

The Influence of Work Discipline and Employee Retention on Employee Performance: Evidence from PT UGS

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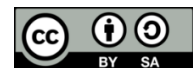
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ABSTRACT

This study investigates the effect of work discipline and employee retention on employee performance at PT UGS, a technology-based service company operating in the marine sector. Employing a quantitative approach with a causal research design, data were gathered through a structured questionnaire distributed to all 94 employees using a total sampling method. The research instruments underwent tests for validity and reliability, followed by classical assumption testing including normality, multicollinearity, and heteroscedasticity. The results indicate that both work discipline and employee retention have a positive influence on employee performance, both individually and collectively. Employees who consistently adhere to workplace standards and show long-term commitment tend to perform better. These findings underscore the importance of promoting discipline and fostering loyalty as strategic efforts to enhance organizational productivity. This study contributes to the field of human resource management by highlighting the significance of behavioral consistency and employee engagement in optimizing workforce performance, offering valuable input for HR policy development.

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1. INTRODUCTION

In the era of globalization and increasingly competitive business environments, human resources (HR) play a critical role in shaping an organization's success and sustainability [1]. Companies are now required not only to optimize their strategic management but also to foster a workplace that supports productivity and employee engagement. As emphasized by [2], employee performance serves as a primary indicator for evaluating how effectively an organization achieves its business goals.

To objectively measure performance outcomes, many organizations rely on Key Performance Indicators (KPIs). According to [3], KPIs are measurable indicators that reflect the achievement of strategic objectives and must be specific, measurable, relevant, and time-bound. However, the achievement of KPIs depends not only on organizational strategy but also on individual behavior, particularly employee discipline and retention.

Work discipline refers to the degree to which employees comply with rules, procedures, and expected standards of

conduct. Strong discipline fosters a productive work atmosphere, reduces mistakes, and enhances efficiency [4]. In contrast, poor discipline can lead to internal conflict, reduced output, and hindered organizational progress. Employee retention, on the other hand, refers to the company's ability to retain skilled and experienced workers. [5] argue that low retention rates can increase recruitment and training costs and disrupt organizational continuity and performance.

PT UGS, a technology services company operating in the marine sector across Indonesia, faces similar challenges. Despite experiencing rapid growth since its establishment in 2021, internal company data shows that KPI targets have not been fully achieved from 2021 to 2023. For instance, the 2023 KPI value was 94, below the target of 97. Meanwhile, employee retention has shown improvement, rising from 7.0 in 2021 to 8.5 in 2023 (on a 10-point scale). Nevertheless, these improvements have not been sufficient to boost overall performance to the desired levels.

To address discipline, PT UGS implements strict policies on attendance and workplace conduct, including lateness thresholds, administrative sanctions, and regular discipline evaluations. Regarding retention, the company has introduced transparent career path systems, training programs, and work-life balance policies such as hybrid working. Despite these efforts, the actual impact of discipline and retention on performance requires further empirical investigation.

Previous research affirms the relevance of these factors. [6] found that work discipline has a significant positive effect on employee productivity. Similarly, [7] emphasized that organizations with well-managed retention strategies benefit from stronger operational stability due to their ability to maintain a loyal and competent workforce.

Given this context, this study aims to examine the influence of discipline and retention on employee performance at PT UGS. This investigation is crucial because

both variables represent strategic pillars in HR management, especially in service-oriented sectors where employee-customer interaction significantly affects business outcomes.

The findings of this study are expected to contribute both to the theoretical development of human resource performance models and to practical guidance for companies in formulating effective policies for discipline and retention management.

2. LITERATURE REVIEW

2.1 *Employee Performance*

Employee performance is a key determinant of organizational effectiveness and sustainability. It refers to the measurable output of employees in terms of quality, quantity, timeliness, and behavior in fulfilling job responsibilities. According to [8], performance is not only about task completion but also about how employees contribute to organizational goals through discipline, motivation, and teamwork. Key Performance Indicators (KPIs) are commonly used to measure employee performance. [3] describe KPIs as quantitative metrics that reflect strategic objectives and allow companies to monitor, evaluate, and improve their performance. [9] emphasize that effective KPI systems must be tailored to organizational contexts and be specific, measurable, achievable, relevant, and time-bound (SMART).

