BULLETIN OF ENGINEERING SCIENCE, TECHNOLOGY AND INDUSTRY
(BESTI Journal) | ISSN(e): 3025-5821
Website: https://bestijournal.org/index.php/go/index | Volume 5 No. 1 (2027)

THE EFFECT OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE WORK DISCIPLINE AT PT PLN NUSANTARA POWER UP BELAWAN

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Received: 11/08/2026 | **Revised:** 23/08/2026 | **Accepted:** 19/09/2026 | **Published:** 20/11/2026

Abstract

This study aims to examine and analyze the influence of work motivation and the work environment on employee work discipline at PT PLN Nusantara Power UP Belawan. The study employs a quantitative approach with an associative research design. The population consists of employees in the Operations division of PT PLN Nusantara Power UP Belawan, with a sample size of 68 respondents determined using Slovin's formula. Data collection was conducted via questionnaires, while data analysis involved multiple linear regression, the t-test, the F-test, and the coefficient of determination. The results indicate that work motivation has a significant partial effect on work discipline, with a calculated t-value of -2.949 and a significance value of 0.004 (< 0.05). The work environment also has a significant partial effect on work discipline, with a calculated t-value of 6.687 and a significance value of 0.000 (< 0.05). Simultaneously, work motivation and the work environment significantly influence work discipline, with a calculated F-value of 22.748 and a significance value of 0.000 (< 0.05). The R-square value of 0.412 indicates that work motivation and the work environment explain 41.2% of the variation in work discipline, while the remainder is influenced by factors outside the scope of this study.

Keywords: Work Motivation, Work Environment, Employee Work Discipline

INTRODUCTION

Human resources (HR) refers to the process of organizing, managing, developing, and utilizing a workforce within a company to achieve organizational goals effectively and efficiently. Human resources are a vital company asset, as the success of an organization is heavily influenced by the quality of its employees. Within a company, HR plays a crucial role, encompassing the development of skills, the provision of motivation, performance evaluation, and the maintenance of working relationships between the company and its staff. Through effective human resource management, a company can enhance its overall success, foster a safe working environment, and increase employee job satisfaction. Human resource management is a formal system designed within an organization to ensure that human talent is utilized effectively and efficiently to meet organizational objectives. This perspective highlights that companies require a robust management system to improve the quality of employee performance (Mathis and Jackson, 2021).

In companies operating within the power generation sector, such as PT PLN Nusantara Power UP Belawan, human resources play a vital role in ensuring the smooth execution of operational processes. Employees are expected to possess strong professional competencies and the ability to collaborate effectively within teams, ensuring that power generation operations are conducted both efficiently and effectively. Consequently, the company must focus on key human resource factors, including work motivation, team collaboration, and employee job satisfaction. As an organization engaged in electricity generation, PT PLN Nusantara Power UP Belawan requires high-quality human resources to support its seamless operations. In this context, effective human resource management serves as a critical factor in enhancing employee job satisfaction, which in turn enables the company to achieve its objectives optimally.

Work discipline is a crucial factor that can influence an organization's success in achieving its goals (Mangkunegara, 2021). It reflects an employee's attitude and behavior in adhering to the various rules, procedures, and work standards established by the company. Employees with a high level of work discipline demonstrate a strong sense of responsibility; they arrive on time, complete tasks according to targets, and comply with company policies. Employee work discipline is influenced by several factors, including work motivation and the work environment.

Work motivation serves as a driving force, encouraging employees to carry out their duties and responsibilities with enthusiasm and awareness. Beyond work motivation, the work environment also plays a crucial role in shaping employee work discipline.

In an increasingly competitive business landscape, companies require a disciplined workforce to deliver optimal performance. Work discipline is not merely about adherence to rules; it also reflects an employee's commitment to fulfilling their duties and responsibilities. Therefore, work discipline is a key aspect that companies must prioritize in their efforts to enhance operational effectiveness and efficiency. Based on interviews conducted by the researcher regarding employee work discipline, it was found that some employees do not yet fully comply with the established working hours. This is evidenced by instances of employees arriving late, being absent without notification, and failing to consistently adhere to the disciplinary rules set by the company.

There are ongoing issues regarding employee attendance at PT PLN Nusantara Power UP Belawan, as evidenced by instances of tardiness, unexcused absences, and leaving work earlier than the hours stipulated by the company. These issues indicate that some employees are not yet fully complying with the established workplace discipline policies and regulations. Such conditions can negatively impact work effectiveness, hinder smooth company operations, and potentially lower the productivity of both individual employees and the team as a whole. Consequently, the company has implemented follow-up measures—specifically the Counselling Management Committee (CMC) and the Performance Development Program (PDP)—to provide guidance and evaluation for employees involved in these attendance issues, with the aim of improving workplace discipline and overall employee performance in the future.

