

The Effect of Motivation, Compensation, Work Discipline and Leadership on Employee Performance

The Effect of
Motivation

Rehan Firmansa

Department of Management, Faculty of Economics and Business, Universitas
Muhammadiyah Surakarta, Indonesia
E-Mail: b100200123@student.ums.ac.id

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Wiyadi

Department of Management, Faculty of Economics and Business, Universitas
Muhammadiyah Surakarta, Indonesia
E-Mail: wiyadi@ums.ac.id

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ABSTRACT

The ability of human resources is formed by the character or behavior of each employee and the company's external environment. High concern for human resource development is expected to be a way to maintain and improve quality, so that it has an impact on improving employee performance in a company. The purpose of this study was to analyze the effect of motivation, compensation, work discipline, and leadership on employee performance. This type of research is quantitative research. The population in this study were all employees of PT Dan Liris in Sukoharjo. The sampling technique used in this study uses one type of Non-Probability Sampling, namely Purposive Sampling. The number of samples of this study were 154 respondents. This research uses primary data. The data processing method in this study is to use SPSS version 29.0 software. The results of this study are motivation has a positive and significant effect on employee performance. Compensation has no effect on employee performance. Work discipline has a positive and significant effect on employee performance. Leadership has a positive and significant effect on employee performance.

Keywords: Work Discipline, Leadership, Employee Performance, Compensation, Motivation

ABSTRAK

Kemampuan sumber daya manusia dibentuk oleh karakter atau perilaku setiap karyawan dan lingkungan eksternal perusahaan. Kepedulian yang tinggi terhadap pengembangan sumber daya manusia diharapkan dapat menjadi salah satu cara untuk menjaga dan meningkatkan kualitas, sehingga berdampak pada peningkatan kinerja karyawan dalam suatu perusahaan. Tujuan dari penelitian ini adalah untuk menganalisis pengaruh motivasi, kompensasi, disiplin kerja, dan kepemimpinan terhadap kinerja karyawan. Jenis penelitian ini adalah penelitian kuantitatif. Populasi dalam penelitian ini adalah keseluruhan karyawan PT Dan Liris di Sukoharjo. Teknik sampling yang digunakan dalam penelitian ini menggunakan salah satu jenis dari Non-Probability Sampling yaitu Purposive Sampling. Jumlah sampel penelitian ini sebanyak 154 responden. Penelitian ini menggunakan data primer. Metode pengolahan data dalam penelitian ini adalah menggunakan software SPSS versi 29.0. Hasil dari penelitian ini adalah motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan. Kompensasi tidak berpengaruh terhadap kinerja karyawan. Disiplin kerja mempunyai pengaruh positif dan signifikan terhadap kinerja karyawan. Kepemimpinan mempunyai pengaruh positif dan signifikan terhadap kinerja karyawan.

Kata kunci: Disiplin Kerja, Kepemimpinan, Kinerja Karyawan, Kompensasi, Motivasi.

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INTRODUCTION

Facing the era of globalization, organizations are forced to work more effectively and efficiently. Increasingly fierce competition requires organizations to be able to increase competitiveness in order to maintain organizational survival (Pancawati, 2022; Rasyidah et al., 2022; Kurnia et al., 2022; Purnawidya & Raharjo, 2023). In an organization, human resources are the resources that play the most important role compared to other resources, because human resources are the factors that contribute most dominantly to achieving organizational goals (Sari et al., 2020). The ability of human resources is formed by the character or behavior of each employee and the company's external environment. High concern for human resource development is expected to be a way to maintain and improve quality, so that it has an impact on improving employee performance in a company (Meutia & Husada, 2019; Ginanjar & Berliana, 2021; Astuti, 2022). The results of work obtained by a person in performing their responsibilities is the definition of performance. The level of success of a person to carry out overall responsibilities in a particular season is also called performance. The execution of tasks and responsibilities by a group of people in an organization can be called performance. To improve employee performance, it has several factors including motivation, compensation, work discipline, and leadership style (Pancawati, 2022).

The first employee performance factor is motivation. Motivation is generally understood as encouragement, which is defined as the force that drives a person's soul and body to act. In other words, motivation functions as a driving force that encourages a person to behave in such a way as to achieve a predetermined goal (Priyono & Marnis, 2008). Every company strives to improve the performance of each of its employees. To achieve this, the company needs to provide strong incentives to all its employees so that they can get the job done and work better. An employee who lacks motivation will not be able to carry out his responsibilities according to the norm, let alone exceed it, because his motivation and motives will not be fulfilled (Ekhsan, 2019; Marayasa & Faradila, 2019). In this study, researchers still find gaps from the results of previous studies. Research conducted by Ekhsan (2019), motivation has a positive effect on employee performance. However, the results of research by Sari et al. (2020) states that motivation has no effect on employee performance.

