

Strategies to Improve Employee Performance through Employee Voice Empowerment and Work Motivation PT Pelabuhan Indonesia (Persero) Regional 1 Dumai

Ikazurri Mutia, M. Chaerul Rizky, Sri Rahayu

Abstract

Employee performance is a crucial factor that determines the success of the organization in achieving its goals, including at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai as a state-owned company engaged in port services. This study aims to analyze strategies to improve employee performance through empowering employee voice and work motivation at PT Pelindo Regional 1 Dumai. The research method used is a quantitative approach with the type of associative research. The population of this study is all employees of PT Pelabuhan Indonesia (Persero) Regional 1 Dumai with a sample of 35 respondents. Data collection was carried out through questionnaires and analyzed using multiple linear regression with the help of the SPSS version 29 program. The results of the study show that partially, employee voice has a positive and significant effect on employee performance. Similarly, work motivation also has a positive and significant effect on employee performance. Simultaneously, both variables have a significant influence on employee performance. A determination coefficient value (R^2) of 0.520 indicates that 52% of employee performance variations can be explained by employee voice and work motivation, while the remaining 48% are influenced by other variables outside the model. The results of this study confirm that increasing employee participation in organizational communication and strengthening work motivation is an effective strategy to improve employee performance within PT Pelabuhan Indonesia (Persero) Regional 1 Dumai.

Keywords: Employee Performance, Employee Voice, Work Motivation, Human Resource Management, Performance Improvement Strategies.

Ikazurri Mutia¹

¹Magister of Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: inter.033@gmail.com¹

M. Chaerul Rizky², Sri Rahayu³

^{2,3}Lecturer of Magister Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: mchaerulrizky@dosen.pancabudi.ac.id², srirahayu@dosen.pancabudi.ac.id³

2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

<https://proceeding.pancabudi.ac.id/index.php/ICIE/index>

Introduction

Ports as logistics nodes have a strategic role in national and regional supply chains: the smooth operation of ports determines the speed of loading and unloading, ship traffic safety, and satisfaction of logistics service users. In the era of competition for logistics services and increasingly high efficiency demands, operational success does not only depend on infrastructure and technology, but also in harmony with the performance of its human resources (employees). All processes in a company or organization will not be able to run properly if the organization does not have or lacks human resources in carrying out a process in the organization (Rizky, M., 2022). Management is required to develop new ways to retain employees at high productivity and develop their potential in order to make maximum contributions to the organization. So, it can be said that the success of a company cannot be separated from how well the human resources in the company perform (Rizky, 2022).

Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Employee performance is defined as the achievement of work results produced by employees in carrying out their duties and responsibilities in accordance with the standards and criteria that have been set for the work (Robbins & Judge, 2019). According (Kasmir, 2016), Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. Optimal employee performance not only impacts individual productivity, but also contributes significantly to the achievement of overall organizational goals. High employee performance is necessary to achieve productivity, reduce operational errors, improve safety, and maintain service quality (Campbell, 1990; Robbins & Judge, 2019). High employee performance will have a direct impact on customer satisfaction, operational efficiency, and company profitability. Optimal employees will affect the speed of loading and unloading, the accuracy of documentation, operational safety, and ultimately the reputation of the port in the eyes of service users.

One strategy that can be used to improve performance is to encourage employee voice empowerment, which is the active involvement of employees in conveying ideas, suggestions, and opinions about policies and work processes in the organization. Employee voice is a concept that refers to the opportunity given to employees to convey their opinions, ideas, suggestions, and complaints to management related to work and organization (Morrison, 2014). According Wilkinson et al. (2020), Employee voice is the ways and processes in which employees can be involved in providing input and influencing organizational decisions that impact their work. According Van Dyne dan LePine (1998), *Employee voice* is a form of extra-role behavior in which employees voluntarily contribute in the form of constructive ideas or criticism for organizational improvement. Employee involvement ensures that employees are always in a position to be ready in any condition needed by the company because employees will be directly involved in the company's activities and decision-making (Nugroho & Ratnawati, 2021). A high level of employee engagement creates a positive work environment, where employees feel motivated, connected to organizational goals, and actively contribute (Pratiwi & Rizky, 2024).