PT PLN Nusantara Power UP Belawan has implemented various programs designed to boost employee work motivation. These initiatives aim to enhance morale, safeguard the physical and mental well-being of staff, and improve both professional competence and productivity. By providing various forms of support and addressing the needs of its workforce, the company expects to increase employee motivation, thereby enabling staff to deliver optimal performance in achieving the company's objectives. Although the work environment is generally quite supportive, the company still needs to make improvements—particularly regarding lighting and noise control—to further enhance employee comfort and productivity. Based on the research background, several issues have been identified as follows:

1. There remains a relatively high rate of employee absenteeism, amounting to 13.30% of the total working days during the second semester of 2025.
2. Instances of employees arriving late, being absent without notification (unexcused absence), and leaving before the end of the workday persist, indicating ongoing issues with employee work discipline.
3. Employee work motivation is not yet fully optimal, despite the company having implemented various motivational programs—such as "coffee mornings," health talks, group morning exercise sessions, employee recognition awards, and the provision of transportation facilities.
4. The physical work environment presents certain challenges, particularly regarding lighting and noise disturbances, which may affect employee comfort while working.
5. It is suspected that employee work discipline is influenced by both work motivation and the conditions of the work environment within the company.

LITERATURE REVIEW

Employee Work Discipline

Work discipline is a management practice designed to reinforce organizational guidelines, ensuring that employees possess the awareness and willingness to adhere to all established rules, procedures, and work standards (Rizki et al., 2025). According to Mangkunegara (2021), work discipline reflects an employee's attitude and behavior in carrying out their duties and responsibilities in an orderly and punctual manner, in accordance with applicable regulations.

Work Motivation

According to Asmawiyah (2021), work motivation is an individual's desire to perform a task, arising from either internal or external drives. Work motivation encourages employees to take action, exert effort, and work optimally to achieve organizational goals while fulfilling their own personal needs. It is a significant factor that influences employee behavior in the execution of their work (Prabowo et al., 2025; Afandi, 2022).

Work Environment

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A work environment is a setting in which employees feel comfortable while carrying out the tasks assigned to them by the company (Hasibuan, 2022). According to Nitisemito (2021), a work environment encompasses everything surrounding employees that may influence them as they perform their assigned duties. It includes both physical and non-physical conditions in the workplace that can affect an employee's comfort, morale, and effectiveness at work.

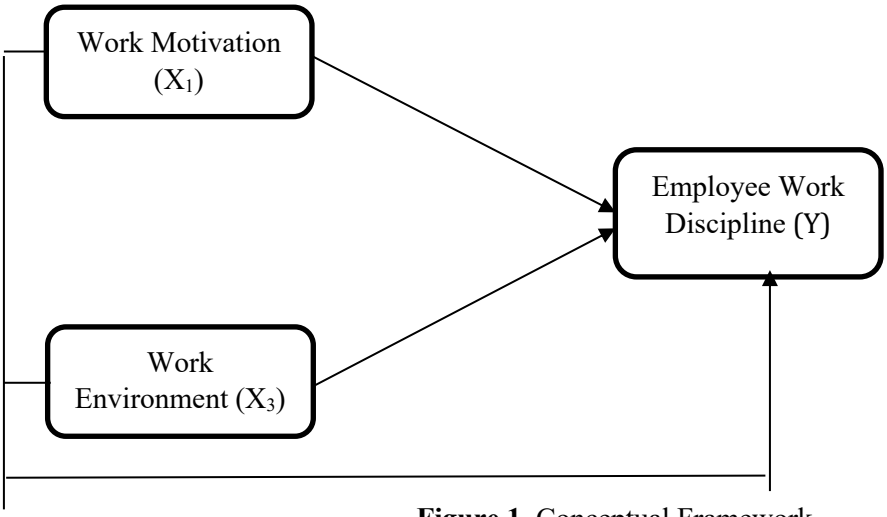


Figure 1. Conceptual Framework
Source: Researcher (2026)

The research hypotheses are:

1. H1: Work motivation has a positive and significant effect on employee work discipline at PT PLN Nusantara Power UP Belawan.
2. H2: The work environment has a positive and significant effect on employee work discipline at PT PLN Nusantara Power UP Belawan.
3. H3: Work motivation and the work environment simultaneously have a positive and significant effect on employee work discipline at PT PLN Nusantara Power UP Belawan.

