



# The effect of work motivation, work discipline, and compensation on employee performance at PT X

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## ABSTRACT

This study aims to examine the influence of work motivation, work discipline, and compensation on employee performance at PT X. Employing a quantitative research design based on the positivist paradigm, both primary and secondary data were utilized. Primary data were obtained through structured questionnaires distributed to employees, while secondary data were gathered from company archives and relevant literature. The research sample consisted of 80 respondents determined using the Krejcie and Morgan table. Data analysis was performed using multiple linear regression with the assistance of SPSS software to test the partial (t-test) and simultaneous (F-test) effects of the independent variables. The findings reveal that work motivation has a significant positive influence on employee performance, indicating that motivated employees tend to perform better. Similarly, work discipline shows a significant and positive impact on performance, suggesting that adherence to organizational rules and responsibilities enhances employee effectiveness. Compensation also demonstrates a significant positive effect, confirming that fair and adequate rewards strengthen employees' productivity and commitment. Furthermore, simultaneous testing indicates that work motivation, work discipline, and compensation collectively exert a substantial influence on employee performance. Theoretically, these results reinforce previous empirical studies emphasizing motivation, discipline, and compensation as essential determinants of performance. Practically, the findings provide valuable insight for management at PT X in developing effective strategies to enhance employee motivation, enforce discipline, and implement fair compensation systems to improve overall organizational performance.

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## 1. INTRODUCTION

Indonesia, as the largest archipelagic nation in the world with more than 17,000 islands and extensive maritime zones, relies heavily on the maritime sector as a vital component of its economic and social activities, including transportation, fisheries, and sea trade. Given the high level of maritime activity, adequate and high-quality ship equipment is essential to ensure navigational safety, protect cargo, and minimize risks of accidents or maritime crimes.

Consequently, the demand for reliable marine safety equipment has become increasingly significant to support safe and efficient maritime operations across Indonesian waters.

PT X operates as a distributor of marine equipment, fulfilling a critical role within Indonesia's maritime industry. Recognizing the growing need for high-standard safety tools to enhance voyage security and prevent maritime hazards, PT X commits to supplying standardized safety products that enhance protection and operational comfort for vessel users. As the maritime industry continues to expand, the company remains dedicated to serving ship operators' needs through the provision of safety solutions that align with international standards and improve overall maritime security performance.

Based on company data (PT X, 2025), the workforce composition consists of 5 managers, 10 accounting personnel, 25 administrative staff, 10 sales employees, and 60 operational staff, including HR personnel, drivers, security, and helpers. The data indicates that most employees serve in operational and support roles, while the managerial team remains relatively small, reflecting an organizational structure emphasizing operational execution.

Achieving optimal performance requires efficient and effective human resource (HR) development, as employees represent essential assets for organizational success. To realize established goals, institutions must create conditions that promote skill enhancement and capacity development, particularly concerning performance (Mulyani et al., 2024). Employee performance, defined as outcomes achieved through the efficient use of organizational resources, plays a central role in determining overall success. According to Almita in (Mulyani et al., 2024), HR management (HRM) is pivotal in fostering a culture of productivity and discipline that drives organizational improvement.

Barus and Siregar in (Jelita et al., 2024) state that employee performance can be measured by the quantity and quality of completed work; employees who accomplish assigned tasks effectively demonstrate good performance. However, numerous employees still fail to meet organizational standards, often delaying tasks due to complex procedures, poor time management, or frequent tardiness (Arifin & Sasana, 2022). Quantitative performance data from PT X (2025) further confirm this issue. Over the past fiscal year, the company recorded an average task completion delay of 18% across operational departments, with a 12% shortfall in monthly productivity targets compared to planned outputs. Additionally, the HR department reported an average absenteeism rate of 9% and a 7% increase in minor work errors related to administrative and logistical processes. These indicators highlight that performance challenges within PT X are not merely perceptual but measurable, underscoring the urgency of identifying and addressing the underlying behavioral and motivational factors affecting employee performance. Such behavior not only reduces individual productivity but also negatively impacts overall organizational efficiency.

