



Factors Affecting Employee Performance in Manufacturing Companies: Empirical Studies in Batam City

Dr. Muhammad Donal Mon^a, Chelika Siagian^{a 1}

^a Faculty of Economics, Universitas Internasional Batam, Batam, Indonesia

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Abstract

Background: The progress of a company is greatly influenced on the performance of its employees working in the company. In this case, the performance of each employee is influenced by several factors. Self-efficacy, organizational support, and good management skill are the aspects which define employee performance's quality.

Objective: The current field study conducted by staffing researchers in Batam City, shows that employee performance is a very important aspect for increasing productivity and business progress. Employees who can demonstrate knowledge, technical skills, creativity, and organizational experience are very important since they are seen as productive assets which can improve company's performance as well as company's reputation.

Method: This study was conducted on 270 employees in manufacturing companies in Panbil Area, Batam, Indonesia. This study used Smart PLS 3.0 with multiple linear regression to examine the factors that affect employee performance.

Results: This study found that the results of motivation; transformational leadership; organizational culture; work discipline; job performance; and employee performance have a significant influence on employee performance. The five independent variables have a significant effect on employee performance simultaneously.

Conclusion: Based on the results of this research study, the researcher found that every company will always develop employee performance to achieve company goals. Human resource management needs to apply effective leadership and in accordance with the circumstances in the company. Not only leadership, work environment conditions and motivation, suitable job description will affect employee performance. Working environment conditions that can motivate employees to work will certainly develop employee performance.

Keywords: motivation; transformational leadership; organizational culture; work discipline; job performance; employee performance

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¹ Corresponding author.

E-mail address: siagianchelika@gmail.com

1. Introduction

Basically, every company wants to have quality employees. Every company also wants its employees to always work optimally and work according to company targets. This is of course in order to achieve maximum profits and make the company grow. But, the situation where many employees are doing much less than optimal at work is common. This of course will prevent the company in achieving its target. Employee performance is a very important factor in determining company performance. The development of a company will not be separated from the results and achievements of the company's employees. Performance or work performance is the result (output) of quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him/her. Employee performance can be defined as the ability of employees to perform a particular skill. Employee performance is very necessary, because with this performance it will be known how far the employee is able to carry out the tasks assigned to him/ her.

Employee performance is an employee or worker providing the results of the work done and shown by his role in an organization. In this case the performance competence of each employee is influenced by several factors (Devita, 2017). A person has self-competence which is influenced by several factors, they are: skills, motivation, and good work ethic or culture. In a company, achieving qualified human resources or workers with superiority and ability to work well in teams will affect the company's output. Human resources are the most dominant factor in the entire flow of company activities. In the last decade, organizational management has determined that employees have the greatest interest in achieving sustainable competitive advantage and efficiency (Sitompul & Simamora, 2021).

Performance essentially shows the work of human resources or company employees. This implies that human resources are a very important factor that has a strategic role, which contributes to determining the future of the company. High employee performance will be achieved if the process of the human resource management function is implemented properly and consistently in accordance with the laws and regulations enacted in the organization concerned (Dharma, 2012).

The performance of employees in a company which demonstrate knowledge, technical skills, creativity, and organizational experience are able to improve company's reputation. Further, this is very important because employees are considered as productive assets, not expensive assets (Hieu & Cham, P. T., 2020). In dealing with the required performance deficiencies, there is a need for a movement to increase skills, knowledge, behavioral attitudes, as well as an evaluation of performance with the aim of increasing the productivity of the leadership style system, conditions of the place or work environment, job satisfaction, rewards, development and motivation (Setyawan, 2018).

The Batam City's Central Bureau of Statistics, through its official website, released data on labor figures by age from 2019-2020. The data shows that the workforce in Batam City continues to increase as shown in Table 1.1 below.