METHOD

The research approach used an associative approach, with a quantitative method. This research will be conducted at PT PLN Nusantara Power UP Belawan, located in Belawan Pulau Sicanang, Medan Belawan, Medan City, North Sumatra 20411. The study is scheduled to take place from March to August 2026. The population for this research consists of all 213 employees in the operations department at PT PLN Nusantara Power UP Belawan. This population was selected due to its direct relevance to the research variables. The sample size will be determined using the Slovin formula, incorporating a specific margin of error to ensure that the research results remain representative.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{213}{1 + 213(0,1)^2}$$

$$n = \frac{213}{3,13}$$

$$n = 68,05$$

Thus, the sample size for this study consists of 68 individuals from the entire Operations division of PT PLN Nusantara Power UP Belawan. This number is considered representative of the population and sufficient for use in the research analysis. Data analysis was conducted using SPSS version 25.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test

Table 1. Validity Test Results Work Motivation, Work Environment, Employee Work Discipline

Statement Items	r-count	r-table	Description
WM1	0,920	0,361	Valid
WM2	0,896	0,361	Valid
WM3	0,775	0,361	Valid
WM4	0,881	0,361	Valid
WM5	0,854	0,361	Valid
WM6	0,830	0,361	Valid
WM7	0,795	0,361	Valid
WM8	0,850	0,361	Valid
WM9	0,861	0,361	Valid
WM10	0,860	0,361	Valid
WE1	0,842	0,361	Valid
WE2	0,860	0,361	Valid
WE3	0,924	0,361	Valid
WE4	0,765	0,361	Valid
WE5	0,887	0,361	Valid
WE6	0,817	0,361	Valid
WE7	0,881	0,361	Valid
WE8	0,861	0,361	Valid
EWD1	0,729	0,361	Valid
EWD2	0,841	0,361	Valid
EWD3	0,807	0,361	Valid
EWD4	0,872	0,361	Valid
EWD5	0,883	0,361	Valid
EWD6	0,882	0,361	Valid
EWD7	0,839	0,361	Valid
EWD8	0,894	0,361	Valid
EWD9	0,736	0,361	Valid
EWD10	0,826	0,361	Valid

Sources: SPSS versi 25 (2026)

Based on Table 1, the results of the validity test above show that all statement items are > r table 0.361, so they are hereby declared valid/legitimate.

Table 2. Reliability Test Results Work Motivation, Work Environment, Employee Work Discipline

Variabel	Cronbach Alpha	Provision	Description
Work Motivation	0.954	0,60	Reliable
Work Environment	0,947	0,60	Reliable
Employee Work Discipline	0,949	0,60	Reliable

Sources: SPSS versi 25 (2026)

It is known that the Cronbach's alpha value for all research variables of work motivation, work environment and employee work discipline is > 0.60, so it can be said that the results of the reliability test for all variables are reliable.

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Table 3. Results of the One Sample Kolmogorov Normality Test

Description	Value
N	68
Mean	0.0000000
Std. Deviation	4.00101860
Absolute	0.106
Positive	0.106
Negative	-0.059
Test Statistic	0.106
Asymp. Sig. (2-tailed)	0.056

Sources: SPSS versi 25 (2026)

It is known that the asymp. sig. (2-tailed) value is 0.056 > 0.05 significance value so it can be concluded that the data tested is normally distributed.

Table 4. Gletsjer Test Results

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	5,893	2,029		2,904	,005
Work Motivation	-,089	,058	-,230	-1,531	,131
Work Environment	,020	,078	,039	,260	,796

Sources: SPSS versi 25 (2026)

Based on the table above, it can be concluded that all independent variables in this study have significance values greater than 0.05; therefore, the regression model does not exhibit heteroskedasticity.

Table 5. Multicollinearity Test Results

Variable	B	Std. Error	Beta	t	Sig.	**Tolerance**	**VIF**
(Constant)	20.540	3.588		5.725	.000		
Work Motivation	.084	.102	.103	.825	.412	.649	1.541
Work Environment	.565	.137	.516	4.124	.000	.649	1.541

Sources: SPSS versi 25 (2026)

It is known that the results of the multicollinearity test for the of work motivation, work environment variables have a tolerance value of > 0.10 and VIF < 10, so this study is declared free from multicollinearity problems.

