The Eastasouth Journal of Social Science and Humanities
Vol. 3, No. 03, June 2026, pp. 580 – 592
ISSN: 3026-5592, DOI: 10.58812/esssh.v3i03

Analysis Of Work Motivation, Work Discipline, And Compensation On Employee Performance (Case Study: PT. Akbar Jaya Development & Engineering Consultant in Bandar Lampung)

Maya Maharani[1], Dora Rinova[2]
[1,2] Business Administration Study Program, Bandar Lampung University, Lampung

Article Info

Article history:

Received May, 2026
Revised Jun, 2026
Accepted Jun, 2026

Keywords:

Compensation;
Employee Performance;
Work Discipline;
Work Motivation.

ABSTRACT

This study aims to analyze the influence of motivation, work discipline, and compensation on employee performance. The research employed a quantitative approach with a survey method. Data were collected through questionnaires distributed to employees and analyzed using multiple linear regression analysis. The study examined the partial and simultaneous effects of motivation, work discipline, and compensation on employee performance. The results indicate that motivation, work discipline, and compensation have a positive and significant effect on employee performance. Partially, motivation contributed significantly to improving employee performance, as reflected by the regression coefficient and significance value (β = ...; $p < 0.05$). Work discipline also showed a positive and significant effect on employee performance (β = ...; $p < 0.05$). Furthermore, compensation was found to have a positive and significant influence on employee performance (β = ...; $p < 0.05$). Simultaneously, motivation, work discipline, and compensation significantly affected employee performance, with a coefficient of determination (R^2) of ...%, indicating that these variables explain ...% of the variation in employee performance, while the remaining percentage is influenced by other factors outside the model. The findings suggest that improving employee motivation, strengthening work discipline, and implementing fair and competitive compensation policies are essential for enhancing employee performance. Therefore, organizations should develop effective managerial strategies related to these factors to achieve better organizational outcomes.

Corresponding Author:

Name: Maya Maharani
Institution: Business Administration Study Program, Bandar Lampung University, Lampung
Email: maya.22121027@student.ubl.ac.id

1. INTRODUCTION

Employee performance is a central determinant of organizational success, particularly in companies operating in technically demanding and project-based industries such as construction and engineering consultancy. In this context, human resources are not merely operational assets but strategic drivers that influence productivity, service quality, project completion, and client satisfaction [1].

Organizations that rely heavily on technical expertise and field implementation, such as PT. Akbar Jaya Development & Engineering Consultant in Bandar Lampung, require employees who are not only competent but also highly motivated, disciplined, and fairly compensated. These three aspects work motivation, work discipline, and compensation — are widely recognized in human resource management literature as critical factors shaping employee behavior and performance outcomes [2], [3], [4]. However, in practice, the interaction among these variables often differs across organizations due to variations in organizational culture, management systems, job characteristics, and employee expectations. Therefore, understanding how these factors operate within a specific organizational setting becomes essential for designing effective managerial strategies that can enhance performance sustainably.

Work motivation plays a vital role in encouraging employees to direct their energy, skills, and commitment toward achieving organizational goals. Motivated employees tend to show greater initiative, responsibility, and persistence in completing tasks, even when facing challenges in the field [5], [6]. Meanwhile, work discipline reflects employees' adherence to organizational rules, procedures, and time management, which is particularly important in engineering and construction consultancy where project accuracy, deadlines, and compliance with technical standards are crucial [3]. Without adequate discipline, even highly skilled workers may fail to deliver maximal results. On the other hand, compensation serves as both a reward mechanism and a source of employee satisfaction, influencing how employees perceive the value of their contributions to the organization. Fair and appropriate compensation can strengthen employee loyalty, reduce turnover intentions, and encourage higher levels of performance [2], [7]. When these three elements function together effectively, they can create a supportive work environment that fosters consistent and high-quality performance [8].