In addition, **work motivation** factors also have a significant influence on employee performance. Motivation is a psychological force that directs individuals to behave in

accordance with organizational goals. Work motivation is a condition that moves employees to be able to achieve the goals of their motives in doing work (Hasibuan, 2018). According (Robbins & Judge, 2019), Motivation is a process that describes the intensity, direction, and perseverance of effort to achieve a goal. (Deci & Ryan, 2000) In *Self-Determination Theory*, it is explained that motivation is divided into two, namely intrinsic motivation that arises from personal satisfaction with work, and extrinsic motivation that comes from external rewards or recognition. High motivation will encourage employees to work harder, creative, and innovative in completing their tasks. On the other hand, low work motivation can lead to decreased productivity and work performance (Ginting & Rizky, M., 2025). Therefore, management needs to create a work system that is able to maintain and increase employee motivation, both through fair awards, career development opportunities, and a positive work climate.

The relationship between employee voice, work motivation, and employee performance forms an interrelated and influencing system. According to the Self-Determination Theory (SDT) developed by (Deci & Ryan, 2000), When employees have the autonomy to voice their opinions (employee voice), this will meet their basic psychological needs for competence, autonomy, and social connectedness, which in turn will increase their intrinsic motivation. Research by (Cheng et al., 2020) It was found that employee voice has a positive effect on work motivation because when employees feel that their opinions are valued, they will feel more valued and have a sense of ownership of their work. Furthermore, high work motivation will encourage employees to work better, more creative, and more committed, which ultimately improves their performance (Duan et al., 2017; Ferine & Indrawan, 2020; Prayoga & Ikhwan, 2023).

Literature Review

2.1 Employee Performance

Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him based on his responsibilities, abilities, and abilities in achieving organizational goals. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). According (Robbins & Judge, 2019) Employee performance is the level of achievement of work results produced by employees in carrying out their duties and responsibilities in accordance with the standards and criteria that have been set for the job. Campbell (1990) Explains that performance is a behavior that is relevant to organizational goals and can be measured through dimensions such as quality, quantity, timeliness, and effectiveness of work results. Performance reflects not only the end result, but also the processes and behaviors that support the achievement of the organization's targets.

2.2 Employee Voice

Employee voice is a proactive behavior of employees in conveying ideas, ideas, suggestions, or criticisms that are constructive for the improvement and progress of the organization. Employee voice is a concept that refers to the opportunity given to employees to convey their opinions, ideas, suggestions, and complaints to management related to work and organization (Morrison, 2014). Wilkinson et al. (2020) Define employee voice as the ways and processes in which employees can be involved in providing input and influencing

organizational decisions that impact their work, either directly or through representation. Van Dyne dan LePine (1998) Define voice as a form of extra-role behavior that employees exhibit through open communication with management. Morrison (2011) emphasized that employee voice is an important element in creating an organizational culture that is innovative, transparent, and adaptive to change. Through voice, employees can participate in decision-making and help organizations recognize potential issues early.

2.3 Work Motivation

Work motivation is an internal and external drive that moves a person to act and achieve certain goals in his work. Work motivation is a condition that moves employees to be able to achieve the goals of their motives in doing work by exerting all the abilities they have (Hasibuan, 2018). (Robbins & Judge, 2019) Defines motivation as a process that describes the intensity, direction, and perseverance of one's efforts to achieve a goal, where intensity indicates how hard one is trying, direction indicates the orientation of the effort, and perseverance indicates how long one can sustain one's efforts. (Siagian, 2014) Explains that motivation is a driving force that results in an organizational member willing and willing to exert his abilities in the form of expertise or skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations in order to achieve the goals and various objectives of the organization that have been determined beforehand. Motivation is a state of human psychiatry and mental attitude that provides energy, encourages activities or movements and directs or channels behavior towards achieving needs that give satisfaction or reduce imbalance (Rizky, M., 2018). High motivation will make a person have the spirit to work hard to achieve a goal so that one's productivity will increase (Rahayu & Dahlia, 2023).

Research Methodology

This research method uses a quantitative approach with the type of associative research, which aims to determine the relationship and influence between employee voice variables and work motivation on employee performance. The population in this study is all employees as many as 35 people, with the number of samples determined using saturated samples so that the number of samples is as large as the population of 35 respondents. The types of data used include primary data and secondary data. Primary data was obtained through the distribution of questionnaires with a five-point Likert scale to respondents, while secondary data was obtained from internal company documents, annual reports, and related literature. Data analysis was carried out using multiple linear regression with SPSS version 29.0 tools.

