

These findings indicate that employee performance improvement cannot be explained by a single variable, but rather is the result of a synergistic interaction between compensation, work motivation, organizational culture, leadership, and work discipline. This is in line with the theoretical framework of AMO (Appelbaum et al., 2000) and the meta-analysis of Jiang et al. (2012) which states that an integrated bundle of HRM practices has a stronger impact than individual practices. Robbins and Judge (2019) also emphasized that employee performance is a multidimensional function influenced by a combination of individual, group, and organizational factors.

The proportion of variation that has not been explained by the model (73.3%) shows that there are still many other factors that have the potential to affect employee performance at PT Adiartha Swabuana Batam. These factors can include variables such as job satisfaction, organizational commitment, employee engagement, work environment, training and development, work-life balance, individual competencies, occupational safety management system (HSE), as well as contextual variables typical of the EPCM industry such as project complexity, contract type (onshore/offshore), and multidisciplinary team dynamics.

Linking the Statistical Findings to the Initial Performance Data

The regression results can be read directly against the diagnostic picture presented in Tables 1 and 2. The two performance dimensions that fell furthest between 2024 and 2025 were motivation and initiative (−6.80%) and work productivity (−6.70%), while attendance and discipline fell least (−4.90%). The internal survey in Table 2 locates the corresponding perceptions: 75.0% of employees admitted to arriving late, 41.7% considered their workload too

heavy, and 30.0% reported both dissatisfaction with the compensation system and a lack of recognition. Work discipline is therefore the dimension on which the company's own appraisal scores held up best while self-reported behaviour was worst, and it is simultaneously the variable that dominates the regression ($\beta = 0.766$). Read together, the two sources suggest that the appraisal instrument is capturing discipline less sensitively than employees themselves report it, and that the margin for improvement on the strongest predictor in the model is wider than Table 1 alone implies.

The alignment is weaker for organizational culture, and instructively so. Table 2 records the highest level of dissatisfaction on precisely this aspect: 70.0% of employees stated that the organizational culture did not support collaboration and innovation. Yet organizational culture returns the smallest standardized coefficient in the model ($\beta = 0.085$). The two results are not in conflict once the distinction between prevalence and effect is recognized: a condition can be widely perceived and still be a weak determinant of individual performance. In an EPCM environment where output is governed by standard operating procedures, HSE regulations, and client-imposed project milestones, a collaboration-poor culture may be a genuine and widespread grievance without being the mechanism through which individual performance scores are produced.

Compensation and work motivation occupy an intermediate position. Each was flagged by 30.0% of employees in Table 2, and each returns a moderate and significant coefficient ($\beta = 0.318$ and $\beta = 0.271$ respectively), indicating that in these two cases the concerns raised in the internal survey are translating into measurable performance differences. The decline in motivation and initiative recorded in Table 1 is thus corroborated from two independent directions, by the appraisal data and by the regression estimate, which strengthens the case for treating it as a substantive problem rather than an artefact of the appraisal cycle.

CONCLUSION

Based on the results of the analysis and discussion, the following conclusions can be drawn.

This study set out to test whether five HRM variables—compensation, work motivation, organizational culture, leadership, and work discipline—explain employee performance in an oil and gas EPCM company in Batam. All five effects proved positive and statistically significant, but the more informative result is how unevenly they are distributed. The model does not describe five comparable levers; it is dominated by one.

Work discipline is that lever. Its standardized contribution is more than twice that of the next strongest predictor and roughly nine times that of organizational culture, which suggests that performance in this setting is produced primarily through adherence to procedure rather than through the affective and cultural mechanisms that dominate the manufacturing and service literature. This is consistent with the industry's own logic: where work is governed by standard operating procedures, HSE regulations, and client-audited project milestones, the behaviours that discipline captures are also the behaviours that performance appraisal rewards. Leadership and compensation form a second tier, and the pattern that emerges is one in which formal, procedural, and contractual mechanisms outperform normative ones.

Organizational culture is the weakest predictor in the model, and this is a consequential finding rather than a residual one. It supplies direct-effect evidence on a question the literature has been divided over: culture does exert an independent effect here, so the null results reported elsewhere are not universal, but the effect is small enough that the disagreement is better understood as one about boundary conditions than about the existence of the relationship. The contract-based, short-tenure, procedure-governed workforce characteristic of EPCM appears to be one such boundary condition, limiting the depth to which shared values are internalized.