Despite the recognized importance of these factors, many organizations still face challenges in aligning motivational practices, disciplinary systems, and compensation policies with employee performance expectations. In project-oriented companies like PT. Akbar Jaya Development & Engineering Consultant, employees often work under tight schedules, complex technical demands, and varying field conditions, making performance management more complex [9]. Differences in individual motivation, levels of discipline, and perceptions of compensation fairness may lead to variations in employee performance. Consequently, it becomes important to conduct empirical research to examine the extent to which these variables influence performance within this specific organizational context. By analyzing the relationship between work motivation, work discipline, and compensation and their collective impact on employee performance, this study seeks to provide a clearer understanding of the factors that most strongly contribute to performance improvement [10].

This research is expected to contribute both theoretically and practically. Theoretically, it enriches the body of knowledge in human resource management by providing empirical evidence from the engineering consultancy sector, which is relatively less explored compared to other industries. Practically, the findings can serve as a reference for company management in formulating policies related to employee motivation, disciplinary enforcement, and compensation systems to achieve better performance outcomes. Therefore, this study titled "Analysis of Work Motivation, Work Discipline, and Compensation on Employee Performance (Case Study: PT. Akbar Jaya Development & Engineering Consultant in Bandar Lampung)" is conducted to investigate how these key human resource factors influence employee performance and to identify which variable has the most dominant effect within the organizational environment.

2. LITERATURE REVIEW

The study of employee performance has long been a central topic in human resource management and organizational behavior, as performance represents the measurable outcome of how effectively employees carry out their responsibilities in achieving organizational objectives [11]. Scholars widely agree that performance is influenced by a combination of internal and external factors, including psychological drive, behavioral consistency, organizational systems, and reward structures. Among the many determinants discussed in the literature, work motivation, work discipline, and compensation consistently emerge as key variables that shape how employees perform their duties. These three elements are interconnected in forming a work environment that encourages productivity, accountability, and commitment [2], [4]. In project-based and technically oriented organizations such as engineering and construction consultancy firms, the relevance of these factors becomes even more significant due to the high level of coordination, precision, and responsibility required in daily operations.

Work motivation is generally defined as the internal and external forces that initiate, direct, and sustain employee behavior toward achieving specific goals. Classic motivational theories such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and McClelland's theory of needs emphasize that individuals are driven by various needs ranging from basic physiological requirements to self-actualization and achievement. In the workplace, motivation can be influenced by recognition, opportunities for development, meaningful tasks, and supportive leadership. Research findings frequently show that motivated employees are more enthusiastic, proactive, and willing to contribute beyond their formal responsibilities. They demonstrate higher levels of persistence in completing tasks and adapting to challenges. In technical and field-oriented jobs, where employees must often work under pressure and in dynamic environments, strong motivation becomes essential for maintaining consistent performance [12].

Work discipline, on the other hand, refers to employees' adherence to organizational rules, procedures, and standards. Discipline is closely associated with responsibility, punctuality, compliance, and consistency in performing assigned duties. The literature suggests that discipline is not merely about enforcing rules but about cultivating a culture of accountability and professionalism within the organization [13]. Employees with high levels of discipline are more likely to meet deadlines, follow operational guidelines, and maintain quality standards. In industries such as engineering consultancy, where accuracy, safety, and timeliness are critical, discipline ensures that projects are completed according to specifications and schedules. Several empirical studies indicate that organizations with strong disciplinary practices tend to experience better employee performance and fewer operational errors [14].

Compensation is another crucial factor frequently discussed in human resource management literature as a determinant of employee satisfaction and performance. Compensation encompasses financial rewards such as salaries, bonuses, and incentives, as well as non-financial benefits including recognition, career opportunities, and job security. Equity theory highlights that employees compare the rewards they receive with their contributions and with others in similar roles [15]. When compensation is perceived as fair and appropriate, employees are more likely to feel valued and motivated to perform well. Conversely, inadequate compensation may lead to dissatisfaction, decreased motivation, and lower performance levels [6]. Studies consistently show a positive relationship between fair compensation systems and employee productivity, commitment, and retention [5].

The relationship between motivation, discipline, compensation, and performance has been explored in various organizational settings, with most findings indicating that

these variables have both individual and collective effects on employee outcomes. Motivation provides the psychological drive, discipline ensures consistent behavior, and compensation offers tangible recognition of effort. When combined, these factors create a supportive work environment that enhances employee performance [4]. However, the extent of their influence can vary depending on organizational context, job characteristics, and management practices. Therefore, examining these variables within a specific organizational setting, such as PT. Akbar Jaya Development & Engineering Consultant in Bandar Lampung, provides valuable insights into how human resource factors operate in the engineering consultancy sector [7]. This literature perspective forms the theoretical foundation for analyzing how work motivation, work discipline, and compensation contribute to improving employee performance in a real organizational environment [2].

