

Analysis of Factors Affecting Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning

E.Maznah Hijeriah¹, Dila Erlianti²

^{1,2,3} Sekolah Tinggi Ilmu Administrasi Lancang Kuning Dumai. Riau Province. Indonesia

Correspondence: hijeriah.jir@gmail.com¹



Received: June 24, 2025 | Revised: July 18, 2025 | Accepted: August 9, 2025



<https://doi.org/10.31629/juan.v13i1.7366>

ABSTRACT

Every organization or company requires resources to achieve its objectives. Human resources are the most determining factor in every company, so it can be said that human resources are one of the main assets in a company to achieve corporate goals. PT. Pertamina Trans Kontinental focuses on offshore activities that assist offshore oil and gas exploration for lessees of ships owned by the company and third-party vessels. In carrying out its duties and functions, PT Pertamina Trans Kontinental Marine Regional I Sungai Pakning is supported by human resources with the status of Organic Employees and Non-Organic Employees totaling 48 people. This company also runs business activities in the shipping and maritime service industry sector and realizes that customer service is the top priority, so the organization continues to strive to make its services more effective and efficient. In measuring the Factors that Influence Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning from 48 respondents with 5 (five) indicators, namely Barriers, Performance Expectations, Consequences, Feedback, and Individual Knowledge, Skills and Abilities. The data analysis used Descriptive Statistics. With the Likert scale, scores for each assessment were obtained with a score range of 1-5. Respondent answers varied with criteria: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. Based on the recapitulation of respondent responses for all indicators on the Factors that Influence Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning, the research results can be categorized as Strongly Agree.

Keyword: Barriers, Performance Expectations, Consequences, Feedback



INTRODUCTION

Employee performance plays a critical role in determining the success of organizations across various industries. Numerous studies have highlighted the importance of a conducive work environment, appropriate leadership styles, and human resource management (HRM) policies in enhancing employee output (Alefari et al., 2020; Zhenjing et al., 2022). More broadly, it is widely accepted that performance is not solely determined by individual competence, but also by organizational structure, workplace culture, and external pressures such as performance demands and productivity targets (Wen et al., 2025). For instance, high performance pressure has been shown to negatively impact employee well-being, particularly

when not moderated by vocational delay of gratification or adequately managed workplace anxiety.

Among the structural factors influencing employee performance, compensation design has garnered significant scholarly attention. Fair and competitive compensation systems are positively correlated with job satisfaction and motivation, which in turn lead to improved performance (Liu et al., 2025). However, this relationship is not always linear, as it can be moderated by variables such as ownership concentration within the firm. Additionally, the sensitivity of CEO compensation to firm performance introduces further complexity, as perceived inequality between executive and employee pay may diminish motivation and affect overall workplace morale (Jeon, 2025). Consequently, it becomes essential for organizations to develop compensation structures that are not only economically viable but also perceived as equitable and transparent across all levels of the organization.

Psychological and cultural factors within organizations also play a pivotal role in shaping sustainable employee performance. Empirical findings indicate that strong organizational culture, transformational leadership, and positive employee perceptions of corporate social responsibility (CSR) significantly enhance job satisfaction, organizational commitment, and in turn, job performance (Faggio & Silva, 2014; Ibrahim et al., 2017; Jnaneswar & Ranjit, 2020). In family-owned businesses, these effects may be even more pronounced due to personalized management approaches and value-based leadership (Lukito et al., 2025). CSR initiatives, in particular, have been shown to mediate the impact of leadership on performance, strengthening employee trust and emotional investment in the organization's mission (Silva et al., 2023). These findings underscore the necessity of multidimensional approaches in managing employee performance, beyond traditional productivity measures (Pawirosumarto et al., 2017).