[10] identify five dimensions of employee performance: quality, referring to precision and accuracy of task completion; quantity, or the amount of output within a specific period; timeliness, indicating the speed in completing work within set deadlines; independence, which is the ability to complete work without supervision; and teamwork, reflecting effective collaboration and mutual support among colleagues. These indicators form the foundation for measuring performance outcomes in both individual and team settings, providing a structured basis for performance evaluation and

improvement efforts within organizations.

2.2 *Work Discipline*

Work discipline is the degree to which employees adhere to organizational rules, procedures, and norms. It is a vital factor in shaping employee behavior and ensuring operational consistency. [11] define discipline as voluntary compliance with established standards, driven by internal awareness rather than external enforcement. A disciplined workforce is associated with higher productivity, reduced errors, and stronger ethical standards [12]. Factors influencing discipline include objectivity in job assignments—namely, aligning tasks with employee competencies [13], effective leadership and supervision that foster accountability, fairness in compensation to encourage compliance and motivation, and the consistent enforcement of sanctions to uphold behavioral standards [14].

[4] emphasize that discipline systems within organizations should strike a balance between firmness and fairness to avoid employee demotivation while preserving order. Such an approach not only reinforces behavioral expectations but also maintains morale. Empirical evidence by [6] demonstrates a strong positive correlation between discipline and employee performance, noting its critical role in reducing absenteeism, improving punctuality, and enhancing overall productivity in the workplace.

2.3 *Employee Retention*

Employee retention refers to an organization's ability to keep its valuable human capital for extended periods. It is a strategic function that significantly influences workforce stability, service quality, and the preservation of institutional knowledge [15]. Tambak et al. (2022) highlight that effective retention practices can reduce turnover-related costs and improve overall organizational performance.

Additionally, retention efforts contribute to higher employee satisfaction, stronger organizational commitment, and improved morale (Rifai et al., 2021).

According to [7], several factors influence employee retention, including organizational culture and trust, where a positive and inclusive work environment fosters a sense of belonging and loyalty. Career advancement opportunities provide clear pathways for growth, motivating employees to stay. Competitive compensation and benefits enhance job satisfaction, while supportive work-life balance policies—such as hybrid or flexible arrangements—promote well-being. Moreover, managerial support through recognition and constructive feedback plays a critical role in retention. [5] emphasize that when employees perceive opportunities for growth and feel valued by the organization, they are more likely to remain committed and maintain high levels of productivity over time.

2.4 *The Relationship Between Discipline, Retention, and Performance*

Both discipline and retention have been independently associated with employee performance. However, their combined influence also deserves attention, especially in service-based sectors. [16] showed that motivation and discipline jointly influence retention and performance among healthcare staff. Likewise, [17] demonstrated that work discipline, mediated by communication, significantly affects employee retention.

High discipline ensures consistency and punctuality, while strong retention promotes knowledge continuity and morale—both of which are essential to sustained performance [18]. In the context of PT UGS, where employees serve as the face of the company in a service-driven industry, the interplay between these variables may directly influence customer satisfaction and organizational success.

2.5 Hypothesis Development

Work discipline is a fundamental behavioral aspect that plays a vital role in shaping employee performance. It includes punctuality, adherence to organizational policies, respect for authority, and consistent work behavior. Employees who maintain a high level of discipline are more likely to meet deadlines, comply with operational procedures, and contribute to the organization's overall productivity. [6] emphasized that disciplined employees demonstrate a higher degree of responsibility and effectiveness in completing their tasks. Similarly, [4] noted that work discipline minimizes disruptions and ensures a more structured working environment, which is especially important in performance-driven sectors like services and technology. In the case of PT UGS, where the success of daily operations depends on consistent execution and professionalism, discipline becomes an integral factor in maintaining high performance. Based on this reasoning, the first hypothesis is formulated as follows:

H1: Work discipline has a significant positive effect on employee performance.

Employee retention is another critical determinant of organizational success. It refers to an organization's ability to retain competent employees over a sustained period, thereby preserving institutional knowledge, maintaining operational continuity, and reducing turnover-related costs. Research by [5] demonstrates that high retention levels are associated with increased employee loyalty, better adaptation to work processes, and stronger contributions to team objectives. [19] also highlight that when employees feel valued through adequate compensation, career growth opportunities, and work-life balance, their willingness to stay—and perform—improves substantially. In the context of PT UGS, retaining key employees is

crucial to maintaining service quality and efficiency, especially as the company grows and tackles more complex projects. Thus, the second hypothesis is proposed as follows:

H2: Employee retention has a significant positive effect on employee performance.