3. METHODS

This research adopted a quantitative methodology to explore factors associated with employee performance at PT. Akbar Jaya Development & Engineering Consultant, Bandar Lampung. The study focused on three organizational factors, namely work motivation, work discipline, and compensation. A survey-based approach was utilized because it allows numerical data to be collected and analyzed systematically, making it possible to identify the relationship between the selected variables through statistical procedures (Prasada, 2021; Sinambela, 2016).

The target population included all personnel employed by the company, covering technical staff, field workers, administrative employees, and managerial personnel. Considering the limited size of the workforce, the study did not implement a sampling procedure. Instead, all employees were involved as respondents, resulting in a total of 40 individuals participating in the research. Information was gathered through questionnaires containing a number of statements designed to represent each research construct. The instrument covered four variables: work motivation as the first independent variable (X1), work discipline as the second independent variable (X2), compensation as the third independent variable (X3), and employee performance as the dependent variable (Y) [1], [2], [3], [7]. Responses were recorded using a Likert-scale measurement system, enabling the transformation of opinions and perceptions into quantitative data suitable for analysis [4].

Before conducting the main statistical analysis, the quality of the instrument was evaluated to ensure that it accurately measured the intended concepts. Item validity was assessed through correlation analysis, while reliability was examined using Cronbach's Alpha to determine the consistency of respondents' answers across questionnaire items. Only after the instrument satisfied these requirements was the dataset processed further [4].

To analyze the relationship between variables, multiple linear regression was employed. This technique was selected because it allows the influence of several independent variables on a single dependent variable to be examined simultaneously. In addition, several diagnostic procedures were carried out to verify the suitability of the regression model. These procedures included tests of data normality, multicollinearity among predictors, and heteroscedasticity of residuals. The significance of each independent variable was then evaluated through partial testing using the t-statistic, whereas the combined effect of all independent variables was assessed through the F-statistic. Furthermore, the coefficient of determination was calculated to estimate how much variation in employee performance could be explained by motivation, discipline, and compensation [4].

By applying these analytical stages, the research sought to provide empirical evidence regarding the extent to which organizational and human resource factors contribute to employee performance, thereby offering insights that may support managerial

decision-making and workforce development within the company [8], [10], [11].

4. RESULTS AND DISCUSSION

Table 1. Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	23	56.1	56.1	58.5
Female	17	41.5	41.5	100.0
Total	41	100.0	100.0	

Source: Data Processed by SPSS 30 (2026)

Based on the data presented in the table, the respondents in this study consisted of both male and female employees. Of the total 41 respondents, 23 participants (56.1%) were male, 17 participants (41.5%) were female, and 1 respondent (2.4%) did not provide clear information regarding gender. The distribution shows that male employees represented the largest proportion of the research sample.

This condition reflects the workforce characteristics of PT. Akbar Jaya Konsultan, which operates in the fields of construction and engineering consultancy. These sectors generally require a considerable number of employees to perform technical and field-related activities, positions that are predominantly occupied by male workers. Consequently, the higher percentage of male respondents in this study is consistent with the company's overall employee composition.

Table 2. Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
>45	9	22.0	22.0	24.4
17–	6	14.6	14.6	39.0
26–	11	26.8	26.8	65.9
36–	14	34.1	34.1	100.0
Amount	41	100.0	100.0	

Source: Data Processed by SPSS 30 (2026)

Based on the information presented in the table, the respondents were distributed across several age categories. The largest proportion of participants belonged to the 36–45 years age group, consisting of 14 respondents (34.1%). This was followed by 11 respondents (26.8%) aged between 26–35 years, 9 respondents (22.0%) aged above 45 years, and 6 respondents (14.6%) who were in the 17–25 years age category.