Results

4.1 Descriptive Statistical Analysis

According to (Ghozali, 2018), what is meant by descriptive statistics is statistics that are used to analyze data by providing an overview or descriptive of data seen from the mean value, maximum, minimum, standard deviation. The following are the results of the descriptive statistical test:

Table 1. Descriptive Statistical Analysis

	N	Descriptive Statistics		Mean	Std. Deviation
		Minimum	Maximum		
Kinerja Karyawan	35	5	16	9.94	2.890
Employee Voice	35	15	31	22.06	5.179
Motivasi Kerja	35	6	20	13.06	3.531
Valid N (listwise)	35				

Based on the results of the descriptive statistical analysis in Table 1, it can be seen that the Employee Performance variable has a minimum value of 5 and a maximum of 16, with an average value of 9.94 and a standard deviation of 2.890, which shows a moderate variation in the level of respondent performance. The Employee Voice variable has a minimum value of 15 and a maximum of 31, with an average of 22.06 and a standard deviation of 5.179, which indicates that employee participation in conveying ideas and suggestions is quite high but varies between individuals. Meanwhile, the Work Motivation variable showed a minimum value of 6 and a maximum of 20, with an average of 13.06 and a standard deviation of 3.531, which indicates that employee work motivation is at a fairly good level with differences in motivation levels between respondents still visible.

4.2 Classic Assumption Test

a. Normality Test

The normality test is a statistical test that aims to find out whether the data in a study is normally distributed or not, because normal distribution is one of the important assumptions in linear regression analysis. According to (Ghozali, 2018), normality tests can be performed through various methods such as the Kolmogorov-Smirnov (K-S) test, Shapiro-Wilk, and Normal P-P Plot. If the value of Asymp. Sig. (2-tailed) > 0.05 , then the data is declared to be normally distributed, while if Asymp. Sig. (2-tailed) < 0.05 , then the data is not distributed normally. The following is presented the Kolmogorov-Smirnov (K-S) test in the table below;

Table 2. Kolmogorov-Smirnov (K-S) Test
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			35
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		2.00115453
Most Extreme Differences	Absolute		.127
	Positive		.127
	Negative		-.062
Test Statistic			.127
Asymp. Sig. (2-tailed) ^c			.168
Monte Carlo Sig. (2-tailed) ^d	Sig.		.162
	99% Confidence Interval	Lower Bound	.152
		Upper Bound	.171

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 2000000.

Based on the results of the normality test using the Kolmogorov-Smirnov (K-S) method shown in Table 2, an Asymp value was obtained. Sig. (2-tailed) is 0.168, which is greater than

the significance value of 0.05. Thus, it can be concluded that the residual data in this study is normally distributed.

b. Multicollinearity Test

The multicollinearity test was performed to find out if there is a high relationship between independent variables in the regression model. According to Ghazali (2018), a good regression model should be free from the symptoms of multicollinearity because the high correlation between free variables can cause the results of the coefficient estimation to be unstable and difficult to interpret. The test was carried out by looking at the value of Tolerance and Variance Inflation Factor (VIF), where if the value of Tolerance > 0.10 and VIF < 10 , then it can be concluded that the regression model does not experience multicollinearity.

Table 3. Uji Multikolinearitas
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Employee Voice	.882	1.134
	Motivasi Kerja	.882	1.134

a. Dependent Variable: Kinerja Karyawan

Based on the results of the multicollinearity test in Table 3, a Tolerance value of 0.882 and a VIF value of 1.134 were obtained for both independent variables, namely *Employee Voice* and *Work Motivation*. This value shows that Tolerance > 0.10 and VIF < 10 , so it can be concluded that in this regression model there is no multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test is a classical assumption test that aims to find out whether in the regression model there is a variance from the residual variance in each independent variable value. According to (Ghozali, 2018), a good regression model is one that does not experience heteroscedasticity, or in other words has a constant residual variance (homoscedasticity). This test can be done by several methods, such as the Glejser test, the Park test, or through a scatterplot chart. In this study, the test was carried out using a scatterplot graph, namely by looking at the pattern of point distribution between *ZPRED* (predicted value) and *SRESID* (residual). If the points on the graph are randomly spread above and below the horizontal axis without forming a specific pattern, then it can be concluded that heteroscedasticity does not occur.