Read against the AMO framework, the results indicate that in this context the opportunity component operates less through organizational culture than the framework typically assumes, and more through the procedural and supervisory structures captured by work

discipline and leadership. The motivation component behaves as expected, with compensation and work motivation both making moderate and significant contributions, so the departure from the framework is specific to how opportunity is created rather than general.

Two qualifications limit how far these conclusions travel. First, the model explains 26.7% of the variance in employee performance, so most of the variation lies outside the five variables examined; the ranking reported here is a ranking within an incomplete model, not a complete account of what drives performance in EPCM firms. Second, the ordering rests on *Standardized Coefficients Beta* estimates drawn from a single organization of 60 employees, and the dominance of work discipline in particular should be treated as a hypothesis for replication rather than as an established industry characteristic.

Taken as a whole, the study supports a differentiated rather than a uniform approach to human resource management in the oil and gas EPCM sector. The five variables are jointly significant, yet treating them as equally weighted priorities would misallocate managerial attention. The practical implications of this ordering are set out below.

Practical Implications

The ordering of effects translates into a clear sequence of managerial priorities for PT Adiartha Swabuana Batam. Work discipline warrants first call on resources. Because 75.0% of employees reported arriving late while the appraisal data recorded the smallest decline on attendance and discipline, the immediate action is a measurement one rather than a new disciplinary policy: aligning the attendance and discipline component of the appraisal instrument with actual site records, so that the variable with the largest effect on performance is also the one the company measures most accurately. Site-level routines act on the same variable at low cost, including shift briefings that start on time, supervisor sign-off on SOP compliance, and visible reporting of procedural adherence for each project team.

Compensation is the second priority, and the survey points to fairness rather than to level. Since 30.0% of employees expressed dissatisfaction with the compensation system, a review of internal equity across project roles and of the transparency of incentive rules is likely to yield more than an across-the-board increase, particularly in a sector where project allowances and site premiums form a substantial share of take-home pay. Making the basis of these allowances explicit addresses the equity mechanism through which compensation is theorized to affect performance.

Leadership development should be directed specifically at project managers and site supervisors, since this is the level at which the leadership effect is realized in EPCM work: coordinating multidisciplinary teams, enforcing safety standards, and translating client milestones into daily targets. Structured supervisory training in feedback, recognition, and safety leadership is the most direct route, and it also addresses the 30.0% of employees who reported a lack of recognition, which is the point at which the leadership and work motivation levers converge.

For organizational culture the appropriate implication is a reframing rather than an escalation. With 70.0% of employees reporting that the culture does not support collaboration and innovation but the variable exerting only a marginal effect on performance, generic culture-building programmes are unlikely to produce measurable performance returns. Management would do better to embed the intended values in the artefacts that actually govern behaviour in this environment, namely SOPs, toolbox talks, HSE briefings, and project handover routines, and to treat the survey result as a signal about employee experience and retention risk in its own right rather than as a performance lever.

Research Limitations

This study has several limitations that need to be considered in interpreting the results. First, the scope of the research is limited to one oil and gas EPCM company in Batam with a total of 60 respondents, so the generalization of findings to other industries or to other EPCM

companies needs to be done carefully. Second, this study uses a cross-sectional approach so that it cannot capture the dynamics of changes in employee performance over time. Third, data collection using self-report questionnaires has the potential to cause common method bias that can affect the validity of the results. Fourth, the Adjusted R^2 value of 0.267 indicates that there are still 73.3% variations in employee performance that cannot be explained by the model, indicating that there are important variables that have not been accommodated in this study.

Suggestions

The next study is suggested to add other variables that have the potential to affect employee performance, considering that there are still 73.3% variations in employee performance that cannot be explained by this research model. These variables include job satisfaction, organizational commitment, employee engagement, work environment, individual competencies, work-life balance, occupational safety management system (HSE), as well as typical variables of the EPCM industry such as project complexity and contract type.

Researchers can also further develop research models by using mediating or moderation variables, such as job satisfaction or organizational commitment as intervening variables, to enrich understanding of the indirect mechanisms between independent variables and employee performance.

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