Furthermore, digital transformation in HRM has emerged as a key enabler of employee motivation and performance. The implementation of digital HR tools streamlines administrative processes, facilitates real-time feedback, and enables personalized employee development strategies (Al-Kharabsheh et al., 2023). Organizational learning and job satisfaction also serve as vital mediating factors in achieving high employee performance outcomes (Hendri, 2019; Kundi et al., 2020). Comprehensive reviews further support this view, identifying training, employee involvement, and leadership as core drivers of performance, both directly and indirectly. These insights highlight the complexity and interdependence of psychological, organizational, and technological variables in driving employee performance, pointing to the need for integrative HR strategies in contemporary organizational settings (Atatsi et al., 2018; Diamantidis & Chatzoglou, 2019).

Good and proper human resource management is the right way to achieve company goals effectively and efficiently to reach the desired peak (Erlianti et al., 2022). To achieve company goals, employees are needed who meet the requirements and employees must be able to carry out the tasks that have been determined in the company's rules and requirements (Afrizal et al., 2024; Kusuma, 2024). Employees are the spearhead in the progress of the company, therefore the progress and decline of a company depends on its employees (Ariani et al., 2025). Employee capabilities can be seen from the performance results produced optimally by employees. Employees who have good performance can produce good work units. Creating good employee performance is not easy, so it takes more effort from a company to study and find out what factors influence employee performance. Because by knowing and analyzing what factors influence employee performance, the company can take action and efforts to improve employee performance appropriately and well, which will also have an impact on the company's competitiveness in the business world. This also applies to PT Pertamina Trans Kontinental Marine Regional I Sungai Pakning.

PT. Pertamina Trans Kontinental Marine Regional I located in Sungai Pakning, Bengkalis Regency with its status as one of the branches of a subsidiary of PT. Pertamina with share ownership by PT. Pertamina of 99.99% and PT. Patra Dok Dumai 0.01%. Since the

beginning, the purpose and attention of PT. Pertamina Trans Kontinental Marine Regional I is as a company engaged in the Maritime Services Industry which functions to provide total support for the activities of PT. Pertamina, namely:

1. For the procurement of fuel distribution to all ports throughout Indonesia that cannot be reached by tankers.
2. For the procurement of maritime transportation for PT. Pertamina Logistik for the development of projects spread throughout Indonesia.

In order to carry out the above tasks, the company's permit must be changed to a Shipping Company specifically in the offshore sector. In 1988, the company aligned the permit from the business permit based on Government Regulation No. 17 of 1988 (Reorganization and Entrepreneurs of Sea Transportation) from a Shipping Company specifically in the Offshore sector to a Shipping Company with SIUPP No.3.XXXX256/AL.58. The Directorate General of Marine Communications with its new regulations has issued SIUPAL B.XV-1203/AL.58 on March 26, 2002 for PT. Pertamina Trans Kontinental.

PT. Pertamina Trans Kontinental was assigned to the development activities of PT. Pertamina in 1974, where PT. Pertamina Trans Kontinental obtained an additional fleet of supply vessel type ships agreed to serve and fulfill offshore oil and gas drilling exploration and also production needs (Hildawati & Afrizal, 2021; Wardana, 2024). The research objectives are to determine the factors that influence employee performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning, and to identify the supporting factors that affect employee performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning.

RESEARCH METHOD

Data analysis Quantitative is an activity after the data obtained from research respondents is collected (Clark, 1998; Creswell & Creswell, 2018). Furthermore, the data will be grouped according to the type of data needed and then presented in the form of a table that will be equipped with descriptions and explanations (Leavy, 2022; Patton, 2002). The population in this study consists of all employees of PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning using the census sampling technique or saturated sampling with a total of 48 people. The data analysis technique used according to (Erlianti et al., 2024)

Descriptive Statistics is a statistic used to analyze data by describing or depicting the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. With a Likert scale, the score of each assessment is obtained with a score range of 1-5. Respondents' answers vary with the criteria: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. To measure the results of the overall answers to each variable and indicator in this study, an interval scale is used so that it can be seen how respondents respond to each variable in this study.