Table 1. Labor Force Statistical Data by Age Group (Soul)

Working Age Group	Labor Force According to Age Group (Soul) Work	
	2019	2020
15-19	12373	15305
20-24	65016	105752
25-29	84702	119379
30-34	108113	102585
35-39	108161	99874
40-44	91251	77837
45-49	58503	59886
50-54	30931	35830
55-59	21912	22316
60+	12775	18878
Amount	593737	657642

Source: Labor Force According to Age Group (Soul) (bps.go.id, 2021).

The table above shows a significant comparison of the number of workers. The increase in the number of workers also causes symptoms of employee discipline that arise in the company. Symptoms

of problems that often arise that can affect employee performance are delaying doing tasks that have been given by the leadership, discipline at work, and not coming to work without any explanation.

The success of a company must also consider many things in it. Companies must consider many factors to get the best results. From the field study it can be seen that in Batam City it shows that employee performance is a very concerned aspect of getting good productivity and company progress. In a company the increase in work also depends on the progress, seriousness and motivation of employees in carrying out their responsibilities and job duties. From that, companies must be able to see well and realize that it is important for a company to realize every ability that employees have in their company to be able to manage it and align with the company's overall business strategy (Diamantidis & Chatzoglou, 2019).

Regarding the background that has been described above, there are dominant factors that can influence the problems that often occur in employee performance in the corporate environment. Work motivation affects employee performance, where if there are workers with poor work motivation it can also affect other workers. Transformational leadership is needed by every employee, the work culture in the company will produce good work results and vice versa, if employees get a work culture that is uncomfortable and safe then employee performance cannot produce good results, employees have an awareness of discipline in working hours, discipline duties, willingness and awareness to obey the rules and norms that apply in the company (Vipraprasth, Sudja, & Yuesti, 2018).

Based on the author's identification of existing problems, it can be formulated as the objectives of the research, describing the factors of work discipline, motivation, organizational culture, transformational leadership, and job performance influencing employee performance in Batam City. Know the results of this study and analyze more deeply regarding the influence on motivation on employee performance. Analysis of the influence of transformational leadership on employee performance. Exploring deeper by analyzing the influence of organizational culture on employee performance. Knowing the relationship between work discipline and employee performance. This study aims to be able to know and have an analysis that shows the influence of job performance on employee performance.