These findings indicate that the respondents represent a diverse age composition. However, the predominance of employees within the 36–45 years age range demonstrates that most participants are in their productive working years. Individuals in this age group generally possess greater professional experience, stronger competencies, and a more mature approach to carrying out their responsibilities. Therefore, the age distribution of respondents reflects a workforce that is largely experienced and capable of supporting the achievement of organizational objectives.

Table 3. Position

Position	Frequency	Percent	Valid Percent	Cumulative Percent
Structural positions	5	12.2	12.2	14.6
Field	10	24.4	24.4	39.0
Staff	12	29.3	29.3	68.3
Administrative/financial staff	3	7.3	7.3	75.6
Technique	10	24.4	24.4	100.0
Amount	41	100.0	100.0	

Source: Data Processed by SPSS 30 (2026)

Based on the data shown in the table, the respondents were drawn from various job positions within the company, totaling 40 participants. Employees holding staff positions constituted the largest proportion of the sample, with 12 respondents (29.3%). Meanwhile, field personnel and technical staff each accounted for 10 respondents (24.4%). Structural employees were represented by 5 respondents (12.2%), while administrative and finance personnel comprised 3 respondents (7.3%).

The distribution of respondents across different occupational categories demonstrates that the study involved employees from multiple organizational functions. This diversity provides a broader perspective on employee perceptions and experiences, thereby enhancing the representativeness and reliability of the research findings.

Table 4. Results of X1 Motivation

No	Statement Items	N	Std. Deviation	Persentase (%)	Category
1	X1.1	40	0.749	89%	Very high
2	X1.2	40	0.662	83%	High
3	X1.3	40	0.686	82.5%	High
4	X1.4	40	0.545	88%	Very high
5	X1.5	40	0.533	87%	Very high
6	X1.6	40	0.632	82%	High
7	X1.7	40	0.549	89%	Very high
8	X1.8	40	0.572	87%	Very high

Source: Data Processed by SPSS 30 (2026)

Table 5. X2 Discipline Results

No	Statement Items	N	Std. Deviation	Persentase (%)	Category
1	X2.1	40	0.608	86%	Very high
2	X2.2	40	0.667	87.5%	Very high
3	X2.3	40	0.533	87%	Very high
4	X2.4	40	0.675	88.5%	Very high
5	X2.5	40	0.504	89%	Very high
6	X2.6	40	0.545	88%	Very high
7	X2.7	40	0.791	84%	T High
8	X2.8	40	0.700	83%	High
9	X2.9	40	0.580	87%	Very high
10	X2.10	40	0.630	85%	High

Source: Data Processed by SPSS 30 (2026)

Table 6. X3 Compensation Results

No	Statement Items	N	Std. Deviation	Persentase (%)	Category
1	X3.1	40	0.580	87%	Very high
2	X3.2	40	0.526	86.5%	Very high
3	X3.3	40	0.552	89%	Very high
4	X3.4	40	0.474	93.5%	Very high
5	X3.5	40	0.490	92.5%	Very high
6	X3.6	40	0.580	87%	Very high

Source: Data Processed by SPSS 30 (2026)

Table 7. Employee Performance Y Results

No	Item Pernyataan	N	Std. Deviation	Persentase (%)	Category
1	Y1	40	0.545	88%	Very high
2	Y2	40	0.594	88.5%	Very high

3	Y3	40	0.586	87.5%	Very high
4	Y4	40	0.791	76.5%	High
5	Y5	40	0.572	86.5%	Very high
6	Y6	40	0.572	86.5%	Very high
7	Y7	40	0.549	88.5%	Very high
8	Y8	40	0.883	82.5%	High
9	Y9	40	0.588	85%	High
10	Y10	40	0.636	83.5%	High

Source: Data Processed by SPSS 30 (2026)

Table 8. Validity test (X)