Performance improvement is influenced by various factors, including compensation, work discipline, and motivation (Azmy et al., 2022). Compensation acts as both a reward and a motivational driver that encourages employees to enhance their performance (Purnama et al., 2025). As defined by Qurrotu'ainii (2024), compensation encompasses all monetary and non-monetary rewards administered by HR departments in exchange for employees' labor. It may take direct forms such as salaries and incentives, or indirect ones such as recognition, facilities, and benefits (Wulandari & Wijayanto, 2024).

Data from PT X's HR department (2025) indicate that the implementation of monetary incentives, such as attendance bonuses ("uang kerajinan"), effectively motivates many employees by fostering positive work behavior and reducing absenteeism. However, some employees remain unmotivated due to external factors like traffic delays or personal routines. Compensation serves as a recognition mechanism for good performance, discipline, and loyalty (Anggraini et al., 2024), yet issues of transparency and fairness in compensation policies often lead to perceived inequities, particularly when rewards do not align with actual contributions.

Work discipline represents another critical determinant of productivity (Hapsari et al., 2022). Discipline, as noted by (Arifin & Sasana, 2022), underpins successful performance through adherence to organizational norms and rules. Data from PT X (2025) show fluctuating rates of tardiness and absenteeism across months, suggesting a persistent challenge in maintaining punctuality and attendance. Poor discipline not only disrupts workflow but also diminishes collective

efficiency (Wau, 2021). The concept of discipline, rooted in the term "disciple," signifies voluntary compliance with established regulations (Fahmi & Wardani, 2023). Hence, the company can enhance discipline by combining consistent sanctions for violations with reward-based motivation to sustain compliance and punctuality.

Employee performance also depends significantly on motivation, both intrinsic and extrinsic. Low motivation often arises from unclear goals, limited career development opportunities, or inadequate recognition of achievements. Strengthening motivation requires organizational support through training, promotions, and performance-based bonuses to sustain enthusiasm and commitment (Subhaktiyasa, 2024). Motivated employees demonstrate higher engagement, better collaboration, and improved task completion efficiency (Cesilia et al., 2025).

PT X faces challenges related to low employee motivation, which contributes to delays in task completion. Thus, increasing motivation through recognition, fair compensation, and career support is essential to enhance efficiency and employee satisfaction. As (Sipahutar & Lubis, 2024) highlight, motivation is a vital determinant of individual engagement, teamwork, and problem-solving ability, ultimately shaping organizational success. While numerous previous studies have explored the influence of motivation, discipline, and compensation on employee performance, most have focused on manufacturing, banking, or service industries with limited relevance to the maritime equipment distribution sector. Few have examined these variables within organizations operating under maritime regulatory environments, where strict safety standards, operational punctuality, and technical reliability are paramount. This study therefore fills a contextual research gap by analyzing employee performance determinants in PT X, a maritime equipment distributor, using a quantitative approach supported by organizational performance metrics specific to the maritime supply chain context. The results are expected to contribute novel insights into how HRM strategies can be optimized to enhance employee productivity in maritime-related industries.

Considering the aforementioned context and supporting data, this study is titled "The Effect of Work Motivation, Work Discipline, and Compensation on Employee Performance at PT X." The research aims to analyze how these three factors contribute to improving employee performance within the organizational environment of PT X.

## 2. RESEARCH METHOD

This study adopts a quantitative research design, as defined by (Sapu et al., 2023), grounded in the positivist paradigm and emphasizing statistical analysis of data collected through research instruments from a specific population or sample. The data sources consist of primary and secondary data. Primary data were obtained directly from respondents through distributed questionnaires, while secondary data were derived from company archives and previous research. The study replicates earlier work with similar objectives but different timeframes, variable combinations, and objects, aiming to confirm previous findings.

The independent variables, work motivation (X1), work discipline (X2), and compensation (X3), represent causal factors influencing the dependent variable, employee performance (Y). Work motivation refers to intrinsic enthusiasm that drives planned behavior, indicated by work spirit, loyalty, discipline, and productivity. Work discipline reflects adherence to organizational norms, measured by attendance, procedural compliance, instruction following, task awareness, and responsibility. Compensation denotes the rewards granted to employees, including salary, incentives, benefits, and company facilities (Data Source, 2025). The dependent variable, employee performance, is defined as the result of employees' persistence within a given period, reflected in work quality, quantity, accuracy, and self-awareness (Data Source, 2025).