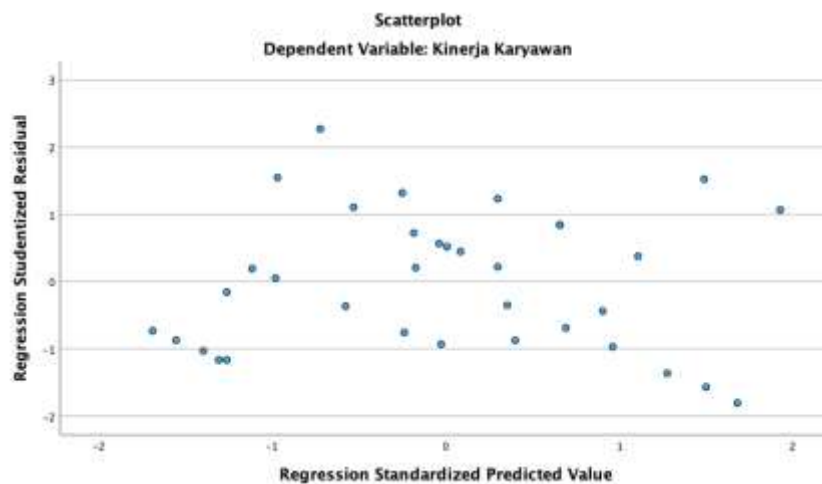


Figure 1. Scatterplot Graphics

Based on Figure 1 of the Scatterplot Graph, it can be seen that the residual points are randomly spread above and below the horizontal axis without forming a specific pattern. This random distribution pattern shows that the variance of the residual is constant, so it can be concluded that the regression model does not experience heteroscedasticity.

4.3 Multiple Regression Analysis Test

The multiple regression analysis test is a statistical method used to determine the influence of two or more independent variables on one dependent variable simultaneously. According to (Ghozali, 2018), multiple linear regression aims to measure the extent of the relationship and influence of independent variables on bound variables and predict changes in the value of dependent variables based on existing independent variables.

Tabel 4. Hasil Uji Analisis Regresi Berganda
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.225	1.760		-.128	.899
	Employee Voice	.281	.073	.503	3.859	.001
	Motivasi Kerja	.304	.107	.372	2.854	.008

a. Dependent Variable: Kinerja Karyawan

Based on the results of the multiple regression analysis test in Table 4, the regression equation $Y = -0.225 + 0.281X_1 + 0.304X_2$ was obtained, where Y was employee performance, X_1 was employee voice, and X_2 was work motivation. The constant value of -0.225 indicates that if the variables of employee voice and work motivation are zero, then the employee performance value is -0.225. The employee voice regression coefficient of 0.281 means that every increase in employee voice by one unit will increase employee performance by 0.281 units, assuming other variables are constant. This shows that the higher the participation and courage of employees in conveying ideas or suggestions, the higher their performance will also increase. Meanwhile, a work motivation regression coefficient of 0.304 shows that every increase in work motivation by one unit will increase employee performance by 0.304

units. This means that the higher the motivation of employees, the better the performance they produce at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai.

4.4 Uji Hypothesis

a. T test (Partial)

According to (Ghozali, 2018), the *t*-test is performed to see if an independent variable has a partially significant influence on the bound variable. The stipulation is that if the significance value (Sig.) < 0.05, then the independent variable has a significant effect on the dependent variable, while if the Sig. > 0.05, then the independent variable has no significant effect.

**Table 5. T test (Partial)
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.225	1.760		-.128	.899
	Employee Voice	.281	.073	.503	3.859	.001
	Motivasi Kerja	.304	.107	.372	2.854	.008

a. Dependent Variable: Kinerja Karyawan

Based on the results of *the t*-test (partial) in Table 5, it was obtained that the Employee Voice variable had a calculated *t*-value of 3.859 with a significance value of 0.001, which means it is smaller than 0.05. This shows that *Employee Voice has a positive and significant effect on Employee Performance*. This means that the higher the level of employee participation and courage in conveying opinions, ideas, and suggestions, the higher the performance produced. Furthermore, the Work Motivation variable has a *t*-value of 2.854 with a significance value of 0.008, also smaller than 0.05, so it can be concluded that Work Motivation *has a positive and significant effect on Employee Performance*. Thus, partially the two independent variables, namely *Employee Voice* and *Work Motivation*, were proven to have a significant effect on improving employee performance at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai.

b. Simultaneous Test (F)

According to (Ghozali, 2018), the F test aims to test the feasibility of the overall model, namely whether the regression model used is appropriate in explaining the relationship between variables. The provision is that if the significance value (Sig.) < 0.05, then the independent variable simultaneously has a significant effect on the dependent variable. On the other hand, if Sig. > 0.05, then simultaneously the independent variable has no significant effect on the dependent variable.