The compensation factor is all income received by workers in return for services provided to the company, either directly or indirectly, in the form of money or goods (Priyono & Marnis, 2008). Rewards need to be given correctly, fairly, and have a strong basis. Employees whose performance is good will leave the company if they feel that the salary given by the company is unfair. Because, they will feel disappointed. Conversely, if employees receive a fair salary, performance will increase and workers' wages will increase (Rahman & Wahyuni, 2019; Al Fath & Adji, 2021; Wahyuni & Cahyono, 2022). Effective compensation can also help employees feel appreciated for the contributions they have made to the company (Agustini & Dewi, 2019). In this research, there are still gaps found in the results of previous research. Research conducted by Agustini & Dewi (2019), compensation has a positive and significant effect on employee performance. In contrast to research by Pradnyana et al. (2023), compensation has no effect on employee performance. The work discipline factor is awareness and readiness to obey all social norms and regulations that apply in the company (Rahman & Wahyuni, 2019). Work discipline has a significant impact on employee performance and is important for achieving organizational goals. Employee performance can be improved by disciplined workers, following company policies, arriving on time, and behaving morally (Agustini & Dewi, 2019)

In this study, researchers found a gap from the results of previous studies. Research conducted by Istifadah & Santoso (2019) work discipline variables have a significant effect on employee performance variables. In contrast to the results of Maharani et al. (2022), work discipline does not have a positive influence on employee performance.

The leadership factor is an activity carried out by someone to achieve goals through activities to influence other people to work together and help each other in carrying out organizational work (Bukit et al., 2017). In this situation, leadership plays an important role, especially in terms of providing guidance and coaching to employees so that they can work better in the future. The purpose of employee coaching is to improve the quality of human resources by fostering responsible, obedient, and work-oriented attitudes and behaviors, which will lead to optimal performance (Sari et al., 2020). If the leader behaves well and encourages organizational progress, the leadership process will run effectively (Sugiono & Tobing, 2021). In this study, there are gaps found by researchers from previous research results. The results of research from Sinambela & Lestari (2022) and Hidayat et al. (2024), leadership has a significant effect on employee performance. However, different results were obtained by Rosalina & Wati (2020), which stated that leadership had no significant effect on employee performance.

PT Dan Liris is a specialized weaving company that is partly used for the Batik Keris batik industry, as a forerunner. The company is engaged in the integrated textile industry with spinning, weaving, dyeing, printing, and finishing business units. Based on the results of the initial interview of researchers with Mr. H who served as a supervisor or supervisor in the dyeing printing section on March 3, 2024 said that in the last three months there was still a lack of stability in the morale of employees, especially in the dyeing printing section. From this, researchers are interested in analyzing the influence of motivation, compensation, work discipline and leadership on employee performance.

METHODE

This research uses a quantitative descriptive method that explains the existence or influence between the independent variable and the dependent variable (Sugiono, 2013). The population in this study were all employees of PT Dan Liris in Sukoharjo. The sampling technique used in this research uses one type of Non Probability Sampling, namely Purposive Sampling. Purposive sampling is a sampling technique with consideration of certain criteria (Sugiono, 2013). There are several criteria used in determining the sample in this study, namely a minimum age of 18 years and a minimum work period of 2 years. The number of research samples used in this research was 154 respondents. This research uses primary data. Primary data is data obtained directly. The two most popular primary data collection methods for quantitative research are surveys and experiments. The data collection technique in this research uses a questionnaire method. The data processing method in this research is using SPSS version 29.0 software. Data analysis in this research includes: descriptive analysis, validity test, reliability test, multicollinearity test, heteroscedasticity test, normality test, multiple linear regression, R^2 test, F test, t test. By using multiple linear regression analysis techniques or Ordinary Least Square (OLS).

RESULTS

The validity test is used to measure whether a questionnaire is valid or not. In this study, it was carried out by comparing r_{count} with r_{table} for $(df) = n - 2$, and $\alpha = 0.05$ (with a two-way test). The r_{table} value is 0.1582 which is obtained from $(df) = 154 - 2 = 152$ on the r_{table} with $\alpha = 5\%$ or 0.05 there is 0.1582. Then a statement is declared valid if $r_{count} > r_{table}$ 0.1582 and vice versa.