Variables	Statement Items	r-count	r-table	Information
Motivation (X1)	X1.1	0,721	0,312	Valid
	X1.2	0,761	0,312	Valid
	X1.3	0,722	0,312	Valid
	X1.4	0,635	0,312	Valid
	X1.5	0,782	0,312	Valid
	X1.6	0,786	0,312	Valid
	X1.7	0,536	0,312	Valid
	X1.8	0,738	0,312	Valid
Disiplin (X2)	X2.1	0,615	0,312	Valid
	X2.2	0,659	0,312	Valid
	X2.3	0,611	0,312	Valid
	X2.4	0,709	0,312	Valid
	X2.5	0,470	0,312	Valid
	X2.6	0,440	0,312	Valid
	X2.7	0,644	0,312	Valid
	X2.8	0,677	0,312	Valid
	X2.9	0,712	0,312	Valid
	X2.10	0,828	0,312	Valid
Kompensasi (X3)	X3.1	0,782	0,312	Valid
	X3.2	0,680	0,312	Valid
	X3.3	0,516	0,312	Valid
	X3.4	0,630	0,312	Valid
	X3.5	0,689	0,312	Valid
	X3.6	0,781	0,312	Valid

Source: Data Processed by SPSS 30 (2026)

Table 9. Validity test (Y)

Variables	Statement Items	r-count	r-table	Information
Kinerja Karyawan (Y)	Y.1	0,536	0,312	Valid
	Y.2	0,654	0,312	Valid
	Y.3	0,685	0,312	Valid
	Y.4	0,542	0,312	Valid
	Y.5	0,458	0,312	Valid
	Y.6	0,820	0,312	Valid
	Y.7	0,628	0,312	Valid
	Y.8	0,789	0,312	Valid
	Y9	0,633	0,321	Valid
	Y10	0,814	0,321	Valid

Source: Data Processed by SPSS 30 (2026)

Based on the results presented in the table, a total of 34 questionnaire items were tested across the research variables. Variable X1 consisted of 8 statement items, variable X2 included 10 items, variable X3 contained 6 items, while the remaining items were

allocated to variable Y. The validity test results demonstrate that all items produced calculated correlation values that met the established validity criteria when compared with the critical value in the correlation table.

Furthermore, each statement item showed a significance value within the acceptable range, indicating that the items were capable of accurately measuring the constructs represented by their respective variables. Therefore, all questionnaire items used in this study can be classified as valid and suitable for further analysis.

Table 10. Reliability Test

Variable	Cronbach alpha	Reliable source	Information
Motivation (X1)	0,861	0,70	Reliable
Discipline (X2)	0,842	0,70	Reliable
Compensation (X3)	0,766	0,70	Reliable
Employee performance (Y)	0,857	0,70	Reliable

Source: Data Processed by SPSS 30 (2026)

The reliability test results show that all variables included in this study achieved Cronbach's Alpha coefficients exceeding the minimum threshold of 0.70. These findings indicate that the questionnaire items possess a satisfactory level of internal consistency and are capable of producing stable and dependable measurements.

Consequently, the research instrument can be considered reliable for assessing the variables under investigation. The consistency of respondents' answers across the questionnaire items confirms that the instrument is appropriate for use in subsequent statistical analyses.

Table 11. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			40
Normal Parameters[ab]	Mean		.0000000
	Std. Deviation		1.90945685
Most Extreme Differences	Absolute		.125
	Positive		.061
	Negative		-.125
Test Statistic			.125
Asymp. Sig. (2-tailed)[c]			.117
Monte Carlo Sig. (2-tailed)[d]	Sig.		.114
	99% Confidence Interval	Lower Bound	.106
		Upper Bound	.122
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 624387341.			

Source: Data Processed by SPSS 30 (2026)

Based on the results presented in the table, the obtained significance value is 0.114, which exceeds the threshold of 0.05. This outcome suggests that the data are normally distributed and meet the normality requirement for regression analysis.

Therefore, the regression model can be considered appropriate for further statistical testing because the normality assumption has been fulfilled.

Table12. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	x1	.136	7.337
	x2	.247	4.048
	x3	.231	4.329

Source: Data Processed by SPSS 30 (2026)

Based on the results presented in the table, all independent variables exhibit tolerance values above the established minimum criterion and Variance Inflation Factor (VIF) values that remain below the accepted threshold. These findings indicate that the independent variables do not have strong correlations with one another within the regression model.

Therefore, it can be concluded that the model is free from multicollinearity issues, meaning that each independent variable contributes distinct information and can be included simultaneously in the regression analysis without causing significant estimation bias.

