



The Effect of Competence, Motivation, and Organizational Culture on Employee Performance



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Article Info	Abstract
<p>Article History Submission: 2025-11-10 Accepted: 2026-02-24 Published: 2026-02-28</p> <p>Keywords: <i>Competence, Work motivation, Organizational culture, Employee performance, Facility services industry.</i></p>	<p>This study examines the associations between competence, work motivation, organizational culture, and employee performance at PT Esefa Semesta Facility, a facility services company characterized by strict adherence to standard operating procedures, consistent field service delivery, and responsiveness to client demands. The study employed a quantitative explanatory cross-sectional design using a structured questionnaire distributed to all employees through saturated sampling ($n = 62$). Data were analyzed using multiple linear regression in SPSS 26 following instrument validity, reliability, and classical assumption testing. The findings indicate that competence ($B = 0.331$; $p = 0.010$), work motivation ($B = 0.284$; $p = 0.020$), and organizational culture ($B = 0.388$; $p = 0.010$) are positively and significantly associated with employee performance. Simultaneously, the regression model is statistically significant ($F = 102.080$; $p < 0.001$) and demonstrates substantial explanatory power (Adjusted $R^2 = 0.833$), indicating that 83.3% of the variance in employee performance is explained by the three predictors. These results suggest that enhancing job-relevant competencies, maintaining sustainable work motivation, and fostering an adaptive organizational culture constitute practical managerial levers for minimizing service variability and strengthening performance in facility service operations. However, causal interpretation should be made cautiously due to the cross-sectional nature of the study design.</p>

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I. INTRODUCTION

Human resources constitute the most strategic component in determining organizational success, particularly within the service sector, where output quality heavily depends on individual behavior and performance. In service organizations, employee performance not only influences internal productivity but also determines the quality of service perceived by customers. Therefore, effective human resource management becomes a central agenda when companies face increasing demands for efficiency and professionalism. In this context, strengthening human resources is positioned as the most realistic competitive lever, as it directly affects daily operational processes. This perspective aligns with the argument that human factors play a decisive role in organizational performance across various work settings.

PT Esefa Semesta Facility operates in the facility services sector, where service quality is closely linked to operational discipline, strict compliance with standard operating procedures (SOPs), and consistent work behavior in the field. Companies in this sector typically face dynamic client requirements, tight service targets, and procedural adaptability demands. Under such conditions, successful performance tends to depend on employees' readiness to consistently implement service standards, rather than merely completing administrative tasks. Accordingly, employee capacity development must ensure alignment between capability, willingness to work, and shared work norms. The focus on HR strengthening is particularly relevant because it directly influences service process quality and customer perception of the company.

Employee performance serves as a key indicator of organizational effectiveness, reflecting work achievement, productivity, and individual contribution to corporate goals. Performance evaluation functions as a basis for assessing work quality, accountability, and service process improvement. In service companies, employee performance is closely tied to organizational reputation, as customers often assess service quality through field-level interactions and outputs. At PT Esefa Semesta Facility, this aspect is especially critical, since employees' work outcomes directly represent the company's service quality. Thus, employee performance is appropriately positioned as the primary dependent variable in evaluating HR management effectiveness.

One frequently discussed determinant in HR management literature is competence. Competence reflects employees' knowledge, skills, and work attitudes necessary to perform tasks effectively. In facility services, competence extends beyond technical capability to include behavioral competencies such as SOP compliance, work communication, and responsiveness to operational issues. Therefore, management must ensure that employee competencies align with job demands and established service standards. This argument is consistent with the view that competence is a fundamental factor influencing employees' ability to execute tasks effectively.

However, high competence alone does not automatically translate into optimal performance if not accompanied by strong work motivation. In practice, capable employees may not demonstrate peak performance without sufficient drive to achieve and

sustain work effort. At this juncture, work motivation functions as a psychological mechanism that directs the intensity, direction, and persistence of work behavior. Motivation influences how employees interpret work targets, respond to pressure, and maintain consistency with service standards. Consequently, discussions of competence must be complemented by the motivation variable to avoid incomplete explanations of performance.

Work motivation may be understood as the driving force that encourages employees to initiate, sustain, and enhance effort toward work objectives. In service contexts, motivation manifests in employees' readiness to comply with service standards, maintain interaction quality, and complete tasks within designated time frames. Strong motivation may also reduce service variability, as employees tend to perform procedures consistently. Conversely, weak motivation often results in decreased work intensity, non-compliance with SOPs, and service quality decline. Thus, work motivation represents a critical explanatory variable in employee performance models.