Table 1. Variable Validity Test

Variable		r_{count}	r_{table}	Description
Motivation	P1	0,753	0,158	Valid
	P2	0,659	0,158	Valid
	P3	0,684	0,158	Valid
	P4	0,672	0,158	Valid

	P5	0,648	0,158	Valid
	P6	0,542	0,158	Valid
Compensation	P1	0,778	0,158	Valid
	P2	0,737	0,158	Valid
	P3	0,715	0,158	Valid
	P4	0,705	0,158	Valid
	P5	0,544	0,158	Valid
Work Discipline	P1	0,806	0,158	Valid
	P2	0,674	0,158	Valid
	P3	0,676	0,158	Valid
	P4	0,704	0,158	Valid
	P5	0,528	0,158	Valid
Leadership	P1	0,499	0,158	Valid
	P2	0,601	0,158	Valid
	P3	0,568	0,158	Valid
	P4	0,683	0,158	Valid
	P5	0,780	0,158	Valid
Employee Performance	P1	0,742	0,158	Valid
	P2	0,805	0,158	Valid
	P3	0,683	0,158	Valid
	P4	0,674	0,158	Valid
	P5	0,809	0,158	Valid

Source: SPSS processed data 29, 2024

From Table 1 it can be concluded that all indicators used to measure variables in this study have a correlation coefficient greater than $r_{table} = 0.158$ so that all indicators are declared valid. Then, a questionnaire is declared reliable if a person's answers are always consistent over time. Then the technique that can be used to measure the level of reliability is Cronbach's alpha, namely comparing the alpha value with the standard. A Cronbach's alpha factor above 0.60 indicates the reliability of the device. The closer it is to 1, the higher the internal consistency reliability.

Table 2. Data Reliability Test Results

Variable	Cronbach's Alpha	Description
Motivation	0,725	Reliable
Compensation	0,732	Reliable
Work Discipline	0,706	Reliable
Leadership	0,619	Reliable
Employee Performance	0,798	Reliable

Source: SPSS processed data 29, 2024

Table 2 shows that the Cronbach's Alpha value shows that all variables are greater than 0.60, it was concluded that the questionnaire used for all variables was reliable as a variable measuring tool. Then the classical assumption test is a requirement in multiple regression analysis, this test must be fulfilled so that the estimated parameters and regression coefficients are not biased. In this research, classical assumption tests include normality tests, multicollinearity tests, and heteroscedasticity tests. The basis for making the K-S decision is if the significance value $p > 0.05$, it means that the research data is normally distributed.

Table 3. One Sample K-S Normality Test

		Unstandardized Residual
N		154
Normal	Mean	0.0000000
Parameters ^{a,b}	Std. Deviation	1.78741406
Most Extreme Differences	Absolute	0.057
	Positive	0.048
	Negative	-0.057
Test Statistic		0.057
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo	Sig.	0.242

Sig. (2-tailed) ^c	99% Confidence Interval	Lower Bound	0.231
		Upper Bound	0.253

Source: SPSS processed data 29, 2024

Table 3 is the result of the normality test with the Kolmogorov-Smirnov test. From the results of the normality test above, it is known that the significance value is $0.200 > 0.05$, it was concluded that the residual values were normally distributed. Then the multicollinearity test aims to find out whether in this study there is multicollinearity between the independent variables. A good regression model is a model that has no correlation between the independent variables. The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observer to another. A good regression model is one where heteroscedasticity does not occur, or in other words a good regression model is one which is homoscedastic. In this study, heteroscedasticity testing used the Glejter method. The condition of the Glejter method is that if the sig value is greater than 0.05, it means that there is no heteroscedasticity problem. Multiple regression aims to determine whether or not there is an influence of two or more independent variables (X) on the dependent variable (Y). And to show the direction of the relationship between these variables.