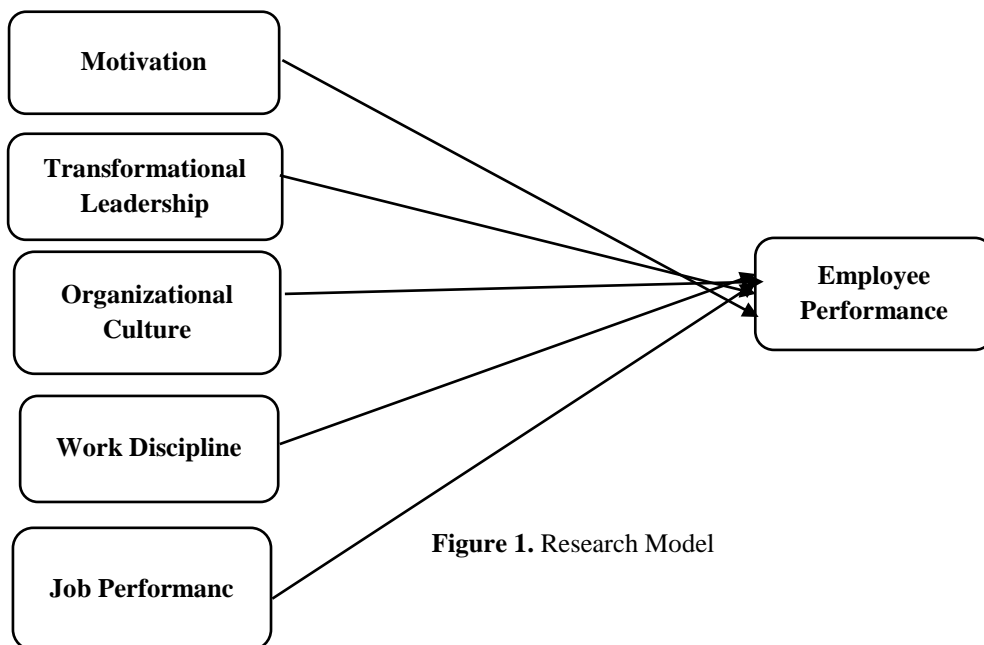


Figure 1. Research Model

2. Literature Review

2.1. Definition of Employee Performance

Employee performance is expected performance and selection or part of the existing job requirements for each individual in the organization (Waldman, 1994). Employee activities are employee activities whose purpose is to do the work offered by the company (Razak, Sarpan, & Ramlan, 2018). Employee performance is the result of work related to success and failure in an organization (Sopiah, Kurniawan, Nora, & Narmaditya, 2020).

Employee performance in carrying out each of its functions does not only work alone, but is always related to the level of compensation given and employee job satisfaction, affecting skills, abilities and individual characteristics. According to Setyawan (2018) employee performance is the result achieved with the job and about doing the job. Employee performance has four indicators, namely, Quality, Quantity, Reliability in carrying out tasks, and Attitude (Mangkunegara & Waris, 2015).

2.2 Relationship between Motivation on Employee Performance

One of the achievements of superior employee performance also requires motivation from oneself and from the company (Wang, 2016). Work motivation also focuses on attention to several individual characteristics, personality, and the influence of external factors on the behavior of individual employees in achieving organizational goals (Wiradendi Wolor, 2020) the factor of motivation also has a direct relationship with performance, and employees with high motivation can provide high performance in the company where employees work (Kuswati, 2020).

2.3 The Relationship between Transformational Leadership on Employee Performance

Transformational leadership style has a positive and significant effect on employee performance (Anah, Widayanti, & Anggi, 2020). Transformational leadership style where as a process of influencing a major change that can be seen in the attitudes and assumptions of organizational members and the formation of commitment to the mission and vision goals of the organization. In the company's efforts to improve the performance of its employees, leaders must also be able to inspire their employees (Vipraprastha, Sudja, & Yuesti, 2018). In this case, with the presence of the leader, they are able to create and improve work that is more than expected and help develop each employee so that they are able to innovate towards achievements in dealing with problems so that they can make extra efforts for organizational needs (Wadhawan, Gupta, Kaur, & Bhardwaj, 2022).

2.4 Relationship between Organizational Culture on Employee Performance

Organizational culture becomes a habit or general reference for every employee in interacting and communicating within an organization or company (Rantesalu & Mus, 2016). When employees start joining an organization, they will begin to pay attention to company details, relationships with other people at work, result orientation, if there are things or actions that are at risk can provide tolerance and support from management (Nguyen, Yandi, & Mahaputra, 2020).

2.5 Relationship between Work Discipline on Employee Performance

Discipline is a person's willingness and awareness of social norms that apply and obey all company regulations (Simanjuntak & Hamali, 2016). Discipline is a person's willingness that arises from an individual with his awareness to follow the rules that apply in the organization (Sepdiningtyas & Santoso, 2017). The Employee hve responsibility to shows that the employee has a role to complete the tasks entrusted to him by his superiors. Performance improvement will be influenced by work discipline. Every company must also pay attention to aspects of work discipline, such as role models, remuneration, goals and abilities, rewards, fairness, and legal sanctions or reprimands to increase and improve employee work discipline (Amri & Ramdani, 2021).

2.6 Relationship between Job Performance and Employee Performance

Each individual employee has their own level of work achievement. When the employee is able to achieve good job performance and is able to create work results in accordance with the targets the company wants, then the explanation above can be said to be worker performance. In this case the company must be able to see the importance of paying attention to the performance of each job given by the workforce (Mattersah, 2019).

The performance produced by employees with various aspects of the activities they carry out within the company environment will influence the company's overall performance (Jufrizen, Mukmin, Nurmala, & Jasin, 2021).