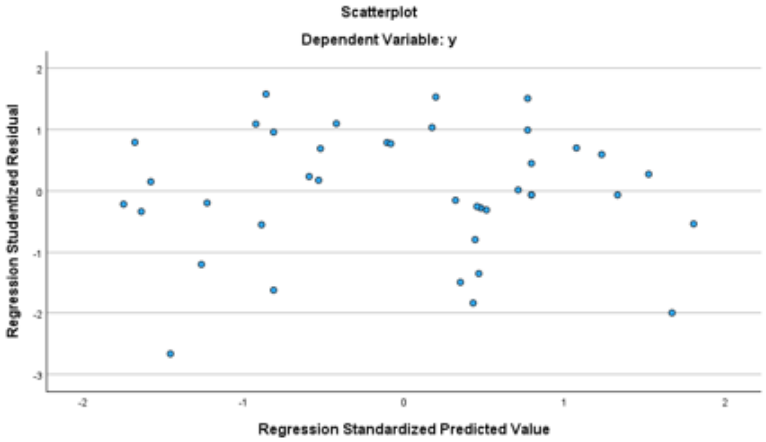

Figure 1. Hectaretodity Test
Source: Data Processed by SPSS 30 (2026)

Based on the scatterplot output, the residual points are spread randomly around the zero value and do not form a particular distribution pattern. The points appear both above and below the reference line, indicating that the residuals are distributed evenly across the observations.

Since no systematic pattern is detected, such as clustering, widening, narrowing, or wave-like formations, the variance of the residuals can be considered relatively constant. Consequently, the regression model meets the homoscedasticity requirement and is free from heteroscedasticity problems, allowing further statistical analysis to be conducted reliably.

Table 14. Multiple Linear Test

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.321	.126		74.011	

	x1	.054	.007	.446	8.013	<,001
	x2	.032	.005	.274	6.635	<,001
	x3	.066	.009	.326	7.625	<,001

Source: Data Processed by SPSS 30 (2026)

$$Y = 9{,}321 + 0{,}054X1 + 0{,}032X2 + 0{,}066X3 + e$$

1) The multiple regression results show an intercept value of 9.321. This finding implies that employee performance is predicted to reach 9.321 units even in the absence of contributions from work motivation, work discipline, and compensation. Such a condition suggests that other factors beyond the scope of this study may also play a role in shaping employee performance.
2) The coefficient obtained for the work motivation variable (X1) is 0.054. This positive coefficient indicates that higher levels of motivation are associated with better employee performance. Specifically, for every one-unit increase in motivation, employee performance is expected to rise by 0.054 units, provided that the other variables remain unchanged. Furthermore, the significance value of 0.000 demonstrates that this relationship is statistically significant.
3) Work discipline (X2) generated a regression coefficient of 0.032, indicating a positive relationship with employee performance. This means that an improvement in employee discipline is predicted to contribute to an increase of 0.032 units in performance, assuming the remaining variables are held constant. The significance level of 0.000 confirms that the effect of work discipline on employee performance is statistically meaningful.
4) The compensation variable (X3) produced the highest regression coefficient, namely 0.066. This result suggests that increases in compensation are followed by improvements in employee performance, with every one-unit increase in compensation contributing an estimated 0.066-unit increase in performance. Since the significance value is below the accepted threshold of 0.05, compensation is considered to have a significant influence on employee performance. Compared with the other independent variables, compensation demonstrates the greatest contribution to explaining variations in employee performance.

Table 15. Determinant Test (R^2)

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.992[a]	.985	.984	.07050
z. Predictors: (Constant), x3, x2, x1				

Source: Data Processed by SPSS 30 (2026)

Based on the coefficient of determination results, the correlation coefficient (R) reaches 0.992, indicating a very close relationship between employee performance and the three explanatory variables examined in this study. This finding reflects that motivation, discipline, and compensation are strongly connected to performance outcomes within the company.

The R Square value of 0.985 further indicates that 98.5% of employee performance can be explained by the variables included in the model. In contrast, the remaining 1.5% is likely influenced by other aspects that were not investigated, such as leadership style, work environment, organizational culture, or individual characteristics. Therefore, the model provides substantial explanatory power in describing the factors affecting employee performance.