Table 4. Multicollinearity Test, Heteroscedasticity Test and Regression Coefficient Results

Model	Collinearity Statistics		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Tolerance	VIF	B	Std. Error	Beta		
(Constant)			1.017	1.419		2.217	0.028
Motivation	0.531	1.882	0.268	0.061	0.320	-1.297	0.197
Compensation	0.586	1.706	0.006	0.064	0.007	1.767	0.079
Work Discipline	0.569	1.759	0.256	0.080	0.228	-0.940	0.349
Leadership	0.503	1.989	0.359	0.082	0.333	0.395	0.694

Source: SPSS processed data 29, 2024

From the results of Table 4, it is known that the Collinearity Tolerance value for the four variables is more than 0.10 and the VIF Statistics value is less than 10. It was concluded that there was no multicollinearity between the independent variables. It is known that the Sig value. The value of these four variables is greater than 0.05 with the conclusion that there is no Heteroscedasticity problem in the regression model. The linear regression equation that reflects the relationship between variables in this study is $Y = 0.320 X_1 + 0.007 X_2 + 0.228 X_3 + 0.333 X_4$. From this equation, the Motivation regression coefficient (X1) value of 0.320 has a positive sign, which means that the better the motivation, the more employee performance will increase. Furthermore, the Compensation regression coefficient (X2) value of 0.007 is positive, which means that the higher the compensation, the higher the employee's performance. The Work Discipline regression coefficient value (X3) of 0.228 has a positive sign, which means that the better the work discipline, the employee performance will increase. The leadership regression coefficient (X4) value of 0.333 has a positive sign, which means that the higher the leadership role, the employee performance will increase.

Table 5. Coefficient of Determination

Model	R	R Square	Adj. R Square	Std. Error	Durbin-Watson
	.756a	0.571	0.560	1.81125	1.778

Source: SPSS processed data 29, 2024

Based on Table 5, it is known that the R Square value is 0.571, this means that the influence of the Motivation, Compensation, Work Discipline and Leadership variables simultaneously on the Employee Performance variable is 57.1% and the remainder is influenced by other variables not included in this research. Then hypothesis testing is carried out to prove the hypothesis based on existing research. This test includes the coefficient of determination, F test, and T test. Then the coefficient of determination

functions to find out how large a percentage of influence is exerted by the independent variable simultaneously on variable Y. Then the F test aims to determine whether or not there is a simultaneous influence given by the independent variable to the variable dependent. The basis for decision making is to compare the significance value with a probability value of 0.05 and you can also compare the f_{count} value with f_{table} . The formula for finding $f_{table} = (k; n-k)$. So f_{table} in this study (df 4; 150) = 2.43. Next, the basis for decision making is to compare the significance value with a probability value of 0.05 and you can also compare the t_{count} value with t_{table} . The formula for finding $t_{table} = (a; 2; n - k - 1)$ so that t_{table} in this study is (0.025; 149) = 1.976.

Table 6. F Test and T test

Model	Sum of Squares	df	Mean Square	f	Sig.	t	Sig.
Regression	651.584	4	162.896	49.654	<.001b		
Residual	488.812	149	3.281				
(Constant)						0.716	0.475
Motivation						4.351	0.000
Compensation						0.096	0.924
Work Discipline						3.202	0.002
Leadership						4.402	0.000
Total	1140.396	153					

Source: SPSS processed data 29, 2024

It is known that the Sig. value The simultaneous influence value of Motivation, Compensation, Work Discipline and Leadership on Employee Performance is $0.001 < 0.05$ and the calculated F value is $49.654 > F$ table 2.43. It was concluded that simultaneously the influence of Motivation, Compensation, Work Discipline and Leadership influences Employee Performance. It is known that Sig. The value of the partial influence of motivation on employee performance is $0.000 < 0.05$ and the calculated t value is $4.351 > t_{table}$ 1.976. It was concluded that there was an influence of motivation on employee performance. The value of the partial influence of compensation on employee performance is $0.924 > 0.05$ and the calculated t value is $0.096 < t_{table}$ 1.976. It was concluded that there was no influence of compensation on employee performance. The partial influence value of Work Discipline on Employee Performance is $0.002 < 0.05$ and the calculated t value is $3.202 > t_{table}$ 1.976. It was concluded that there was an effect of work discipline on employee performance. The partial influence value of Leadership on Employee Performance is $0.000 < 0.05$ and the calculated t value is $4.402 > t_{table}$ 1.976. It was concluded that there was an effect of leadership on employee performance.

DISCUSSION

The results of this research analysis show that motivation has a positive and significant effect on employee performance with a coefficient of 0.320 the magnitude of the motivation coefficient is high when compared to the coefficients of compensation and work discipline. Thus, motivation has a higher influence on employee performance compared to compensation and work discipline variables. The results of hypothesis testing produced a t value of 4,351 with a significance of 0.000. This indicates that the results of testing hypothesis 1 proposed in this study are accepted, which means that the increasing role of work motivation will improve employee performance in carrying out their daily duties, meaning that the high and low performance of employees in carrying out their duties will be determined by the good and bad work motivation felt by employees in carrying out their duties. This result is supported by research conducted by Istifadah & Santoso (2019), Rahman & Wahyuni (2019), Fauzi & Khuzaini (2019), Pereira (2023) and Cardoso et al. (2023).