3. Method

3.1. Sample / Participants

In conducting the author's data analysis, the use of statistical techniques to analyze the results of the study. In this study using the Smart PLS 3.0 application, which is used in analyzing the demographics of the results of filling out the respondents. Data collection was carried out using a quantitative analysis method using observation techniques and questionnaires.

Distribution of online form questionnaire data using the Google form filled in by respondents who work in the Panbil Muka Kuning area, with a vulnerable age of 18-53 years and an average income of Rp. 2,500,000.- - Rp. 25,000,000.- million. Questionnaire filled as many as 270 respondents.

Table 2. Demographic Characteristics

Gender	Amount	Percent %
Man	120	41,8
Woman	150	58,2
Age	Amount	Percent %
18 - 22 Years	80	28
23 – 30 Years	90	40
31 – 42 Years	84	28,8
43 – 53 Years	16	3,2
Income	Amount	Percent %
IDR 2,500,000 - 4,800,000 Million	125	48,6
IDR 5,000,000 - 10,000,000 Million	108	38,3
IDR 15,000,000 - 25,000,000 Million	37	13,1

Source: Primary data processed (2023)

3.2. Instrument(s) and Data collection procedures

In this study using five different instruments. First motivation, focuses on several characteristics of individual disposition, personality, and the influence of external factors on individual employee behavior in achieving organizational goals (Wiradendi Wolor, C, 2020) motivational factors have a direct relationship with performance, and highly motivated employees can provide high performance to the company where employees work. A leadership style that provides or models inspiration and motivation to subordinates or coworkers can also be said to be transformational leadership. In this case, the existence of this leader style is able to create and improve work that is more than expected and helps develop each employee to be able to innovate towards achievements in dealing with problems so that they can make extra efforts for organizational purposes (Vipraprasth, Sudja, & Yuesti, 2018). Every

company must also pay attention to aspects of work discipline, such as role models, remuneration, goals and abilities, rewards, justice, and legal sanctions or reprimands to increase and improve employee work discipline (Amri & Ramdani, 2021). The performance generated by employees with various aspects of the activities they do in the company environment will have a direct impact on the company's overall performance (Jufrizen, Mukmin, Nurmala, & Jasin, 2021). Organizational culture has been well used and understood thus providing a real impact against the organizational commitment and employee's performance. Organizational commitment as a mediating variable in explaining the effect of work motivation on employee performance, whereas in, explaining the effect of competency and organizational culture on performance, organizational commitment is not proven (Rantesalu & Mus, 2016).

Respondents must describe and support each answer choice given a score in this study. The author made a five-level Likert scale in the questionnaire to be filled in by the selected respondents. The validity test is conducted to verify that the questionnaire can measure the intended variables. From this validity test, most of the questionnaire items are valid. Reliability test was also conducted. From this study, all questionnaires were considered reliable. The questionnaires were distributed online to the respondents. The respondents were all workers from manufacturing companies in Panbil Area, Muka Kuning Batam.

3.3. *Data collection procedures*

This study conducted several data tests, before analyzing the data the researchers conducted the first test was the validity test, and the second was the reliability test. In this study, multiple linear regression was carried out to determine to determine the effect of independent variables of motivation, transformational leadership, organizational culture, work discipline, job performance has an influence on variable employee performance. All calculations were performed using Smart PLS 3.0 application.

In this study, there are several hypotheses used in preparing the report, so it can be formulated in this study to become:

- H1 : Motivation has a significant effect on employee performance.
- H2 : Transformational leadership has a significant effect on employee performance.
- H3 : Organizational culture has a significant effect on employee performance.
- H4 : Work discipline also has a significant effect on employee performance.
- H5 : Job performance has a significant effect on employee performance.