RESULTS AND DISCUSSION

Research is basically a scientific way to obtain data with certain goals and uses. Therefore, to achieve these goals, in this chapter the author will present the data findings during the field which will later be analyzed as an effort to answer the problems that the author presented in Chapter I. In this study, the researcher will analyze the data from the research results in the field, the data obtained are the results of questionnaires distributed to research respondents, namely all employees of PT. Pertamina Trans Kontinental Marine Regional I Sungai consisting of 48 people and all data obtained will be processed according to data analysis based on measurement indicators.

1. Barriers

Barriers are all things that exist in the environment of PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning employees where they work that can help or influence their work processes, such as equipment, supplies, finances, information, employee job

descriptions and so on. To see the barriers in this study, it can be seen from the following 4 (four) sub-indicators:

- a. There is a provision of protective equipment for employees who work.; In carrying out a job, the company is required to provide safe protective equipment for its employees. This protective equipment can certainly help or influence employees in carrying out their duties. Therefore, PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning should be able to provide safe protective equipment for its employees so that the process of carrying out the tasks that have been given can run smoothly.
- b. There is information related to the work system being implemented; Each company certainly has information related to the work system being implemented. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to convey information related to the work system being implemented so that employees can understand and carry out their duties in accordance with the work system that has been implemented by the company.
- c. There is a detailed description of the work carried out by employees in accordance with their main duties and functions; Job descriptions greatly affect employee performance in a company. Understanding the main duties and functions of each employee can be a factor in the success of a company. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to provide a clear job description in accordance with the details of the main duties and functions of each employee so that employees can carry out their duties properly and correctly.
- d. There is additional income for every job received by employees outside of basic income; Additional income given to employees for work that has been done can certainly create high work enthusiasm for employees. If work enthusiasm is high, then all work assigned to them will be completed faster and more precisely. Work that is completed quickly and precisely is a good work achievement. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to provide additional income for every job received by employees as a form of company appreciation for its employees.

2. Performance Expectations

Performance Expectations are related to whether the performance standards, targets or work objectives are known to the employees of PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning, in other words whether the performance standards, targets or work objectives expected by the company have been communicated to the employees. To measure employee Performance Expectations, it can be seen from the following sub-indicators:

- a. There are clear company performance standards that are known to its employees; Performance standards are statements about the situation that occurs when a job is done effectively. When employees are in the process of completing their work, there are guidelines on the steps or sequence of how to do the work so that it is right on target. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to explain the company's performance standards so that they can be understood and comprehended by employees so that they can complete their work well.
- b. There are work targets and targets in accordance with company regulations; Work targets and targets are plans made by the company that must then be achieved within a certain period of time. The target has been determined by the company and is known and approved by the employees concerned based on their respective main tasks and functions. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must have work targets and targets for each employee so that employees can carry out their main tasks and functions in accordance with company regulations.
- c. There are work programs in accordance with each employee's field; A work program is one of the important things for the progress and success of a company. The work program

will be a guide for employees in carrying out their main tasks and functions. The work program is also used as a means to realize the company's common goals. The clarity regarding the work program at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning can certainly help employees in carrying out their main tasks and functions.

- d. There is a strategy formed in planning the achievement of company goals; To achieve goals and vision and mission in a company, mature strategic planning and maintaining consistency are needed. Without a mature strategy, the company will have difficulty facing and anticipating problems that can arise at any time. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must have a mature strategy in increasing the progress and success of its company.

3. Consequence

Consequences are related to how PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning acts towards employees who perform poorly or vice versa towards employees who perform well, and whether the actions taken by the company are indeed appropriate to be carried out and in accordance with the time. To measure the consequences that employees receive in carrying out the tasks assigned to them, it can be seen from the following sub-indicators:

- a. There is firmness of leadership in the company to discipline its employees; Firmness of leadership is very necessary to be able to discipline its employees. If a company has a leader who is not firm, then its employees will of course act arbitrarily. Firmness of leadership is an icon for a company. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must have a firm and authoritative leader so that employees can respect and appreciate their leader.
- b. There are clear sanctions or punishments for every mistake in carrying out their duties; Sanctions or punishments given to employees if they make mistakes are consequences that must be given. These sanctions or punishments can have a deterrent effect so that employees no longer make the same mistakes in carrying out their main duties and functions. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must have clarity regarding what sanctions or punishments will be received if they make a mistake so that employees can be careful in carrying out their duties.
- c. There are rewards for employees who carry out their duties properly and correctly; Providing rewards for employees who carry out their duties properly and correctly is a form of appreciation given by the company to its employees. Providing these rewards will certainly increase the work enthusiasm of employees. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to provide rewards for employees who carry out their duties properly and correctly so that employees will be more motivated to be able to carry out their duties.
- d. There are bonuses given to employees who carry out their duties properly and correctly; Providing bonuses to employees who carry out their duties properly and correctly can provide several benefits, one of which is maximizing employee performance and motivating employees to increase work productivity. If employee work productivity increases, this will certainly have a good impact on the progress and success of a company. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to provide bonuses to employees who carry out their duties properly and correctly so that employees can be motivated to continue to increase their work productivity.

4. Feedback

Feedback is related to information obtained by employees of PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning regarding their performance. This information comes from the employee's superior. To measure the feedback received by employees in carrying out the tasks assigned to them, it can be seen from the following sub-indicators:

- a. There is a good relationship between the company's leadership and its employees; The relationship between the company's leadership and its employees will certainly affect the comfort in the company. The establishment of a good relationship will be able to make the company's leadership and employees work together well in achieving common goals. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to create good relationships for mutual comfort and in order to be able to work together well to achieve the company's ideals.
- b. There is information about the performance of each employee that is conveyed well by the company's management; Information about the performance of each employee is very necessary so that employees can understand and carry out their duties properly and correctly in accordance with what has been determined by the company. The management of PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to convey information about the performance of each employee well in order to avoid mistakes made by employees in carrying out their duties.
- c. There is good communication between the company's management and its employees; It is important to have good communication between the company's management and its employees. Good communication can affect the quality of work of management and employees. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to maintain good communication between management and employees so that they can work together well for the progress and success of the company.
- d. There is information regarding employee performance evaluation in carrying out their main tasks and functions; Work evaluation is a form of assessment and review that is carried out periodically on employees in the workplace. The purpose of work evaluation is to improve or enhance employee performance. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to carry out work evaluations routinely and periodically according to the time set by the company in order to improve the quality of its employees' performance.

5. Knowledge/skill and Individual Abilities

Knowledge/Skills and Individual Abilities are directly related to employees of PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning, whether employees have the ability to do the work assigned to them which can ultimately affect employee performance. To measure the employee's ability to carry out the tasks assigned to them, it can be seen from the following sub-indicators:

- a. There is employee competence in carrying out their work; Employee competence in carrying out their work is a form of human resource quality in a company. Employees who are competent in carrying out their duties can certainly help the company in improving the progress and success of the company. PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning must be able to create good human resources in carrying out their duties so that they can be completed effectively and efficiently.
- b. There is the ability to complete work according to the tasks in their respective fields; Employee work ability is a work process that provides understanding and ability to employees in carrying out activities, so that what the company expects can be achieved properly in order to improve the quality of employee performance. employee ability in carrying out their main tasks and functions is proof of the responsibility and quality of employee performance. One effort that can be made by the company to improve employee skills is through education and training.
- c. There are employee skills or initiatives in carrying out their work; Having initiative in the workplace means having the ability to initiate things that are not the main obligations of employees in working but can make work easier and even produce better performance for themselves, the team, or the company in general. The skills or initiatives that employees have in carrying out their work certainly have a positive impact, one of which is that having

high initiative will make employee performance get more attention from colleagues and superiors.

- d. There is employee placement according to educational background and expertise; Educational background and expertise are the benchmarks for employee placement. Accuracy in placing employees according to their educational background and expertise will certainly be able to help employees in carrying out their main tasks and functions properly. Therefore, it is hoped that employees are able to carry out their main tasks and functions that have been given as optimally as possible according to their background and expertise.