In addition to their individual effects, work discipline and employee retention are likely to have a compounded impact when considered together. Employees who are both disciplined and retained long-term possess a deeper understanding of organizational expectations and are more capable of aligning their performance with strategic goals. According to [16], the combination of motivation and discipline enhances both retention and performance. [17] further confirmed that workplace discipline indirectly contributes to higher retention, which in turn strengthens long-term performance outcomes. At PT UGS, where technical knowledge, consistency, and teamwork are essential, the synergistic effect of discipline and retention may significantly drive the company's operational success. This leads to the formulation of the third hypothesis:

H3: Work discipline and employee retention simultaneously have a significant positive effect on employee performance.

3. RESEARCH METHODS

3.1 Research Design

This study employs a quantitative research approach with a causal associative design, aimed at analyzing the influence of two independent variables—work discipline and employee retention—on the dependent variable, employee performance. The causal relationship is examined through statistical analysis to determine the magnitude and significance of these effects. The research focuses on employees at PT UGS, a technology-based service company in the marine sector.

3.2 Population and Sample

The population in this study consists of all employees of PT UGS in

Jakarta, totaling 94 employees as of 2024. Given the relatively small and accessible population, the census method was adopted, whereby the entire population is treated as the research sample. This allows for more comprehensive and accurate generalizations within the

organizational context. The use of total sampling also enhances the robustness of the data analysis, particularly when applying regression-based statistical techniques.

3.3 Variable Operationalization

Table 1. Operationalization Variable

Variable	Code	Indicators	Source
Work Discipline	X1	- Punctuality- Adherence to rules- Work procedures- Compliance with behavior standards	[6]
Employee Retention	X2	- Employee satisfaction- Job loyalty- Organizational commitment- Career development perception	[7]
Employee Performance	Y	- Work quality- Work quantity- Timeliness- Independence- Teamwork	[10]

Source: Adaptation from prior research (2025)

Each variable was measured using multiple items on a five-point Likert scale, ranging from 1 to 5.

3.4 Data Collection Techniques

Primary data were collected using a structured questionnaire distributed to all 94 employees of PT UGS. The questionnaire was divided into four sections: demographic profile, work discipline scale, employee retention scale, and employee performance scale. Prior to distribution, the instrument was validated through expert review and a pilot test involving 10 respondents to ensure clarity and reliability.

3.5 Validity and Reliability Testing

To ensure the quality of the measurement instruments, construct validity was tested using Pearson product-moment correlation, while reliability was assessed using Cronbach's Alpha. A validity coefficient above $r = 0.30$ and a reliability score above $\alpha = 0.70$ were considered acceptable thresholds. The testing confirmed that all items for each variable were both valid and reliable.

3.6 Data Analysis Techniques

The data were analyzed using SPSS version 26 through several steps. Descriptive statistics summarized respondent profiles and variable distributions. Classical assumption tests included normality, multicollinearity, and heteroscedasticity. Multiple linear regression was conducted to evaluate the simultaneous and partial effects of work discipline and employee retention on employee performance. The coefficient of determination (R^2) assessed the variance in employee performance explained by the predictors. Finally, t-tests and F-tests examined the significance of individual and combined effects of the variables.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

The demographic profile of the respondents provides context to better understand the characteristics of the workforce at PT UGS. A total of 94 employees participated in this study.

Table 2. Demographic Profile of Respondents

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	55	58.5%
	Female	39	41.5%
Age	< 25 years	20	21.3%
	25–34 years	38	40.4%
	35–44 years	26	27.7%

Characteristic	Category	Frequency (n)	Percentage (%)
Employment Status	≥ 45 years	10	10.6%
	Permanent	72	76.6%
	Contract	22	23.4%
Length of Service	< 1 year	15	16.0%
	1–3 years	34	36.2%
	4–6 years	29	30.9%
	> 6 years	16	17.0%

Source: Results analysis data (2025)

The demographic data indicates that the majority of respondents were male (58.5%) and between the ages of 25–34 (40.4%). Most employees had permanent employment status (76.6%) and had worked for 1 to 6 years (67.1%). This distribution suggests a relatively young and stable workforce with a moderate level of tenure, which is suitable for assessing perceptions related to discipline, retention, and performance.