Table 6. Simultaneous Test (F)

Model		ANOVA ^a				Sig.
		Sum of Squares	df	Mean Square	F	
1	Regression	147.729	2	73.864	17.360	.001 ^b
	Residual	136.157	32	4.255		
	Total	283.886	34			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Motivasi Kerja, Employee Voice

Based on the results of the F test in the table above, the Fcal value was obtained at 17.360 with a significance of 0.001 (< 0.05). This shows that the variables of Work Motivation and Employee Voice simultaneously have a significant effect on Employee Performance.

4.5 Coefficient of Determination

The determination coefficient (R^2) is a statistical measure used to determine how much an independent variable is able to explain variations or changes in dependent variables. According to (Ghozali, 2018), the value of R^2 ranges from 0 to 1, where the closer the number 1 means that the independent variable has a strong ability to explain the dependent variable, while if it is close to 0, it means that the influence is weak.

Table 7. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.520	.490	2.063

a. Predictors: (Constant), Motivasi Kerja, Employee Voice

b. Dependent Variable: Kinerja Karyawan

Based on the results of the determination coefficient test in the table above, an R Square value of 0.520 was obtained, which means that 52% of the variation in Employee Performance can be explained by the variables Work Motivation and Employee Voice. While the remaining 48% is influenced by other factors outside this research model. The Adjusted R Square value of 0.490 indicates that after adjusting for the number of variables and samples, the model's ability to explain dependent variables remains strong and reliable.

The results of the partial test showed a regression coefficient value of 0.281 with a significance value of < 0.001 , which means that Employee Voice has a positive and significant effect on employee performance. This shows that the higher the level of employee involvement in conveying ideas, suggestions, or input to management, the better their performance will be. In the work environment of PT Pelabuhan Indonesia (Persero) Regional 1 Dumai, open communication between leaders and subordinates has proven to be able to create a harmonious work atmosphere, strengthen a sense of responsibility, and foster commitment to achieving company targets. Employees who feel their voices are heard tend to be more motivated to make their best contributions, as they feel valued and trusted as an important part of the organization.

The results of the analysis showed that the regression coefficient value was 0.304 with a significance of 0.008, which means that Work Motivation has a positive and significant effect on employee performance. This means that the higher the work motivation possessed by employees, the better the performance produced. At PT Pelabuhan Indonesia (Persero) Regional 1 Dumai, work motivation grows from various factors, such as awarding achievements for achievements, career development opportunities, a supportive work atmosphere, and a fair compensation system. Employees who have a strong drive to excel will be more diligent, disciplined, and try their best in completing their work. Thus, work motivation plays an important role in increasing employee effectiveness and productivity.

The results of the F test showed an F value of 17.360 with a significance of < 0.001 , which means that the two variables have a significant effect together on employee performance. This

indicates that the combination of open communication and high work motivation is able to create positive synergy in improving employee performance at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai. When employees feel listened to by management and get enough motivational boosts, they will demonstrate loyalty, dedication, and optimal performance.

In addition, the results of the determination coefficient (R^2) test of 0.520 showed that 52% of the variation in employee performance could be explained by the variables Employee Voice and Work Motivation, while the remaining 48% were influenced by other factors not studied in this study, such as leadership style, work environment, organizational culture, and reward system. These findings reinforce the importance of the role of effective communication and work motivation in building high-performance human resources at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai.

Conclusion

Based on the research findings, it can be concluded that Employee Voice and Work Motivation have a positive and significant effect on employee performance at PT Pelabuhan Indonesia (Persero) Regional 1 Dumai. Employees who feel their voices are heard and are involved in providing ideas or suggestions to management tend to be more motivated and demonstrate better performance. In addition, high work motivation, supported by recognition, career development opportunities, a supportive work environment, and a fair compensation system, encourages employees to be more disciplined, productive, and dedicated. The F-test results show that the combination of Employee Voice and Work Motivation creates a positive synergy in improving employee performance, while the determination coefficient (R^2) of 0.520 indicates that 52% of the variation in employee performance can be explained by these two variables, with the remaining 48% influenced by other factors such as leadership style, organizational culture, and reward systems.