Factors Affecting Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning are in the Strongly Agree category, this fact is proven by research, namely Barriers with a score of 809, Performance Expectations with a score of 826, Consequence with a score of 795, Feedback with a score of 815 and Knowledge Skill and Individual Abilities with a score of 825. Furthermore, to see the criteria that have been set from the frequency obtained regarding the five indicators of Factors Affecting Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning can be seen based on the following table and pie diagram:

Table 1. Recapitulation of Factors that Influence Employee Performance At PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning

No	Indicator		Response Categories					Amount
			SS	S	N	TS	STS	
1	Barriers	Frek	63	107	22	0	0	192
		Skor	315	428	66	0	0	809
2	Performance Expectations	Frek	74	102	16	0	0	192
		Skor	370	408	48	0	0	826
3	Consequeunce	Frek	57	111	21	1	2	192
		Skor	285	444	63	2	2	796
4	Feedback	Frek	61	118	12	1	0	192
		Skor	305	472	36	2	0	815
5	Knowledge Skill And Individual Abilities	Frek	82	88	20	1	1	192
		Skor	410	352	60	2	1	825
Amount	Frek		337	526	91	3	3	960
			35%	55%	10%	0%	0%	100%
	Score		1.685	2.104	273	6	3	4.071

Source: Author, 2025

Table 1 presents a recapitulation of the factors that influence employee performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning. The table categorizes employee responses into five indicators: Barriers, Performance Expectations, Consequences, Feedback, and Knowledge, Skill, and Individual Abilities. Each indicator is evaluated based on five response categories: Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS), and Strongly Disagree (STS). The total number of respondents was 192, and the scoring system reflects a Likert scale, where higher scores indicate stronger agreement or positive perception toward each factor. The highest average score was found in the Performance Expectations indicator, with a total score of 826, showing that most employees clearly understand and

agree with the performance standards expected by the organization. Knowledge, Skill, and Individual Abilities followed closely with a score of 825, suggesting that the workforce perceives themselves as well-equipped to meet job demands. Feedback also received a strong response (score: 815), indicating that employees believe they are given adequate input to improve their performance. On the other hand, Consequences and Barriers received slightly lower scores (796 and 809, respectively), suggesting potential areas for improvement in terms of performance outcomes and obstacles encountered in the workplace.

Overall, 90% of the responses fall into the Strongly Agree and Agree categories, with only 10% remaining neutral and almost no responses falling into disagreement categories. This overwhelmingly positive response indicates a generally favorable perception among employees regarding the factors that support their performance. The total cumulative score of 4,071 further emphasizes this strong level of agreement across all indicators. These results suggest that the organizational environment is supportive, expectations are clearly communicated, and the employees feel capable and motivated to perform, although continuous improvement in managing consequences and reducing barriers would be beneficial.

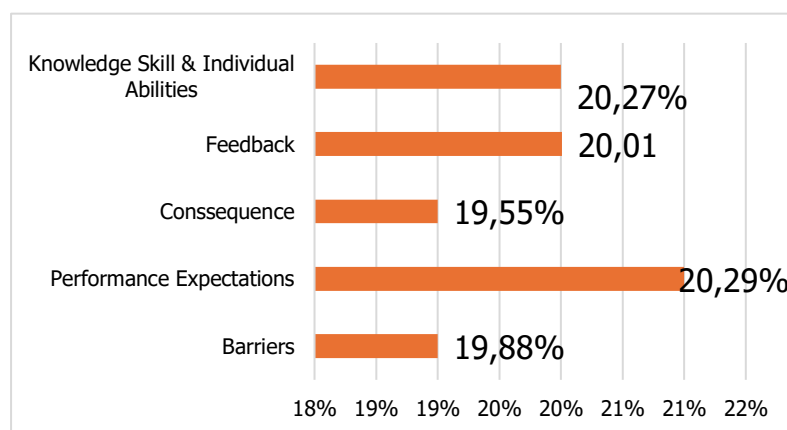


Figure 1. Recapitulation of Factors Affecting Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning
Source: Author, 2025

Figure 1 illustrates the percentage distribution of key factors affecting employee performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning. The chart displays five main indicators Knowledge, Skill & Individual Abilities, Feedback, Consequence, Performance Expectations, and Barriers and their respective contributions to the overall employee performance score. The values are derived from a cumulative scoring system based on employee responses using a Likert scale, then converted into percentage form for comparative clarity.