Descriptive statistics were employed to examine the distribution, central tendency, and consistency of the responses related to the three core variables: Work Discipline, Employee

Retention, and Employee Performance. Each item was measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), aiming to capture the general perception of PT UGS employees toward these variables. The mean scores represent the average tendency of responses, indicating the level of agreement with each statement, while the standard deviation reflects the degree of variability among responses. A higher mean suggests stronger agreement, whereas a lower standard deviation indicates more consistent perceptions across participants.

Table 3. Descriptive Statistics of Research Variables

Variable	Number of Items	Minimum	Maximum	Mean	Standard Deviation	Interpretation
Work Discipline	8	3.25	5.00	4.12	0.49	High
Employee Retention	8	2.88	5.00	4.05	0.52	High
Employee Performance	8	3.13	5.00	4.09	0.51	High

Source: Results analysis data (2025)

The results indicate that employees at PT UGS reported a high level of work discipline, with a mean score of 4.12, suggesting strong compliance with company rules and work ethics. The employee retention variable also scored high (mean = 4.05), reflecting a positive perception of job satisfaction, loyalty, and long-term commitment to the organization. Similarly, the employee performance variable recorded a mean of 4.09, indicating that respondents consider their job effectiveness and contribution to be consistently strong.

4.2 Validity and Reliability Testing

a. Validity Test

The validity of the questionnaire items was tested using the Pearson Product-Moment Correlation method. Items with a correlation coefficient (r) > 0.30 and p -value < 0.05 were considered valid. Results showed all items across Work Discipline, Employee Retention, and Employee Performance met these criteria, with r values ranging from 0.612 to 0.873, confirming strong construct validity.

b. Reliability Test

Reliability was measured using Cronbach's Alpha, which evaluates the internal consistency of

items within each variable. A Cronbach's Alpha value greater than 0.70 indicates acceptable reliability.

Table 4. Reliability Test

Variable	Number of Items	Cronbach's Alpha (α)	Interpretation
Work Discipline	8	0.871	Reliable (High)
Employee Retention	8	0.896	Reliable (Very High)
Employee Performance	8	0.883	Reliable (Very High)

Source: Results analysis data (2025)

All variables exceeded the minimum reliability threshold, with alpha values ranging from 0.871 to 0.896, indicating that the items within each scale were internally consistent and could be considered statistically reliable for further analysis.

4.3 Classical Assumption Testing

a. Normality Test

Residual normality was assessed through visual and statistical methods. The P-P Plot of standardized residuals showed a

linear trend, indicating normal distribution. Furthermore, the Kolmogorov-Smirnov test yielded a significance value of 0.200 ($p > 0.05$), confirming the normality of error terms and the suitability of the regression model for further analysis.

b. Multicollinearity Test

Multicollinearity was assessed using Variance Inflation Factor (VIF) and Tolerance values, with $VIF < 10$ and $Tolerance > 0.10$ confirming its absence.

Table 5. Multicollinearity Test Results

Independent Variable	Tolerance	VIF
Work Discipline	0.708	1.411
Employee Retention	0.708	1.411

Source: Results analysis data (2025)

The independent variables showed VIF values significantly below 10 and Tolerance values exceeding 0.10, confirming the absence of multicollinearity. This indicates that each variable contributes uniquely to the model.

c. Heteroscedasticity Test

Heteroscedasticity was evaluated using the Glejser test, which involves regressing the absolute residuals on the independent variables. A p-value above 0.05 confirms the absence of heteroscedasticity.

Table 6. Heteroscedasticity Test

Independent Variable	Sig. (p-value)
Work Discipline	0.537
Employee Retention	0.645

Source: Results analysis data (2025)

Since both variables have p-values exceeding 0.05, the regression model is free from heteroscedasticity. Combined with the results of the normality and multicollinearity tests, the model satisfies all classical

assumptions, confirming the data's suitability for accurate and valid multiple linear regression analysis.

4.4 Multiple Linear Regression Results

a. Coefficient

The Model Summary provides information on the

proportion of variance in the dependent variable explained by the independent variables.

Table 7. R² Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.653	0.426	0.414	0.386

Source: Results analysis data (2025)

An R value of 0.653 demonstrates a moderate to strong relationship between the independent and dependent variables. The R Square value of 0.426 indicates that work discipline and employee retention account for 42.6% of the variation in employee performance,

with the remaining 57.4% attributed to factors outside this model.

b. Simultaneous

To test the simultaneous effect of work discipline and retention on performance, an F-test was conducted.