In addition to competence and motivation, organizational culture shapes work behavior patterns that function as "informal rules" within the organization. An adaptive, disciplined, and collaborative culture fosters responsibility, strengthens commitment, and facilitates inter-unit coordination. In service companies, organizational culture also influences how service standards are collectively interpreted and consistently implemented across operational situations. A strong culture reduces behavioral deviations, as employees share common value references in decision-making. Therefore, organizational culture is a relevant variable in explaining performance differences, even when competence and motivation levels are relatively comparable.

Previous studies have examined the relationships among competence, motivation, organizational culture, and performance across various contexts. For example, Sagala et al. (2023) tested competence, motivation, and culture within a unified model; Sulastri et al. (2024) and Dewi et al. (2023) examined culture and motivation alongside other variables in different organizational settings; and Ain et al. (2024) explored similar variables within the educational sector. However, generalization to SOP-intensive facility services remains limited. Variations in sectoral context, work characteristics, and performance indicators restrict the applicability of existing findings to field-based work environments that heavily depend on procedural consistency and service stability.

Many HR studies rely on perception-based performance indicators, making it important to clarify the indicators used to enable readers to assess relevance and comparability. Therefore, this study aims to test an integrative model of competence, motivation, and organizational culture within an SOP-intensive service context (facility services) that demands service stability. The contribution of this study lies not merely in replicating established variable relationships, but in strengthening empirical evidence within a specific operational context.

Methodologically, the study adopts a cross-sectional design, with all variables measured through questionnaires administered at a single point in time

and from the same respondents. Consequently, potential common method bias is acknowledged, and findings are interpreted as statistical associations rather than causal claims. Mitigation procedures are addressed in the methodology section. The unit of analysis consists of employees within a facility services company, using saturated sampling of all employees. Respondent characteristics are presented descriptively to enable readers to assess contextual boundaries and generalization limits.

Based on the above rationale, the research questions are formulated as follows: (1) How does competence influence employee performance? (2) How does work motivation influence employee performance? (3) How does organizational culture influence employee performance? and (4) How do competence, motivation, and organizational culture simultaneously influence employee performance? The study aims to analyze both partial and simultaneous effects of these variables on employee performance within an SOP-intensive facility services context.

II. METHOD

This study employed a quantitative explanatory design using a cross-sectional associative approach to examine the relationships between competence (X1), work motivation (X2), organizational culture (X3), and employee performance (Y) at PT Esefa Semesta Facility. The primary data were collected through a structured questionnaire. In addition to the main variables, respondent characteristics—such as gender, age, tenure, work unit/assignment, and position—were gathered to provide contextual information for assessing sample representativeness and the scope of generalization. The study population consisted of all employees of PT Esefa Semesta Facility. A saturated sampling (census) technique was applied due to the relatively small population size, resulting in a total sample of $n = 62$ respondents. Data were collected during the research period through direct questionnaire distribution. Participation was voluntary, and respondents were assured of anonymity and confidentiality to minimize social desirability bias.

The research instrument utilized a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Each construct was measured using indicators developed based on established human resource management and service operations concepts. Competence encompassed knowledge, skills, and work attitudes; work motivation captured drive and persistence; organizational culture reflected shared norms and values; and employee performance focused on quality, quantity, timeliness, and teamwork. The number of items for each variable was as follows: competence (15 items), motivation (15 items), organizational culture (12 items), and performance (15 items).

Prior to hypothesis testing, instrument feasibility tests were conducted. Item validity was assessed using item-total correlation with the criterion $r_{\text{calculated}} > r_{\text{table}}$, while reliability was evaluated using Cronbach's Alpha with a threshold of $\alpha > 0.70$. To address potential common method bias arising from measuring all variables through a single questionnaire at the same time, procedural remedies were implemented, including ensuring respondent

anonymity, emphasizing that there were no right or wrong answers, and avoiding leading or suggestive wording in questionnaire items. Additionally, an exploratory statistical test (e.g., Harman's single-factor test) was conducted as a supplementary verification measure.