Table 16. T-test

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.321	.126		74.011	
	x1	.054	.007	.446	8.013	<,001
	x2	.032	.005	.274	6.635	<,001
	x3	.066	.009	.326	7.625	<,001
a. Dependent Variable: reg						

Source: Data Processed by SPSS 30 (2026)

1) The hypothesis testing results reveal that all independent variables examined in this study have a significant relationship with employee performance. For the work motivation variable (X1), the statistical analysis produced a t-value of 8.013, exceeding the critical value of 1.688. Together with a significance level below 0.05, this result confirms that motivation is an important determinant of employee performance. Consequently, H1 is accepted.
2) The analysis also shows that work discipline (X2) has a significant effect on performance outcomes. The calculated t-statistic of 6.635 is greater than the required critical value, while the significance probability remains below the established level of 0.05. These findings provide evidence that disciplined employees tend to achieve better performance. Therefore, H2 is supported.
3) Furthermore, compensation (X3) was found to significantly influence employee performance. The calculated t-value reached 7.625, which is well above the critical threshold, and the significance value indicates a statistically reliable relationship. This result suggests that compensation serves as an important driver of employee performance. Accordingly, H3 is accepted.

Table 17. F-Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.584	3	3.861	776.869	<,001[b]
	Residual	.179	36	.005		
	Total	11.763	39			
a. Dependent Variable: reg						
b. Predictors: (Constant), x3, x2, x1						

Source: Data Processed by SPSS 30 (2026)

Based on the simultaneous testing procedure, the regression model fulfills the requirements for statistical significance. The analysis generated an F-value of 11.385, which is substantially higher than the benchmark value of 2.87. In addition, the probability value associated with the test is below the 0.05 significance level, indicating that the model is reliable for explaining variations in employee performance.

These results suggest that work motivation, work discipline, and compensation should not be viewed separately, as their combined influence contributes meaningfully to employee performance outcomes. Therefore, the empirical evidence obtained in this study supports the acceptance of the fourth hypothesis (H4), confirming that the three independent variables simultaneously affect employee performance.

5. CONCLUSION

Based on the results of the study, it can be concluded that motivation, work discipline, and compensation have a positive and significant effect on employee performance. Both partially and simultaneously, these variables contribute to improving employee performance, indicating that human resource management practices play a crucial role in achieving organizational goals. Employees who possess high motivation, demonstrate strong work discipline, and receive fair compensation tend to perform better in carrying out their duties and responsibilities.

The findings imply that organizations should pay greater attention to policies related to employee motivation, work discipline, and compensation. To enhance motivation, management should provide recognition for employee achievements, create opportunities for career development, and encourage employee participation in organizational activities. In terms of work discipline, organizations should establish clear regulations, consistently monitor employee performance, and implement reward and punishment systems fairly and transparently. Regarding compensation, management is encouraged to periodically evaluate salary structures, incentives, and employee benefits to ensure fairness and competitiveness in accordance with employee contributions and organizational capabilities.

By implementing effective policies in these areas, organizations can improve employee performance, increase productivity, and strengthen their overall competitiveness. Future studies are recommended to include additional variables that may influence employee performance in order to provide a more comprehensive understanding of human resource management practices.

REFERENCES

[1] L. Akhsan and O. Pendrian, "Pengaruh Budaya Organisasi dan Motivasi Kerja Terhadap Kinerja Karyawan di Era Industri 4.0," *J. Econ. Bus. UBS*, vol. 13, no. 1, pp. 259–268, 2024, doi: 10.52644/joeb.v13i1.1506.

[2] N. K. I. Agustini and A. A. S. K. Dewi, "Pengaruh Kompensasi, Disiplin Kerja Dan Motivasi Terhadap Produktivitas Karyawan," *E-Jurnal Manaj. Univ. Udayana*, vol. 8, no. 1, p. 231, 2018, doi: 10.24843/EJMUNUD.2019.v08.i01.p09.

[3] R. N. Ichsan, E. Surianta, and L. Nasution, "Pengaruh Disiplin Kerja terhadap Kinerja Pegawai Negeri Sipil (PNS) di Lingkungan Ajudan Jenderal Daerah Militer (Ajendam)-I Bukitbarisan Medan," *J. Darma Agung*, vol. 28, no. 2, p. 187, 2020, doi: 10.46930/ojsuda.v28i2.625.