Table 6. Multiple Linear Tegression Test Results

Variable	**B**	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	24.992	3.342		7.479	.000		
Work Motivation	-.256	.087	-.336	-2.949	.004	.649	1.541
Work Environment	.836	.125	.763	6.687	.000	.649	1.541

Sources: SPSS versi 25 (2026)

$$\mathbf{Y = 24{,}992 - 0{,}256X1 + 0{,}836X2 + e}$$

The equation indicates that if the values for Work Motivation and Work Environment are held constant, the value for Work Discipline is 24.992. The Work Motivation coefficient of -0.256 shows that for every one-unit increase in Work Motivation, there is a corresponding 0.256-unit decrease in Work Discipline. Meanwhile, the Work Environment coefficient of 0.836 indicates that for every one-unit increase in Work Environment, Work Discipline increases by 0.836 units. Thus, based on this regression equation, the Work Environment has a positive relationship with Work Discipline, whereas Work Motivation has a negative relationship.

Table 7. Partial Test Results (t-Test)

Variable	**B**	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	24.992	3.342		7.479	.000		
Work Motivation	-.256	.087	-.336	-2.949	.004	.649	1.541
Work Environment	.836	.125	.763	6.687	.000	.649	1.541

Sources: SPSS versi 25 (2026)

Based on the t-test results, the Work Motivation variable (X1) yielded a t-statistic of -2.949 with a significance value of 0.004. Since the significance value of 0.004 is less than 0.05, it can be concluded that Work

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Motivation has a significant effect on Work Discipline. Meanwhile, the Work Environment variable (X2) yielded a t-statistic of 6.687 with a significance value of 0.000. Since the significance value of 0.000 is less than 0.05, the Work Environment also has a significant effect on Work Discipline. Thus, both Work Motivation and the Work Environment, when considered individually (partially), have a significant effect on Work Discipline.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	**F**	**Sig.**
Regression	669.091	2	334.545	22.748	.000[b]
Residual	955.909	65	14.706		
Total	1625.000	67			

Sources: SPSS versi 25 (2026)

Based on the above, the calculated F-value is 22.748, with a significance value of 0.000. This significance value is less than 0.05 (0.000 < 0.05). Consequently, it can be concluded that Work Motivation (X1) and the Work Environment (X2) collectively have a significant effect on Work Discipline (Y). This means that both independent variables, acting simultaneously, exert an influence on changes in Work Discipline. These results also indicate that the regression model employed in this study is suitable for explaining the relationship between the independent variables and the dependent variable.

Table 9. Results of the Coefficient of Determination test

Model	R	R Square	**Adjusted R Square**	Std. Error of the Estimate
1	.642[a]	.412	.394	3.835

Sources: SPSS versi 25 (2026)

Based on the results of the coefficient of determination test shown in Table 9, The Adjusted R-squared value is 0.627, which means that 62.7% of the factors influencing Consumer Satisfaction (Y) at Bolu Menara Medan Marelan can be explained by Social Media Promotion (X1), Product Variety (X2), and Location (X3), while the remaining 37.3% is explained by other factors not included in this study, such as service quality, product quality, price, brand image, and various other factors.

Discussion

The Effect of Work Motivation on Employee Work Discipline

Based on the t-test (partial test) results, the Work Motivation variable (X1) yielded a calculated t-value of -2.949 with a significance level of 0.004. Since the significance value of 0.004 is less than 0.05, it can be concluded that Work Motivation has a significant effect on the Work Discipline of employees at PT PLN Nusantara Power UP Belawan. These results indicate that Work Motivation is a factor linked to employee Work Discipline. This means that any change in the level of an employee's work motivation will be accompanied by a change in their level of work discipline. However, given the regression coefficient of -0.256, the influence of Work Motivation in this study is negative. Consequently, an increase in Work Motivation does not correspond to an increase in Work Discipline in the same direction within the context of this study. These findings suggest that work motivation alone may not be sufficient to enhance employee discipline. Work discipline is also associated with adherence to regulations, punctuality, accountability, and the implementation of company work policies. Therefore, the motivation provided to employees must be supported by a robust work system and effective enforcement of discipline to encourage work behaviors that align with company requirements. In summary, the t-test results confirm that Work Motivation has a significant effect on Work Discipline, as the significance value of 0.004 is less than 0.05. This means the hypothesis regarding the influence of Work Motivation on Work Discipline is accepted, with the direction of the influence being negative, as indicated by the regression coefficient obtained in the study.