References

- [1] Cheng, J. W., Kuo, J. H., Cheung, Y. H., & Chang, S. C. (2020). Ethical Leadership, Work Engagement, And Voice Behavior. *Industrial Management and Data Systems*, 120(2), 402–419. https://doi.org/10.1108/IMDS-10-2013-0429?urlappend=%3Futm_source%3Dresearchgate
- [2] Deci, E. L., & Ryan, R. M. (2000). The “What” and “Why” of Goal Pursuits: Human Needs and the Self-Determination of Behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- [3] Duan, J., Li, C., Xu, Y., & Wu, C. (2017). Transformational Leadership And Employee Voice Behavior: A Pygmalion Mechanism. *Journal of Organizational Behavior*, 38(5), 650–670. <https://doi.org/10.1002/job.2157>
- [4] Ferine, K. F., & Indrawan, M. I. (2020). Analisis Pengaruh Keunggulan Bersaing dan Motivasi Terhadap Kinerja UKM Binaan Bank Sumut Cabang Kampung Baru Medan. *Prosiding Konferensi Nasional Ekonomi*
- [5] Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.
- [6] Ginting, T. K. J., & Rizky, M., C. (2025). Analisis Pengaruh Kepemimpinan, Kompensasi, Stress Kerja, Dan Motivasi Kerja Terhadap Prestasi Kerja ASN Kejaksaan Negeri Tanjung Balai. *Majalah Ekonomi: Telaah Manajemen, Akuntansi Dan Bisnis*, 31(1), 145–158.
- [7] Hasibuan, M. S. P. (2018). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- [8] Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. PT Raja Grafindo Persada.

- [9] Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- [10] Nugroho, S. E., & Ratnawati, I. (2021). Pengaruh Keterlibatan Karyawan Terhadap Kinerja Karyawan Dengan Voice Behaviour Sebagai Variabel Intervening (Studi pada PT Pelabuhan Indonesia III Persero Regional Jawa Tengah). *Diponegoro Journal of Management*, 10(3), 1–13.
- [11] Pratiwi, A., & Rizky, M. . C. (2024). Analisis Gaya Kepemimpinan, Employee Engagement dan Kepuasan Kerja Terhadap Kinerja Karyawan pada PT Sarana Baja Perkasa Medan. *MANEGGIO: Jurnal Ilmiah Magister Manajemen*, 7(2), 161–171.
- [12] Prayoga, D. D. B., & Ikhwan, K. (2023). Strategi Peningkatan Kinerja Karyawan Melalui Program Pelatihan Dan Motivasi Kerja Di PT Forum Bisnis Sejahtera. *TRANSEKONOMIKA: Akuntansi, Bisnis Dan Keuangan*, 3(1), 206–214.
- [13] Rahayu, S., & Dahlia, D. (2023). Pengaruh Disiplin Kerja, Motivasi Kerja Dan Komitmen Organisasi Terhadap Kepuasan Kerja dan Kinerja Pegawai. *Jesya*, 6(1), 370–386. <https://doi.org/10.36778/jesya.v6i1.925>
- [14] Rizky, M., C. (2018). Pengaruh Faktor-faktor Motivasi Kerja terhadap Kepuasan Kerja Karyawan pada PT Mitra Jasa Power Medan. *Jurnal Ilmiah Abdi Ilmu*, 11(2), 19–27.
- [15] Rizky, M., C. (2022). Pengaruh Penggunaan Teknologi terhadap Fleksibilitas Kerja dan Peningkatan Kinerja Karyawan di Era New Normal pada PT Kalfaz Sadhara. *Riset Dan E-Jurnal Manajemen Informatika Komputer*, 6(4), 80–171. <https://doi.org/10.33395/remik.v6i4.11831>
- [16] Rizky, M. C. (2022). Compensation Analysis and Leadership Style on Employee Performance and Discipline of PT PLN (Persero). *International Journal of Research and Review*, 9(10), 407.
- [17] Robbins, S. P., & Judge, T. A. (2019). *Perilaku Organisasi*. Salemba Empat.
- [18] Siagian, S. P. (2014). *Teori Motivasi dan Aplikasinya*. Rineka Cipta.