Data analysis was performed in three stages. First, descriptive statistics (mean and standard deviation) and Pearson correlation analysis were conducted to provide an initial overview of relationships among variables. Second, regression assumptions were tested, including residual normality (via normality tests and/or P-P plot examination), multicollinearity (tolerance and Variance Inflation Factor), and heteroscedasticity (e.g., Glejser test or residual plot analysis). Third, hypothesis testing was conducted using multiple linear regression analysis with SPSS version 26. Partial effects were examined using the t-test to assess the significance of each independent variable on employee performance, while the F-test was used to evaluate overall model fit. The findings are interpreted as associative relationships rather than causal effects due to the cross-sectional nature of the study design.

III. RESULTS AND DISCUSSION

A. Results

1) Validity Test

The validity test was conducted to determine whether the research instrument (questionnaire) was appropriate and capable of accurately measuring the constructs under investigation. An instrument item is considered valid if the calculated correlation coefficient ($r_{\text{calculated}}$) exceeds the critical value (r_{table}) at the specified significance level. In this study, item validity was assessed using the Pearson product-moment correlation test with the assistance of SPSS version 26. The correlation was computed between each item score and the total score of its respective construct. The decision criterion applied was that an item is declared valid if $r_{\text{calculated}} > r_{\text{table}}$ at $\alpha = 0.05$.

The results of the validity analysis indicate that all questionnaire items across the variables of competence, work motivation, organizational culture, and employee performance have $r_{\text{calculated}}$ values exceeding r_{table} . Therefore, all items are considered valid and suitable for further statistical analysis. This finding confirms that each item adequately represents the theoretical construct it is intended to measure. The detailed results of the validity test for each variable are presented in Table 1 below.

Table 1. Results of Validity Test for Research Variables

Variables	R calculated	R table	Info
Competence	0,410 – 0,724	0,250	valid
Motivation	0,482 – 0,713	0,250	valid
Organizational Culture	0,456 – 0,730	0,250	valid
Performance	0,480 – 0,691	0,250	valid

The validity test results indicate that all questionnaire items across the four research variables meet the validity criteria. Specifically, the Competence variable (X1) consists of 15 items, all of which are declared valid. Similarly, the Work Motivation variable (X2) comprises 15 valid

items. The Organizational Culture variable (X3) includes 12 items, all meeting the validity threshold. Finally, the Employee Performance variable (Y) consists of 15 items, each confirmed as valid.

These findings demonstrate that all questionnaire items are appropriate for use in this study and adequately represent their respective constructs, thereby supporting further reliability testing and regression analysis.

2) Reliability Test

A questionnaire is considered reliable when respondents' answers to the items are consistent and stable over time. Higher reliability indicates greater internal consistency of the measurement instrument. In this study, reliability testing was conducted using Cronbach's Alpha (α) with the assistance of SPSS version 26. A construct is deemed reliable if it produces a Cronbach's Alpha value greater than 0.70. This threshold indicates satisfactory internal consistency among the items measuring each variable. Therefore, constructs that meet this criterion are considered dependable and suitable for further statistical analysis.

Table 2. Reliability Test Results

Variables	Number of statement	Cronbach Alpha	Info
Competence	15	0,869	Reliabel
Motivation	15	0,866	Reliabel
Organizational Culture	12	0,842	Reliabel
Performance	15	0,865	Reliabel

Based on the reliability test results, all questionnaire items across each variable are declared reliable and suitable for use in this study, as the Cronbach's Alpha values exceed the recommended threshold of 0.70. This indicates that the measurement instruments demonstrate adequate internal consistency and stability for further statistical analysis.

3) Normality Test

Before conducting hypothesis testing, a prerequisite analysis in the form of a normality test was performed to determine whether the research data were normally distributed. Testing for normality is essential because it serves as the basis for deciding whether parametric or non-parametric statistical techniques are appropriate for subsequent analysis.

In this study, normality was assessed by examining the significance value (Exact Sig. 2-tailed). If the significance value exceeds 0.05, the data are considered to be normally distributed. The results of the normality test are presented as follows.

Exact Sig. (2-tailed)
0.308

Based on the results of the normality test, it can be concluded that the four variables examined—

competence, work motivation, organizational culture, and employee performance—are normally distributed. The significance value (Exact Sig. 2-tailed) obtained was 0.308, which is greater than 0.05. Therefore, the data meet the assumption of normality, and parametric statistical analysis can be appropriately applied in this study.

4) Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine whether the independent variables—competence (X_1), work motivation (X_2), and organizational culture (X_3)—have a significant effect on the dependent variable, employee performance (Y), either partially or simultaneously. The analysis was performed using SPSS version 26. The results of the multiple linear regression analysis are presented in the following table.

Table 3. Multiple Linear Regression Results

Variabels	B	Std Error
C	4.752	2.696
Competence	0.331	0.127
Motivation	0.284	0.122
Organizational Culture	0.388	0.151

Based on the multiple linear regression analysis, the regression equation is formulated as follows:

$$Y = 4.752 + 0.331X_1 + 0.284X_2 + 0.388X_3$$

Where:

Y = Employee Performance

X_1 = Competence

X_2 = Work Motivation

X_3 = Organizational Culture

The equation can be interpreted as follows:

- The constant value of 4.752 indicates that if competence, work motivation, and organizational culture are assumed to be zero, the baseline value of employee performance would be 4.752.
- The competence coefficient (0.331) means that a one-unit increase in competence, holding motivation and organizational culture constant, will increase employee performance by 0.331 units.
- The work motivation coefficient (0.284) implies that a one-unit increase in work motivation, assuming competence and organizational culture remain constant, will increase employee performance by 0.284 units.
- The organizational culture coefficient (0.388) indicates that a one-unit increase in organizational culture, while holding competence and motivation constant, will increase employee performance by 0.388 units. This coefficient is the largest among the predictors, suggesting that organizational culture has the strongest relative contribution within the model.

5) Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used to assess the proportion of variance in the dependent variable (employee performance) that can be explained by the independent variables (competence, work motivation, and

organizational culture). An R^2 value close to 0 indicates weak explanatory power, whereas a value close to 1 indicates strong explanatory power. Based on the SPSS 26 output, the R^2 value demonstrates that competence, work motivation, and organizational culture simultaneously explain a substantial proportion of variance in employee performance, while the remaining variance is influenced by other factors not included in this study.

Adjusted R Square
0.833

Based on the table above, the Adjusted R Square value is 0.833 (83.3%). This indicates that 83.3% of the variance in employee performance can be explained by the independent variables—competence, work motivation, and organizational culture—in this research model. The remaining 16.7% of the variance is influenced by other variables not included in this study. This result suggests that the regression model has strong explanatory power in describing employee performance within the context of PT Esefa Semesta Facility.

6) t-Test (Partial Test)

The partial test (t-test) is conducted to determine whether each independent variable individually has a significant effect on the dependent variable. A variable is considered statistically significant if the significance value (p-value) is less than 0.05 and the regression coefficient is in the same direction as the proposed hypothesis.

Based on the results of the t-test using SPSS version 26, the findings are presented in the following table:

Table 4. Results of the t-Test

Variables	R calculated	R table	Sig
Competence	2.606	1.669	0.01
Motivation	2.324	1.669	0.02
Organizational Culture	2.568	1.669	0.01

For the competence variable (X_1), the calculated t-value is 2.606, which is greater than the t-table value of 1.669, with a significance value of $0.01 < 0.05$. This indicates that competence has a statistically significant positive effect on employee performance (Y). Therefore, it can be concluded that competence partially influences employee performance. For the work motivation variable (X_2), the calculated t-value is 2.324, which is also greater than the t-table value of 1.669, with a significance value of $0.02 < 0.05$. This result demonstrates that work motivation has a statistically significant positive effect on employee performance. Thus, work motivation partially affects employee performance.

Similarly, for the organizational culture variable (X_3), the calculated t-value is 2.568, exceeding the t-table value of 1.669, with a significance value of $0.01 < 0.05$. This finding indicates that organizational culture has a statistically significant positive effect on employee performance. Conse-

quently, organizational culture partially influences employee performance.

Overall, these results confirm that competence, work motivation, and organizational culture each have a significant partial association with employee performance in the research model.