The Effect of Work Environment on Employee Work Discipline

Based on the t-test (partial test) results, the Work Environment variable (X2) yielded a calculated t-value of 6.687 with a significance level of 0.000. Since the significance level of 0.000 is less than 0.05, it can be concluded that the Work Environment has a significant effect on the Work Discipline of employees at PT PLN Nusantara Power UP Belawan. A good work environment provides a sense of comfort and security for employees while they carry out their duties. A supportive workplace, adequate facilities, a conducive atmosphere, and positive relationships between

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employees and their superiors help staff perform their work in accordance with the company's established policies. When employees feel comfortable in their work environment, they find it easier to concentrate, execute tasks effectively, and adhere to the prevailing regulations and work standards. These research findings can also be linked to the specific work environment conditions at PT PLN Nusantara Power UP Belawan. The work environment encompasses not only physical aspects—such as facilities, lighting, temperature, and noise levels—but also non-physical factors, including interpersonal relationships among staff, communication, and the dynamics between employees and their superiors. A supportive work environment fosters a more comfortable atmosphere, encouraging employees to fulfill their obligations with greater order and responsibility.

The Effect of Work Motivation and Work Environment on Employee Work Discipline

Based on the F-test (simultaneous test) results, an F-calculated value of 22.748 was obtained, with a significance level of 0.000. Since the significance value of 0.000 is less than 0.05, it can be concluded that Work Motivation (X1) and Work Environment (X2) have a significant simultaneous effect on the Work Discipline (Y) of employees at PT PLN Nusantara Power UP Belawan. These results indicate that both independent variables, when considered together, influence the level of employee work discipline. This influence suggests that work motivation and the work environment are factors that are collectively linked to employee work discipline. Work motivation can encourage employees to perform their jobs more effectively, adhere to established rules, and take responsibility for their assigned tasks. Conversely, a supportive work environment—encompassing both physical and non-physical conditions—can foster a comfortable atmosphere, thereby assisting employees in carrying out their duties and complying with company regulations. In this research, work motivation and the work environment are utilized as variables to explain employee work discipline.

CONCLUSION

The conclusions of this study are as follows:

1. Work motivation has a significant effect on employee work discipline at PT PLN Nusantara Power UP Belawan. This indicates that the work motivation possessed by employees is linked to their level of discipline in carrying out their duties.
2. The work environment has a significant effect on employee work discipline at PT PLN Nusantara Power UP Belawan. These results show that the conditions of the environment in which employees perform their work are related to their work discipline.
3. Work motivation and the work environment, when considered simultaneously, have a significant effect on employee work discipline at PT PLN Nusantara Power UP Belawan. This demonstrates that employee work discipline is not tied to a single factor alone, but can be influenced collectively by both work motivation and the work environment.

Based on the discussion and conclusions of this study, the following recommendations are provided:

1. For PT PLN Nusantara Power UP Belawan, in order to enhance employee work motivation, the company should pay greater attention to key motivational factors, including compensation, working conditions, workplace facilities, performance achievements, and recognition from superiors. The company can provide rewards or appreciation to employees who perform their duties well, offer facilities that support the execution of tasks, and foster a working environment that encourages employees to work optimally. Furthermore, attention and recognition from superiors should be provided as a form of appreciation for employees' work outcomes, which can, in turn, boost their drive to carry out their duties and responsibilities.
2. Regarding the improvement of the work environment, the company is encouraged to maintain and enhance conditions that support employee activities. This can be achieved by focusing on the atmosphere of the workplace, interpersonal relationships among employees, and the availability of work facilities. A comfortable atmosphere, positive relationships among colleagues and with superiors, and the provision of adequate facilities are expected to create a more conducive working environment. Consequently, employees will be able to perform their work comfortably and execute their tasks in accordance with the company's established guidelines.
3. To improve employee work discipline, the company should focus on aspects such as punctuality, adherence to organizational regulations, compliance with work standards, a high level of alertness, and ethical conduct. The company should implement consistent supervision and guidance to ensure that employees better understand the importance of following existing regulations and work standards. Additionally, employees

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should be encouraged to work with diligence and responsibility, prioritize workplace safety, and demonstrate honesty and professionalism in the performance of their duties.

4. For the company as a whole, the enhancement of work discipline should be approached by simultaneously addressing work motivation and the work environment. Rather than focusing solely on establishing rules and enforcing supervision, the company should also create conditions that motivate employees to perform well. By attending to these motivational and environmental aspects, it is expected that employee discipline can be sustained and improved in alignment with the company's objectives.

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