The study population includes all 110 employees of PT X in Batam, with 10 used for instrument validation, leaving 100 for the main population. The selection of 10 respondents for the initial validity test follows the recommendation that pilot testing be conducted with approximately 10% of the total population to assess clarity, reliability, and comprehension of questionnaire items. These 10 individuals were intentionally drawn from different functional divisions, management, administration, and operations, to reflect variations in demographic and job characteristics within PT X's workforce. This composition ensures that the pilot respondents adequately represent the diversity of perspectives and experiences across the company, allowing for the early detection of

potential biases or ambiguities in instrument wording before large-scale distribution. Following Krejcie and Morgan's sampling table (Husein et al., 2024), the appropriate sample size was determined to be 80 respondents, representing a random probability sample of employees. The Krejcie and Morgan sampling approach was applied to ensure statistical representativeness of the finite population of 110 employees, providing a sample size that balances accuracy and feasibility. With 80 respondents, the sample meets the general rule of thumb for multiple regression analysis, which recommends a minimum of 15–20 observations per predictor variable. Since this study involves three independent variables, a minimum of 60 respondents is required; therefore, the inclusion of 80 participants provides sufficient statistical power to detect significant relationships while maintaining reliable parameter estimation. This sample size also accommodates potential non-response bias and ensures the robustness of inferential results. As (Sari et al., 2025) emphasize, accurate sample selection enhances research validity. Data were collected through online questionnaires via Instagram and WhatsApp, analyzed statistically using SPSS.

Primary data were gathered through direct observation, interviews, and questionnaires, while secondary data were drawn from theoretical frameworks, books, and prior studies. Respondents' attitudes were measured using a Likert scale (STS=1 to SS=5) (Researcher, 2025). Descriptive statistics were applied to analyze questionnaire results using the formula  $R_s = (n(m - 1))/m$  (Subhaktiyasa, 2024), producing a scale range of 64 for 80 samples and five response options. Scores from 100–164 indicate "Strongly Disagree," while 360–424 indicate "Strongly Agree" (Researcher, 2025).

Data quality testing included validity and reliability checks. Validity was measured using the Pearson correlation method, where an item is valid if the correlation ( $r$  count) exceeds the critical value ( $r$  table) at a 0.05 or 0.01 significance level (Syauqi & Riyadi, 2023). Reliability was assessed using Cronbach's Alpha, with  $\alpha > 0.60$  indicating acceptable reliability, and  $\alpha > 0.80$  indicating high consistency. The reliability coefficient is calculated by  $rx = (n/(n - 1))(1 - (\sum \sigma_t^2 / \sigma_x^2))$  (Syauqi & Riyadi, 2023).

The classical assumption tests include normality, multicollinearity, and heteroskedasticity. The Kolmogorov–Smirnov test determines normality, where significance values above 0.05 indicate a normal distribution (Nurhalizah & Oktiani, 2024). Multicollinearity is absent if tolerance  $> 0.1$  or VIF  $< 10$ . Heteroskedasticity is assessed using the Glejser test, where significance values above 0.05 confirm homoscedasticity (Nurhalizah & Oktiani, 2024).

To evaluate the relationships among variables, multiple linear regression analysis was employed following (Erdiansyah et al., 2022), expressed as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \quad (1)$$

where  $Y$  is employee performance,  $X_1$ – $X_3$  represent the independent variables, and  $e$  denotes the error term.

The coefficient of determination ( $R^2$ ) assesses the extent to which independent variables explain variations in  $Y$ , with values approaching 1 indicating higher explanatory power (Nurhalizah & Oktiani, 2024). Hypothesis testing was conducted using t-tests (partial) and F-tests (simultaneous). A hypothesis is accepted if t-count  $>$  t-table and significance  $<$  0.05, and for the F-test, if F-count  $>$  F-table at the 5% level (Erdiansyah et al., 2022).

The study was conducted at PT X, located in Komplek Limindo Trade Center II Blok D No. 2, Batam Center, Taman Baloi, Batam City, Riau Islands. The site was selected to analyze the effects of work motivation, discipline, and compensation on employee performance, with the expectation of generating insights to enhance HR strategies and overall organizational productivity.