[4] M. F. Akbar, D. Prasada, A. R. Safiih, and Y. Nuryani, *Seminar Manajemen Sumber Daya Manusia*. Selayo, Sumatra Barat, Indonesia: Penerbit Insan Cendekia Mandiri, 2021. [Online]. Available: https://www.researchgate.net/profile/Hadion-Wijoyo/publication/349881443_Seminar_Manajemen_Sumber_Daya_Manusia/links/6045a7dd4585154e8c83c9e1/Seminar-Manajemen-Sumber-Daya-Manusia.pdf

[5] R. A. R. H., Adolfina, and Y. Uhing, "Pengaruh Pengalaman Kerja dan Motivasi terhadap Kinerja Karyawan Rumah Makan di Manado," *J. EMBA J. Ris. Ekon. Manajemen, Bisnis dan Akunt.*, vol. 7, no. 1, 2019.

[6] D. N. Rizqia and N. Nurani, "Pengaruh Kompetensi dan Motivasi terhadap Kinerja Karyawan DPH PT. Bio Farma (Persero)," *Akad. J. Mhs. Ekon. Bisnis*, vol. 4, no. 3, pp. 1206–1215, 2024, doi: 10.37481/jmeb.v4i3.885.

[7] M. E. Azhar, D. U. Nurdin, and Y. Siswadi, "Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kepuasan Kerja Karyawan," *J. Hum. J. Ilmu Sos. Ekon. dan Huk.*, vol. 4, no. 1, pp. 46–60, 2020, doi: 10.30601/humaniora.v4i1.422.

[8] E. Purnama and S. Indrawijaya, "Pengaruh Empowering Leadership terhadap Kinerja Karyawan yang Dimediasi oleh Kepuasan Kerja pada PT. Transportasi Gas Indonesia Cabang Jambi," *J. Manaj. Terap. dan Keuang.*, vol. 11, no. 3, pp. 569–575, 2022, doi: 10.22437/jmk.v11i03.16476.

[9] S. Karyono and A. Hakim, "Employee Performance Improvement through Affective, Normative, and Continuance Commitment with Intrinsic Motivation Mediation," *J. Public Adm. Gov.*, vol. 12, no. 3, p. 34, 2022, doi: 10.5296/jpag.v12i3.20062.

[10] L. P. Sinambela, *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*. 2016.

[11] M. R. Hoar, I. S. Kurniawan, and J. Herawati, "Kinerja Karyawan: Peran Kualitas Sumber Daya Manusia, Lingkungan Kerja, dan Budaya Organisasi," *J-MAS (Jurnal Manaj. dan Sains)*, vol. 6, no. 2, p. 475, 2021, doi: 10.33087/jmas.v6i2.260.

[12] H. Dunan and S. Y. Sari, "Pengaruh Tunjangan Kinerja dan Disiplin Kerja Terhadap Kinerja Pegawai di Kantor Kecamatan Panjang Kota Bandar Lampung," *J. EMT KITA*, vol. 7, no. 2, pp. 530–537, 2023, doi: 10.35870/emt.v7i2.1178.

[13] M. F. Akbar, M. Järlström, E. Saru, and A. Pekkarinen, "Practices of Sustainable Human Resource Management in Three Finnish Companies: Comparative Case Study," *South Asian J. Bus. Manag. Cases*, vol. 12, no. 1, pp. 31–51, 2023, doi: 10.1177/22779779231154656.

[14] O. A. A. N. Pratama and A. Wardani, "Pengaruh Kemampuan Kerja dan Semangat Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja (Studi Kasus Bank Syariah Mandiri Kantor Cabang Kendal)," *Muqtasid J. Ekon. dan Perbank. Syariah*, vol. 8, no. 2, p. 119, 2018, doi: 10.18326/muqtasid.v8i2.119-129.

[15] H. E. Sinaga, "Pengaruh Kepemimpinan, Budaya Kerja, Lingkungan Kerja, Komunikasi Interpersonal, Beban Kerja Terhadap Loyalitas Perawat Non ASN di RSUP Fatmawati Tahun 2021," 2022.