Among the five indicators, Performance Expectations recorded the highest percentage at 20.29%, followed very closely by Knowledge, Skill & Individual Abilities at 20.27%. This suggests that employees strongly recognize the importance of clear expectations and individual capabilities in achieving optimal performance. Feedback also scored significantly, contributing 20.01%, indicating that timely and constructive feedback is another vital factor in sustaining or improving performance. These three categories account for more than 60% of the total influence, underlining their central role in the organizational performance framework.

CONCLUSION

Factors Affecting Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning from 48 respondents studied which were measured from 5 (five)

indicators, namely Barriers, Performance Expectations, Consequences, Feedback, and Knowledge Skill and Individual Abilities. Based on the recapitulation of respondents' responses for all indicators on Factors Affecting Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning, the results of the study can be categorized as Strongly Agree. This is evident from the total score obtained of 4,071 which is in the score range of 4,035 - 4,800.

The supporting factors in Factors Affecting Employee Performance at PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning includes performance standards, targets and work programs, employee skills, employee abilities, employee skills and employee placement according to their educational background. It is recommended to the Manager of PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning to pay more attention to matters related to employee performance such as holding training aimed at improving the quality of employee performance so as to minimize errors made by employees in carrying out their duties and responsibilities. It is recommended to the Manager of PT. Pertamina Trans Kontinental Marine Regional I Sungai Pakning to provide clarity on sanctions/punishments for employees who make mistakes in carrying out their duties and responsibilities and there needs to be an increase in bonuses or additional income given to employees for the work done in order to increase employee morale.

REFERENCES

- Afrizal, D., Luthfi, A., Wallang, M. Bin, Hildawati, H., & Ekareesakul, K. (2024). Citizens' Intention to Use E-Government Services in Local Government by Integrating UTAUT, TPB, and TAM Model. *Journal of Local Government Issues*, 7(2), 129–143. <https://doi.org/10.22219/LOGOS.V7I2.32437>
- Alefari, M., Almani, M., & Salonitis, K. (2020). Lean manufacturing, leadership and employees: the case of UAE SME manufacturing companies. *Production and Manufacturing Research*, 8(1), 222–243. <https://doi.org/10.1080/21693277.2020.1781704>
- Al-Kharabsheh, S. A., Attiany, M. S., Alshawabkeh, R. O. K., Hamadneh, S., & Alshurideh, M. T. (2023). The impact of digital HRM on employee performance through employee motivation. *International Journal of Data and Network Science*, 7(1), 275–282. <https://doi.org/10.5267/J.IJDNS.2022.10.006>
- Ariani, M., Tamara, D., Yuliani, T., Saraswati, W., Arrywiwono, I., & Caisar Darma, D. (2025). Employee performance and several predicting factors: A causality and strategy implication. *Corporate & Business Strategy Review*, 6(1), 293–303. <https://doi.org/10.22495/cbsrv6i1siart6>
- Atatsi, E. A., Stoffers, J., & Kil, A. (2018). Factors affecting employee performance: a systematic literature review. *Journal of Advances in Management Research*, 16(3), 329–351. <https://doi.org/10.1108/JAMR-06-2018-0052>
- Clark, A. M. (1998). The qualitative-quantitative debate: moving from positivism and confrontation to post-positivism and reconciliation. *J Adv Nurs*, 27(6), 1242–1249.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design. Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Erlianti, D., Maznah Hijeriah, E., & Adriani, W. (2022). Analisis pelayanan publik dalam pengambilan barang bukti tilang pada Kantor Kejaksaan Negeri Dumai. *Jurnal Ilmiah Multidisiplin*, 1(6), 56–64.
- Faggio, G., & Silva, O. (2014). Self-employment and entrepreneurship in urban and rural labour markets. *Journal of Urban Economics*, 84, 67–85. <https://doi.org/10.1016/j.jue.2014.09.001>

- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234. <https://doi.org/10.1108/IJPPM-05-2018-0174>
- Hildawati, H., & Afrizal, D. (2021). Kepuasan masyarakat terhadap pelaksanaan program corporate social responsibility (CSR) PT. Pertamina RU II Dumai. *JIANA (Jurnal Ilmu Administrasi Negara)*, 19(2), 153–167. <https://doi.org/10.46730/JIANA.V19I2.7996>
- Ibrahim, R., Boerhannoeddin, A., & Kazeem Kayode, B. (2017). Organizational culture and development: Testing the structural path of factors affecting employees' work performance in an organization. *Asia Pacific Management Review*, 22(2), 104–111. <https://doi.org/10.1016/J.APMRV.2016.10.002>
- Jeon, H. J. (2025). Employee satisfaction and CEO pay-performance sensitivity. *Research in International Business and Finance*, 77, 102883.
- Jnaneswar, K., & Ranjit, G. (2020). Effect of transformational leadership on job performance: testing the mediating role of corporate social responsibility. *Journal of Advances in Management Research*, 17(5), 605–625. <https://doi.org/10.1108/JAMR-05-2020-0068>
- Kundi, Y. M., Aboramadan, M., Elhamalawi, E. M. I., & Shahid, S. (2020). Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis*, 29(3), 736–754. <https://doi.org/10.1108/IJOA-05-2020-2204>
- Kusuma, D. H. (2024). *Analisis Penerapan Project Management Fungsi Marine Engineering & Reliability Region III PT Pertamina Trans Kontinental* [Sekolah Tinggi Ilmu Ekonomi YKPN Yogyakarta]. <http://repositorybaru.stieykpn.ac.id/2309/>
- Leavy, P. (2022). *Research design : quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*. The Guilford Press.
- Liu, X., Cheng, F. J., Zhang, R., & Li, Z. (2025). Impact of employee compensation structure on company performance: Moderating effects of ownership concentration. *Finance Research Letters*, 74, 106702. <https://doi.org/10.1016/J.FRL.2024.106702>
- Lukito, D., Susanti, M., Susanto, Y., Judijanto, L., Ali, M., Hartono, & Mahardhani, A. J. (2025). Determinants of sustainable employee performance: A study of family businesses in Indonesia. *Asia Pacific Management Review*, 30(2), 100340. <https://doi.org/10.1016/J.APMRV.2024.12.004>
- Patton, M. Q. (2002). Qualitative research and evaluation methods. In *Qualitative Inquiry* (Vol. 3rd). SAGE. <https://doi.org/10.2307/330063>
- Pawirosumarto, S., Sarjana, P. K., & Muchtar, M. (2017). Factors affecting employee performance of PT.Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4), 602–614. <https://doi.org/10.1108/IJLMA-03-2016-0031>
- Silva, P., Moreira, A. C., & Mota, J. (2023). Employees' perception of corporate social responsibility and performance: the mediating roles of job satisfaction, organizational commitment and organizational trust. *Journal of Strategy and Management*, 16(1), 92–111. <https://doi.org/10.1108/JSMA-10-2021-0213>
- Wardana. Bendra. (2024). Implementasi metode weight product untuk penilaian kinerja karyawan di PT. Pertamina Gas. *Jurnal Software Engineering and Information System*, 4(1), 16–22. <https://ejurnal.umri.ac.id/index.php/SEIS/article/view/6701/2786>
- Wen, T., Mao, S., Fan, X., & Wu, J. (2025). The Effect of Performance Pressure on Employee Well-Being: Mediator of Workplace Anxiety and Moderator of Vocational Delay of Gratification. *International Journal of Mental Health Promotion*, 27(4), 591–606. <https://doi.org/10.32604/IJMHP.2025.057726>
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/FPUBH.2022.890400>