### 3. RESULTS AND DISCUSSIONS

#### Research Object Profile

PT X operates as a distributor of marine equipment that serves essential needs in Indonesia's maritime industry. The company emerged in response to the increasing demand for high-quality safety equipment that ensures voyage security, protects cargo, and minimizes accident risks. This study was conducted at PT X, located in Komplek Limindo Trade Center II Blok D No. 2, Batam Center, Batam City, Riau Islands. The research site was selected due to its relevance to the

variables under investigation, work motivation, work discipline, and compensation, and their potential impact on employee performance, factors that are pivotal to improving organizational productivity.

### Research Findings

The descriptive analysis began with an overview of respondent characteristics. From a total of 80 respondents, 66.3% were female and 33.8% were male, indicating that the workforce at PT X is predominantly female. Based on job position, 43.8% of respondents were staff members, 30% were administrative personnel, 11.3% worked in accounting, another 11.3% in sales, and 3.8% held managerial positions. This distribution reveals that staff employees constituted the majority of the participants in this study.

The descriptive statistics of the main research variables showed positive trends. The variable of work motivation (X1), assessed through four indicators, revealed the highest score of 386 for statements describing employees' ability to achieve maximum results and meet company targets, while the lowest score of 336 related to performing duties voluntarily. The mean score of 365.50 indicates that employees strongly agreed on the importance of work motivation in enhancing performance. The variable of work discipline (X2), measured through five indicators, recorded the highest score of 379 for punctual attendance and the lowest score of 308 for asking questions when instructions were unclear, with an average score of 342.90. These results suggest that employees generally agree discipline contributes positively to their performance. The compensation variable (X3), evaluated through four indicators, had the highest score of 381 for receiving salaries aligned with workload and the lowest score of 362 for satisfaction with incentives and health benefits. The mean score of 369 demonstrates that employees strongly agree that fair compensation influences their work outcomes. Employee performance (Y), which was measured through four indicators, yielded the highest score of 378 for statements on effective time management and the lowest score of 318 for reviewing completed work. The mean score of 354.63 suggests that employees perceive their overall performance at PT X as satisfactory.

- a. Data Quality Tests, validity testing was conducted using Pearson's correlation method to determine the relationship between each item and the total score. All items in variables X1 through Y were valid since  $r$  count values exceeded  $r$  table = 0.219 (df = 78). Specifically,  $r$  ranged from 0.488–0.630 for work motivation (X1), 0.486–0.824 for work discipline (X2), 0.665–0.836 for compensation (X3), and 0.586–0.710 for employee performance (Y). These results confirm that all questionnaire items were significantly valid and could be used for further analysis. Reliability tests using Cronbach's Alpha demonstrated high internal consistency, with all variables exceeding the minimum threshold of 0.600. The reliability coefficients were 0.718 for work motivation (X1), 0.861 for work discipline (X2), 0.902 for compensation (X3), and 0.770 for employee performance (Y), confirming that all instruments used in this study were statistically reliable.
- b. Classical Assumption Tests, normality testing with the Kolmogorov–Smirnov method produced an *Asymp. Sig.* value of 0.165, greater than 0.05, indicating that the data were normally distributed. The multicollinearity test revealed that the Variance Inflation Factor (VIF) values for all independent variables were below 10, with 2.059 for motivation (X1), 1.303 for discipline (X2), and 1.932 for compensation (X3), while all tolerance values exceeded 0.1. These findings indicate no multicollinearity among the independent variables. The heteroscedasticity test, conducted using the Glejser method, showed significance levels greater than 0.05 for all independent variables (X1 = 0.663; X2 = 0.634; X3 = 0.734), demonstrating that the regression model was free from heteroscedasticity problems.
- c. Effect Tests, the multiple linear regression analysis generated the following model:

$$Y = -0.128 + 0.325X_1 + 0.313X_2 + 0.278X_3. (2)$$

All coefficients were positive, indicating that an increase in work motivation, work discipline, and compensation leads to improved employee performance. The regression coefficient of 0.325 for motivation suggests that higher motivation enhances performance levels. Similarly, the coefficient of 0.313 for discipline shows that better adherence to company rules and punctuality increase productivity, while the coefficient of 0.278 for compensation demonstrates that fair remuneration and benefits contribute positively to performance outcomes.