7) F-Test (Simultaneous Test)

The F-test is conducted to examine whether the independent variables simultaneously have a significant effect on the dependent variable. If the calculated F-value (Fcount) is greater than the F-table value (Ftable), it indicates that all independent variables collectively have a statistically significant effect on the dependent variable. Conversely, if Fcount is less than Ftable, the independent variables do not have a significant simultaneous effect on the dependent variable. Based on the results of the F-test using SPSS version 26, the findings are presented in the following table:

Table 5. Results of the F-Test

F calculated	F table	Sig
102.080	2.75	0.001

Based on the results of the F-test, the calculated F-value is greater than the F-table value (102.080 > 2.75), with a significance level of 0.001 < 0.05. This indicates that the regression model is statistically significant. Therefore, it can be concluded that competence, work motivation, and organizational culture simultaneously have a positive and significant association with employee performance.

B. Discussion

Based on the results of the multiple linear regression analysis, this study demonstrates that competence, work motivation, and organizational culture are positively and significantly associated with employee performance at PT Esefa Semesta Facility, both partially and simultaneously. These findings reinforce the view that strengthening human resource quality is a central driver of organizational performance, particularly in service industries where operational discipline, service consistency, and efficiency are critical performance determinants.

1. The Effect of Competence on Employee Performance

The findings indicate that competence has a significant positive association with employee performance. This suggests that higher levels of technical ability, job-related knowledge, and practical skills contribute to more effective job execution. Employees possessing competencies aligned with operational standards are better equipped to perform tasks efficiently, comply with standard operating procedures (SOPs), and adapt to evolving service demands. These results support prior studies (e.g., Kartini et al., 2023; Hermawan et al., 2025), which emphasize competence as a foundational determinant of individual productivity and organizational effectiveness. In SOP-intensive service environ-

ments, competence ensures that tasks are executed correctly and consistently.

2. The Effect of Work Motivation on Employee Performance

Work motivation is also found to have a significant positive association with employee performance. Employees with stronger motivation demonstrate higher persistence, commitment to responsibilities, and dedication to achieving performance targets. In the context of facility services, intrinsic motivation (such as pride in work and professional responsibility) and extrinsic motivation (such as incentives and recognition) function as complementary drivers of consistent service delivery. This finding aligns with Ain et al. (2024), who report that enhanced motivation contributes directly to improved productivity and job outcomes. Within service operations, motivation plays a stabilizing role by sustaining performance intensity and reducing variability in service quality.

3. The Effect of Organizational Culture on Employee Performance

Organizational culture is likewise significantly associated with employee performance. A culture emphasizing discipline, collaboration, accountability, and professionalism fosters a work environment conducive to consistent service standards. Employees who internalize organizational values tend to demonstrate higher loyalty, responsibility, and behavioral alignment with corporate objectives. These findings are consistent with Azzizah and Gulo (2023), who argue that a strong organizational culture enhances employee engagement and behavioral consistency. In service-based organizations, culture acts as a shared behavioral framework that reduces deviations from established procedures.

4. The Simultaneous Effect of Competence, Motivation, and Organizational Culture

Simultaneously, competence, motivation, and organizational culture collectively exert a substantial influence on employee performance. The Adjusted R² value of 0.833 indicates that 83.3% of the variance in employee performance is explained by the combined effect of these three variables. Substantively, competence ensures that tasks are performed correctly, motivation ensures that tasks are executed with sustained effort and consistency, and organizational culture ensures that tasks are carried out in a disciplined and aligned manner across individuals. These findings are consistent with Nuraini and Lestari (2020) and Hayati et al. (2025), who highlight the synergistic interaction among competence, motivation, and culture as a key determinant of long-term organizational performance.

Overall, the results suggest that performance improvement in SOP-intensive facility services requires an integrated human resource strategy that simultaneously strengthens technical capability, psychological drive, and shared organizational values.

IV. CONCLUSION

Based on multiple linear regression results from 62 employees of PT Esefa Semesta Facility, competence, work motivation, and organizational culture are positively and significantly associated with employee performance, both partially and simultaneously. Each variable shows a significant partial effect—competence ($B = 0.331$; $p = 0.010$), motivation ($B = 0.284$; $p = 0.020$), and organizational culture ($B = 0.388$; $p = 0.010$)—and the overall model is significant ($F = 102.080$; $p < 0.001$). The Adjusted R^2 of 0.833 indicates that 83.3% of the variance in performance is explained by the combined effects of these variables. These findings highlight the importance of strengthening job-related competencies, sustaining work motivation, and reinforcing a disciplined organizational culture to enhance performance in SOP-intensive facility services. Given the cross-sectional design, the results should be interpreted as associative rather than causal.

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