4. **Results**

4.1 *Validity Test Results*

After processing the data using a minimum Loading Factor or Outer Loading size of 0.70 (Hair et al., 2019), then the data is valid in measuring the variable. Based on the measurement results of the AVE table below gives the results. Motivation has a value of 0.798 and it is stated that this variable is valid and there are no indicators that are not omitted. Transformational Leadership has a value of 0.715 and is declared valid and no indicators are omitted. The result of the AVE value of the Organizational Culture variable is 0.715 which has been declared valid after removing the 2 BO3 and BO4 indicators. The Work Discipline variable has an AVE value of 0.763 and is declared valid and no indicators are omitted. There is a Job Performance variable that has an AVE value of 0.713 and has been declared valid after removing 1 KP3 indicator. Employee Performance Variables that have no indicators are omitted with an AVE value of 0.720 and are declared valid.

Table 3. Validity Test Results

	<i>Average Variance Extracted (AVE)</i>	Information
Motivation	0.798	Valid
Transformational leadership	0.715	Valid
Organizational culture	0.715	Valid
Work Discipline	0.763	Valid
Job Performance	0.713	Valid
Employee performance	0.720	Valid

Source: Primary data processed (2023)

4.2 *Reliability Test Results*

The test results of each study will be said to be reliable which states that the reliable construct has a composite value of <0.70 and no more and above 0.95 (Hair et al., 2019). The current study found that there was a variable from Motivation which had a value of 0.817, Transformational Leadership which had a value of 0.834, Organizational Culture a reliability value of 0.813, Work Discipline had a value of 0.807, Job Performance had a value of 0.859, the variable of Employee Performance had a value of 0.794 in In this study the authors conclude that all variables show composite reliability values and are reliable and satisfying.

Table 4. Reliability Test Results

	<i>Composite Reliability</i>	Information
Motivation	0.817	Reliable
Transformational leadership	0.834	Reliable
Organizational culture	0.813	Reliable
Work Discipline	0.794	Reliable
Job Performance	0.807	Reliable
Employee performance	0.859	Reliable

Source: Primary data processed (2023)

4.3 *Discriminant Validity*

Discriminant validity analysis was carried out with the aim of assessing how well the quality of the tested construct differs from other constructs. The analysis determines how many constructs correlate with other constructs and the influence of elements can be represented by a single construct (Hair et al., 2019). The current study held a validity test using a measurement model with a Croos loading, and each indicator was reported to have a higher construct validity than the intended construct compared to other loading factors.

Table 5. Discriminant Validity Test Results

	Motivation	Transformational leadership	Organizational culture	Work Discipline	Job Performance	Employee performance
MO1	0.775	0.428	0.493	0.432	0.373	0.35
MO2	0.825	0.349	0.395	0.38	0.296	0.454
MO3	0.717	0.395	0.282	0.314	0.294	0.472
MO4	0.798	0.398	0.463	0.386	0.41	0.35
MO5	0.845	0.693	0.591	0.422	0.297	0.373
MO6	0.793	0.645	0.398	0.503	0.533	0.384
KT1	0.51	0.847	0.409	0.505	0.51	0.438
KT2	0.313	0.804	0.391	0.485	0.486	0.499
KT3	0.266	0.763	0.302	0.491	0.459	0.556
KT4	0.58	0.842	0.589	0.41	0.444	0.424
KT5	0.339	0.765	0.341	0.544	0.392	0.504
KT6	0.385	0.766	0.308	0.462	0.349	0.403
KT7	0.371	0.795	0.436	0.343	0.513	0.219
BO1	0.401	0.454	0.794	0.498	0.452	0.357
BO2	0.425	0.417	0.753	0.452	0.497	0.393
DK1	0.351	0.487	0.288	0.87	0.507	0.265
DK2	0.479	0.425	0.376	0.779	0.294	0.871
DK3	0.466	0.419	0.377	0.74	0.289	0.865
DK4	0.392	0.504	0.505	0.775	0.486	0.51
DK5	0.349	0.403	0.485	0.825	0.459	0.486
DK6	0.302	0.491	0.491	0.842	0.444	0.459
DK7	0.589	0.41	0.314	0.765	0.392	0.444
DK8	0.693	0.391	0.485	0.863	0.472	0.35
KP1	0.373	0.385	0.493	0.503	0.805	0.438
KP2	0.384	0.371	0.395	0.505	0.71	0.499
KP3	0.438	0.401	0.282	0.513	0.723	0.556
KK 1	0.544	0.424	0.591	0.533	0.491	0.751
KK 2	0.462	0.504	0.398	0.51	0.414	0.81
KK 3	0.343	0.403	0.409	0.486	0.465	0.791
KK 4	0.498	0.219	0.422	0.459	0.493	0.748
KK 5	0.452	0.357	0.503	0.454	0.399	0.812
KK 6	0.409	0.393	0.505	0.472	0.482	0.764
KK 7	0.391	0.485	0.485	0.35	0.472	0.875