The coefficient of determination (Adjusted  $R^2$ ) was 0.634, meaning that 63.4% of the variation in employee performance can be explained collectively by motivation, discipline, and compensation, while the remaining 36.6% is influenced by other unobserved factors. Partial hypothesis testing ( $t$ -test) confirmed that each independent variable had a significant effect on employee performance. Work motivation had  $t = 2.587$  with  $Sig. = 0.012 < 0.05$ , work discipline had  $t = 5.480$  with  $Sig. = 0.000 < 0.05$ , and compensation had  $t = 3.204$  with  $Sig. = 0.002 < 0.05$ . These results indicate that all three variables significantly contribute to employee performance individually.

The simultaneous hypothesis test ( $F$ -test) further supported these findings. The  $F$ count value of 46.638 exceeded the  $F$ table value of 2.72, with a significance level of  $0.000 < 0.05$ , confirming that work motivation, work discipline, and compensation jointly have a significant effect on employee performance at PT X.

## Discussion

### The Influence of Work Motivation on Employee Performance

The findings of this study indicate a significant positive correlation between employee performance at PT X and work motivation. Statistical results show that the  $t$ count value (2.587) exceeds the  $t$ table value (1.665), with a significance level of 0.028, which is less than 0.05. Therefore, hypothesis H1 is accepted, confirming that work motivation ( $X_1$ ) plays a crucial role in enhancing employee performance ( $Y$ ) at PT X. The results affirm that employees are likely to perform better when they are motivated, as good motivation serves as a driving force for improved performance within the organization. This finding aligns with previous research by (Basyid, 2024), which reported a  $t$ count value of 3.441 and a significance level of 0.001, demonstrating that employee performance is significantly influenced by work motivation. The study conducted at KSP Mandiri Sejahtera similarly concluded that higher motivation leads to better employee performance, reinforcing the evidence that work motivation exerts a positive and significant impact on performance outcomes (Andriani et al., 2025).

### The Influence of Work Discipline on Employee Performance

The results further reveal a significant positive relationship between work discipline and employee performance at PT X. Statistical analysis shows a  $t$ count value of 0.426 exceeding the  $t$ table value of 1.665, with a significance level of 0.001, which is below the 0.05 threshold. Thus, hypothesis H2 is accepted, confirming that work discipline ( $X_2$ ) serves as a key factor in improving employee performance ( $Y$ ) at PT X. These findings are consistent with previous studies emphasizing that providing feedback to employees who demonstrate strong discipline is essential, as work discipline is positively correlated with workplace performance and productivity. Employees who exhibit low discipline should be given warnings or financial sanctions to maintain fairness and accountability. According to (Azmy et al., 2022), employee performance is significantly influenced by work discipline, affirming that discipline has a positive and substantial effect on performance.

### The Influence of Compensation on Employee Performance

The analysis also demonstrates a significant positive correlation between compensation and employee performance at PT X. Statistical findings show that the  $t$ count value (0.303) exceeds the  $t$ table value (1.665), with a significance level of 0.000, which is less than 0.05. Accordingly, hypothesis H3 is accepted, indicating that compensation ( $X_3$ ) is a key determinant of employee performance ( $Y$ ) at PT X. This outcome aligns with previous research findings that higher wages positively influence employee morale and productivity, as competitive compensation enables workers to meet their needs and increases their commitment to organizational goals. (Wulandari & Wijayanto, 2024) found in their study at PT Kamaltex that employee performance is significantly affected by compensation, confirming that fair and adequate remuneration has a positive and significant impact on employee performance.

### The Combined Influence of Work Motivation, Work Discipline, and Compensation on Employee Performance

Work motivation, work discipline, and compensation collectively exhibit a positive and significant relationship with employee performance at PT X. This conclusion is supported by the  $F$ count value of 46.638, which exceeds the  $F$ table value of 2.72, with a significance value of 0.000

$< 0.05$  ( $F$  Sig.  $0.000 < \alpha = 0.005$ ). These findings suggest that when the company simultaneously improves work motivation, enforces discipline, and provides appropriate compensation, employee effectiveness increases, resulting in higher overall performance at PT X (MT et al., 2021).