Based on testing of compensation on employee performance, it is found that there is no effect between compensation on employee performance. This is evidenced by the Sig. value of $0.924 > 0.05$ and the t value of $0.096 < f_{table} 1.976$. This research is in line with research conducted by Aromega et al. (2019), Sari et al. (2020), and Pereira (2023), that compensation has no effect on employee performance. Thus the second hypothesis is rejected. Compensation provided by PT Dan Liris cannot improve employee performance, perhaps because the compensation provided by PT Dan Liris to employees is less and does not match what employees want so that employees feel dissatisfied and disappointed. There were respondents in this study who answered that they strongly disagreed. Sometimes there are some employees who feel unfair regarding work wages that are not proportional to the performance performed, thus making employees feel disappointed and employee performance decreases.

Work discipline has a positive and significant effect on employee performance with a coefficient value of 0.228. The coefficient of work discipline is lower when compared to the coefficients of motivation and leadership, but higher when compared to the compensation coefficient, so that with good work discipline it will improve employee performance. The results of hypothesis testing produce a significance value of 0.002 and a t value of 3.202. This indicates that the results of testing hypothesis 3 proposed in this study are accepted, which means that the higher the role of work discipline, it will improve employee performance in carrying out their daily responsibilities, meaning that the better the role of work discipline, the more employee performance will improve. This is supported by research supported by Istifadah & Santoso (2019), Fauzi & Khuzaini (2019), Ekhsan (2019), Rahman & Wahyuni (2019), Aromega et al. (2019), Pereira (2023), and Cardoso et al. (2023).

From the test results of this study indicate that leadership has a positive and significant effect on employee performance with a coefficient of 0.333 the magnitude of the leadership coefficient is the highest when compared to the coefficient of motivation, compensation, and work discipline. So that leadership has a higher influence on employee performance when compared to other independent variables. The results of hypothesis testing produce a significance value of 0.000 and a t value of 4,402. This shows that the results of testing hypothesis 4 proposed in this study are accepted, which means that the better the role of leadership, the more it will improve employee performance. This result is supported by research conducted by Sinambela & Lestari (2022), Sari et al. (2020), and Cardoso et al. (2023), that leadership has a positive and significant effect on employee performance.

CONCLUSION

This research found that motivation has a positive and significant impact on employee performance. In the workplace, motivation plays a crucial role in driving employees to achieve desired outcomes. When employees feel motivated, they tend to be more enthusiastic, productive, and dedicated in carrying out their tasks. Motivation can also enhance the quality of work produced and help foster innovation and creativity. The results of this study are consistent with previous findings indicating that motivation is a key factor influencing employee performance. Conversely, compensation does not have a significant influence on employee performance. Although compensation may serve as a motivating factor for some employees, this research suggests that other factors such as the work environment, recognition of achievements, and career development opportunities may play a more direct role in influencing employee performance. This highlights the importance of a holistic approach in human resource management, where compensation is just one of many factors to be considered in creating a motivating work environment.

Furthermore, work discipline has been proven to have a positive and significant impact on employee performance. Work discipline encompasses aspects such as punctuality, adherence to work procedures, and responsibility for assigned tasks.

Employees with high levels of work discipline tend to be more efficient in carrying out their tasks, reducing the risk of delays or errors, and overall making a greater contribution to organizational goals. Therefore, it is important for companies to reinforce a work culture that encourages and maintains high discipline among employees. Additionally, leadership also plays a crucial role in shaping employee performance. An effective leader not only provides guidance and inspiration to their team but also creates a work environment that supports growth and development. Inclusive, supportive, and transparent leadership styles are often associated with better employee performance. Leaders should be able to motivate, provide constructive feedback, and efficiently direct organizational resources to achieve common goals. Thus, the development of strong and effective leadership becomes key in maximizing both individual and team performance. In this context, the results and discussion of this study provide a deeper understanding of the factors influencing employee performance. By recognizing the importance of motivation, work discipline, and leadership, companies can take appropriate steps to improve employee performance and achieve organizational goals more effectively. This underscores the need for an integrated approach in human resource management that considers psychological, organizational, and leadership aspects to create a dynamic and productive work environment.

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