Source: Primary data processed (2023)

4.4 *Fornell-Larcker Test*

The Fornell-Larcker criterion is an analysis that compares the value of the square root of AVE with the value of the construct correlation which shows the highest value in each column or row compared to the highest correlation value of other constructs (Hair et al., 2019). This method is based on the view that the latent variable should better explain the item variance than the variance of other latent variables. Table 6 shows a higher AVE squared value when compared to other correlation values after eliminating several indicators that deviate from external loading conditions. Based on the results of the analysis, the validation of the Fornell-Larcker criteria from the Discriminant Validity test then answers the research questions listed about the validity of the construct measurement model.

Table 6. Fornell-Larcker Test Results

	Motivation	Trans Leadership	Organizational culture	Work Discipline	Job Performance	Employee performance
Motivation	0.774					
Trans Leadership	0.505	0.846				
Organizational culture	0.512	0.477	0.828			
Work Discipline	0.489	0.596	0.485	0.75		
Job Performance	0.417	0.617	0.432	0.607	0.763	
Employee performance	0.544	0.486	0.434	0.411	0.336	0.868

Source: Primary data processed (2023)

4.5 R Square test

In this study the value of R-squared is a coefficient to determine the endogenous structure. The R2 test has three categories of influence with scores of 0.19 (weak), 0.33 (moderate) and 0.67 (significant) (Suhartanto, 2020). In Table 8, the R2 value shows 0.262 for motivation and explains the variance of the dependent variable in 26.2%, 0.239 for transitional leaders and explains the variance of the dependent variable in 23.9%, 0.296 for literature. The dependent variable which is 29.6%, and 0.249 gives work efficiency and explains 24.9%. Employee performance is influenced by motivation, work discipline, organizational culture, transformational leadership, employee performance with a level of 0.483 (48.3%), which indicates that all independent variables on employee performance training are close to being significant at 0.67.

Table 7. R Square Test Results

	R Square	R Square Adjusted
Employee performance	0.483	0.475

Source: Primary data processed (2023)

4.6 Test T-Statistics

Partial test, also known as t-test, is a hypothesis testing method to measure the effect of each independent variable on the dependent variable. In the t-test, if the significance level is 5%, the t-statistic > 1.96 or P < 0.05, the results of the data are said to be significant and satisfactory (Hair et al., 2019).

Table 8. Path Coefficient (T-statistics)

Track XY/Direct Effects	T Statistics	P Values	Conclusion
Motivation -> Employee Performance	5,973	0	H1: Affect, Significantly Positive
Transformational Leadership -> Employee Performance	6,433	0	H2: Affect, Significantly Positive
Organizational Culture -> Employee Performance	5,249	0	H3: Affect, Significantly Positive
Work Discipline -> Employee Performance	7,055	0	H4: Affect, Significantly Positive
Job Performance -> Employee Performance	6,934	0	H5: Affect, Significantly Positive

Source: Primary data processed (2023)

5. Discussion

The results of H1 testing prove that motivation affects employee performance, the t-statistic value obtained is 5.973 with a significance level of $0 < 0.05$. The results of this study indicate statistically that motivation individually or partially has a positive and significant effect on employee performance. If employees have high motivation, the performance in carrying out their obligations and duties will also be high, otherwise if the motivation is low, the performance in carrying out their obligations and duties will also be low. Employees with high motivation will also have high performance in carrying out their obligations and duties, and vice versa.