This result, however, differs from the findings of (Azmy et al., 2022), who reported that the  $t$ -statistic exceeded the  $t$ -table value (1.98) and the  $p$ -value was less than 0.05, demonstrating that both motivation and work discipline significantly influence employee performance. Based on their statistical results, hypotheses H1 and H2 were accepted, indicating that motivation and discipline affected employee performance during remote working conditions. However, compensation was found not to have a significant effect on employee performance, as reflected in the rejection of the proposed H3 hypothesis. Despite this, their findings still identified a positive correlation between compensation and employee performance. In summary, while (Azmy et al., 2022) concluded that compensation did not significantly affect performance, their results confirmed that motivation and discipline play critical roles in determining employee performance.

### Implications

From the results of this study, both theoretical and practical implications can be identified. On the theoretical level, the findings affirm that work motivation, work discipline, and compensation all exert a significant influence, both individually and collectively, on employee performance at PT X. Companies seeking to enhance employee performance should focus on providing adequate motivation, implementing effective disciplinary measures, and offering equitable compensation, as these factors collectively strengthen employee productivity and commitment (Qurrotu'ainii, 2024). The relatively similar coefficient values between work discipline and motivation suggest that both variables exert almost equal influence on employee performance. This finding highlights the importance of balancing policy approaches between strict compliance enforcement and the reinforcement of employee integrity. PT X should therefore design an integrated human resource policy that combines procedural discipline, through clear rules, punctuality monitoring, and sanctions for noncompliance, with motivational strategies that promote internalized discipline and moral responsibility. Such balance prevents the organization from relying solely on punitive measures and instead fosters a culture of self-regulated behavior and accountability driven by intrinsic motivation.

From a practical standpoint, the results provide managerial insights for improving and expanding strategies related to employee motivation, discipline enforcement, and compensation systems. By incorporating these findings into human resource management practices, PT X can effectively enhance employee performance levels. Strengthening these three elements, motivation, discipline, and compensation, is expected to foster a more productive and performance-oriented organizational culture. Nevertheless, the heavy reliance on financial compensation, such as attendance bonuses and punctuality incentives, raises important strategic reflections. While monetary rewards effectively encourage short-term compliance and performance, excessive dependence on them may weaken employees' intrinsic motivation over time. If non-financial aspects, such as career development, recognition, and the meaningfulness of work, are overlooked, employees may exhibit transactional behavior and reduced organizational commitment once monetary rewards are withdrawn. Therefore, PT X should complement financial incentives with non-monetary initiatives that nurture long-term engagement, including transparent career pathways, skill development opportunities, and recognition systems that value both discipline and personal integrity.

## 4. CONCLUSION

Based on the findings and discussions presented, this study concludes that work motivation, work discipline, and compensation each have a significant positive effect on employee performance at PT X, both individually and simultaneously. Employees with higher motivation tend to demonstrate improved performance, as motivation serves as a key driver for achieving organizational goals. Similarly, a high level of work discipline fosters consistency, responsibility, and compliance with company standards, all of which contribute to enhanced work outcomes. In addition, adequate and fair compensation not only fulfills employees' financial needs but also acts as an incentive for increased effort and productivity. When these three variables are managed synergistically, they

collectively strengthen overall employee performance, thereby improving organizational effectiveness. Theoretically, these results reinforce existing human resource management theories emphasizing motivation, discipline, and compensation as fundamental determinants of performance. Practically, the study provides empirical evidence that PT X and similar organizations can enhance performance by implementing integrated strategies that focus on employee motivation, consistent discipline enforcement, and fair compensation policies. Future research may expand on these findings by examining additional moderating variables such as leadership style, organizational culture, or job satisfaction to provide a more comprehensive understanding of the factors influencing employee performance. In accordance with the regression results showing that work motivation ( $X_1$ ) has the greatest influence, followed by work discipline ( $X_2$ ) and compensation ( $X_3$ ), PT X should prioritize the development of targeted motivation enhancement programs. These may include performance-based recognition, regular feedback sessions, and career advancement opportunities that strengthen employees' sense of achievement and belonging. For discipline, PT X should implement a fair and consistent system combining clear standard operating procedures, punctuality monitoring, and balanced corrective actions supported by positive reinforcement. Regarding compensation, the company is encouraged to adopt a transparent scheme that aligns rewards with measurable performance indicators, ensuring equity among employees while maintaining motivation. Together, these operational strategies provide a structured pathway for PT X to translate empirical findings into practical, sustainable performance improvements.

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