Table 8. ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.330	2	4.665	31.340	0.000
Residual	12.568	91	0.138		
Total	21.898	93			

Source: Results analysis data (2025)

The significance value of 0.000 ($p < 0.05$) indicates that work discipline and employee retention simultaneously have a significant effect on employee performance. Thus, Hypothesis 3 (H3) is supported.

c. Partial

To test the partial effect of each independent variable, a t-test was performed on the regression coefficients.

Table 9. Coefficient Test Results

Variable	Unstandardized Coefficient (B)	Standard Error	t	Sig. (p-value)
Constant	1.127	0.274	4.112	0.000
Work Discipline	0.326	0.078	4.202	0.000
Employee Retention	0.382	0.079	4.844	0.000

Source: Results analysis data (2025)

The t-value for Work Discipline is 4.202 with a significance level of 0.000, indicating a significant positive effect on employee performance and thereby supporting Hypothesis 1 (H1). Similarly, the t-value for Employee Retention is 4.844 with a significance level of 0.000, which also demonstrates a significant positive influence on employee performance, supporting Hypothesis 2 (H2).

4.5 Discussion

The findings of this study demonstrate that both work discipline and employee retention have a significant and positive impact on employee performance at PT UGS. First, the significant positive relationship between work discipline and employee performance supports prior research suggesting that disciplined employees tend to be more productive, reliable, and aligned with organizational goals.

Employees who adhere to organizational rules, maintain punctuality, and fulfill responsibilities systematically are better positioned to deliver consistent performance. This finding aligns with [6], who emphasized that work discipline enhances operational efficiency and task completion. [4] also stated that employee discipline fosters a professional culture, reducing conflicts and enabling better time and resource management. In the context of PT UGS, a company that relies on precision and efficiency, disciplined behavior serves as the backbone of productivity.

Second, the study reveals that employee retention significantly contributes to improving performance. This finding is in harmony with the research of [5], who emphasized that retaining competent employees leads to increased organizational knowledge, emotional commitment, and efficiency in collaborative work. [19] also highlighted that high retention is associated with greater employee satisfaction and stability, resulting in improved individual output. Long-term employees typically understand work processes better, require less supervision, and are more familiar with organizational standards. In the case of PT UGS, where teamwork and client-oriented performance are critical, the presence of loyal and experienced employees is a valuable asset for sustaining service quality.

Moreover, the simultaneous effect of work discipline and employee retention, which explains 42.6% of the variance in employee performance, suggests a synergistic interaction between these two factors. Employees who are both disciplined and retained over time exhibit not only consistent behavioral compliance but also a deeper emotional and cognitive engagement with the organization. [16] observed that discipline plays a dual role—enhancing immediate performance and influencing an employee's decision to stay with the company. [17] also found that a well-

disciplined work environment fosters job satisfaction, which in turn reduces turnover intentions and increases motivation. Thus, a combination of clear behavioral expectations and long-term commitment contributes to a sustainable high-performance culture.

Another implication of these findings lies in strategic human resource management. PT UGS and similar organizations should prioritize programs that reinforce discipline—such as clear policies, performance monitoring, and ethical training—while simultaneously enhancing retention through incentive structures, career development paths, and employee engagement initiatives. Together, these interventions form an integrated HR framework that not only attracts competent workers but also cultivates them into high-performing contributors over time.

5. CONCLUSION

This study concludes that work discipline and employee retention are both significant determinants of employee performance at PT UGS. Work discipline enhances consistency, punctuality, and adherence to organizational procedures, directly influencing productivity and the quality of work outcomes. In parallel, employee retention reflects levels of job satisfaction, loyalty, and organizational commitment, which contribute to the sustainability of performance over time. The results of multiple linear regression analysis confirm that both variables exert a statistically significant influence—both individually and simultaneously—on employee performance, affirming that behavioral discipline and organizational attachment are interrelated components essential for optimizing workforce effectiveness.

From a managerial perspective, PT UGS is advised to strengthen internal policies that cultivate employee discipline while simultaneously prioritizing retention strategies such as career development

programs, employee recognition systems, and the creation of supportive work environments. Enhancing these two areas not only contributes to short-term productivity gains but also lays the foundation for a resilient and high-performing organization.

Future research could further enrich this analysis by examining additional variables such as leadership style, employee motivation, or organizational culture, particularly within the context of service-oriented industries.

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