The results of this study are in accordance with the theory put forward by Pawirosumarto (2017) which states that motivation is a series of attitudes and values that influence individuals to achieve certain goals in accordance with individual goals. The results of this study are also in line with research by Wang (2016), Wiradendi Wolor (2020), Kuswati (2020) which states that motivation has a positive and significant effect on performance improvement.

The results of H2 testing prove that leadership style has an effect on employee performance, the t-statistic value obtained is 6.433 with a significance level of $0 < 0.05$. It is statistically proven that leadership style individually or partially has a positive and significant effect on employee performance. Leaders who have a strong leadership style in directing and leading employees, the performance in carrying out their obligations and duties will also be good, and vice versa.

The results of this study are in accordance with the theory put forward by Anah et al., (2020) which states that Transformational Leadership is a set of attitudes and values that influence individuals to achieve certain goals in accordance with individual goals. The results of this study are also in line with the research of Wadhawan et al., (2022) which states that Transformational Leadership has a positive and significant effect on improving performance.

Organizational Culture The results of H3 testing prove that Organizational Culture has an effect on employee performance, the t-statistic value obtained is 5.249 with a significance level of $0.000 < 0.05$. It has been statistically proven that Organizational Culture individually or partially has a positive and significant effect on employee performance. A high corporate culture in paying attention to the comfort and safety of its employees, the performance of employees in carrying out their obligations and duties will also be high, and vice versa. The results of this study are supported by the results of research by Rantesalu (2016) dan Nguyen et al., (2020) which state that Organizational Culture has a significant positive effect on employee performance.

The results of H4 testing prove that discipline affects employee performance, the t-statistic value obtained is 7.055 with a significance level of $0.000 < 0.05$. It has been statistically proven that discipline individually or partially has a positive and significant effect on employee performance, if discipline is high, performance in carrying out obligations and duties will also be high, and vice versa. The results of this study are supported by the results of research by Simanjuntak et al., (2016) dan Sepdiningtyas (2017) which state that work discipline has a significant positive effect on employee performance.

The results of H5 testing prove that Job Performance affects employee performance, the t-statistic value obtained is 6.934 with a significance level of $0 < 0.05$. It has been statistically proven that Job Performance individually or partially has a positive and significant effect on employee performance. If the company can provide high Job Performance and in accordance with the position of workers, the performance in carrying out their obligations and duties will also be high, and vice versa. The results of this study are supported by the results of Jufrizen (2021) which states that Job Performance has a significant positive effect on employee performance.

6. Conclusions

From the current study, results show that the influence of employee performance is influenced by motivation, transformational leadership, work discipline, organizational culture, work performance. Having good motivation increases employee performance, meaning that motivation significantly increases employee morale. Supporting each other and providing quality motivation will further improve employee performance. A leader with transformational leadership can influence employee performance, meaning that transformational leadership has a significant impact on employee performance. A leader

who can create change through a transformational leadership style will further improve employee performance. In addition, the organizational environment has an influence on employee performance, where organizational culture has a significant influence on employee performance.

The influence of organizational culture that is accepted and made employees comfortable at work will further improve employee performance. Work discipline has an impact on employee performance, meaning that work discipline has a significant influence on employee performance. Discipline towards a good job, time discipline, and completing work according to the target, will further improve employee performance. The impact of job performance affects employee performance, meaning that job performance has a significant influence on employee performance. Job efficiency is given to employees according to their job and position, thus increasing the work efficiency of workers. The current researchers suggest to examine other variables that are indicated to affect employee performance for those who want to conduct a study in similar field. In addition, it is necessary to research with a wide population with higher quality data.

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