

# **The Effect of Work Discipline and Motivation on Employee Performance**

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## **Abstract**

The purpose of this study was to determinethe influence of work discipline on employee performance and the influence of motivation on employee performance and the influence of work discipline and motivation on employee performance on the commercial department of PT. Smartfren Telecom Tbk either partially or simultaneously. The method used is a quantitative method. The sampling technique used was the Slovin formula with a sample of 68 respondents. Data analysis used validity test, reliability test,assumption testclassical, regression analysis, correlation coefficient analysis, determination coefficient analysis and hypothesis testing. The results of this study are that work discipline has a significant effect on employee performance thus  $H_{01}$  is rejected and  $H_{a1}$  is accepted, meaning that there is a significant influence between work discipline on employee performance. Motivation has a significant effect on employee performance thus  $H_{02}$  is rejected and  $H_{a2}$  is accepted, meaning that there is a significant influence between motivation on employee performance. Work discipline and motivation have a significant effect on employee performance thus  $H_{03}$  is rejected and  $H_{a3}$  is accepted. This means that there is a simultaneous significant influence between work

discipline and motivation on employee performance in the Commercial Department of PT. Smartfren Telecom Tbk Jakarta.

## **Keywords**

Work Discipline, Motivation, Employee Performance, Commercial Department, Effect of Work.

## **1. Introduction**

Nowadays, the development of all business activities is increasing rapidly. Such dynamic changes in the environment have forced various types of companies to carry out vision and mission strategies and adaptation strategies in the company's structure, culture and systems. Changes that occur due to advances in technology and information, companies must have the courage to make strategic changes that require training and development to anticipate future needs by establishing better human resource management.

Human resource management (HR) has an obligation to build conducive behavior for employees. In addition, HR management also has a duty to create high discipline for the company and employees. According to Hasibuan (in Jeli and Reza, 2017) the definition of work discipline can be defined as the awareness and willingness of a person to obey company or organizational regulations and prevailing social norms, where employees always come and go home on time and do all their work well. Discipline is one of the things that must be maintained and improved continuously so that the employees concerned become accustomed to working with full discipline and responsibility in accordance with the duties assigned by the company.

According to Dolet (in Dewi, 2018), work discipline is a conscious and responsible effort from a person to regulate, control, and control their behavior and attitude in order to produce positive things for themselves and others. Employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that employees can work cooperatively with other employees and improve their work performance.

PT Smartfren Telecom Tbk is one of the leading telecommunication service providers in Indonesia for the retail and corporate segments. There are still many employees of the commercial department of PT Smartfren Jakarta who lack the awareness to comply with the regulations set by the company, such as not arriving on time even though the company has provided compensation for 15 minutes from the predetermined schedule.

Table 1. Employee Discipline PT. Smartfren Jakarta 2018

<b>Year</b>	<b>Employee</b>	<b>Absent</b>	<b>Percent</b>
January	210	121	58%
February	210	88	42%
March	210	92	44%
April	210	99	47%
Mei	210	112	53%
June	210	127	60%
Augustus	210	86	41%
September	210	91	43%
October	210	80	38%
November	210	75	36%
December	210	122	58%
<b>Avarage</b>			<b>47%</b>

Source: Presence Report of PT. Smartfren Telecom Tbk (Jakarta)

The level of employee absenteeism in the commercial department of PT Smartfren Jakarta is considered high every year, it can be seen from the table that the average attendance in the last four years has increased, the peak in 2019 was 33.3%. This data indicates that many employees do not realize the importance of discipline. This needs to be fixed so that discipline problems do not cause other problems. To create

employee performance so that it runs effectively, this is not only driven by work discipline but by having high work motivation.

Motivation is a factor that encourages individuals to carry out certain activities, therefore motivation is often interpreted as a driving factor for individual behavior (Sutrisno, 2016). Meanwhile, according to Gibson (in Ary, 2015) defines "motivation is the force that drives an employee who generates and directs behavior". Motivation is a desire in a person that causes that person to take action.

Motivation is very important in every company. Employees who have high work motivation will be able to encourage these employees to work more enthusiastically and can make a positive contribution to the work for which they are responsible. According to Martoyo (in Reza, 2016), work motivation is something that creates an encouragement or enthusiasm for work or in other words, a booster for morale.

Table 2. Employee Motivation PT. Smartfren Jakarta 2018

Year	Employee	Achievers	No achievement
2016	170	153	17
2017	189	177	12
2018	210	196	14

Source: PT. Smartfren Telecom Tbk

In the data table above, it can be seen that the number of employees' motivation in the commercial department at PT. Smartfren Jakarta is still not motivated to work, and work performance is still not optimal. There are fluctuations in the increase and decrease in performance, in 2019 the work motivation of 210 employees there are 18 employees who do not perform work. If allowed to continue, it will cause serious problems for the company as a whole.

Lack of motivation has made employee performance continue to decline. The employees of PT Smartfren Jakarta did not fully understand the company's objectives thoroughly, so that the targets that had been set were not realized as expected. Therefore, the company must be able to manage employees well so that employee performance can be maximized.

According to Mangkunegara (in Syarah and Mahendra, 2016) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

Mahsun (in Ary, 2015) defines performance as a description of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission and vision of the organization as stated in the strategic planning of an organization.

According to Rivai and Sagala (in Syarah and Mahendra, 2016) performance is the result or level of success of the individual as a whole during a certain period in carrying out a task compared to various possible standards of work results, targets, targets or criteria that are determined in advance and have been mutually agreed. Employee performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them (in Prastika Meilany and Mariaty Ibrahim, 2015).

Tabel 3. Employee Performance PT. Smartfren Jakarta 2018

No	Performance Goals	Standard (%)	Achievement 10 - 100 (%)
1	Work quality	100	72
2	Working quantity	100	70
3	Responsibility	100	75
4	Cooperation	100	70
5	Initiative	100	75

Source : PT. Smartfren Telecom Tbk

The commercial department of PT. Smartfren Jakarta is currently being given a fairly large performance target. This of course requires cooperation from all parties, both from employees and management to achieve the targets that have been set. Good employee performance with a high work ethic will help the company to be able to meet the company's targets and help the company earn profits, whereas if the employee's performance decreases and is bad it will hurt the company.

## **2. Literature Review**

### **2.1 Work Discipline**

Reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, morale and the realization of organizational goals. According to the Big Indonesian Dictionary (KBBI), discipline is obedience (compliance) to regulations.

According to Rivai (in Dewi, 2018) Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to obey all applicable social rules and norms. Meanwhile, according to A. Anwar Prabu Mangkunegara (in Dewi, 2018) revealed that work discipline can be interpreted as the implementation of management to reinforce organizational guidelines.

### **2.2 Purpose of Work Discipline**

A company establishes every rule to be obeyed by every employee who works, because these regulations have various purposes. Employees who comply with regulations are disciplined employees. According to Bejo Siswanto (in Muhammad Deni, 2018) there are 2 (two) objectives of work discipline, namely general goals and specific objectives:

### **2.3 Types of Work Disciplines**

There are 3 forms of work discipline, namely preventive discipline, corrective discipline and progressive discipline. According to Anwar Prabu Mangkunegara (in Sya'rani 2018) states that the form of work discipline, namely:

- 1) Preventive discipline is an effort to move employees to follow and comply with work guidelines, rules that have been outlined by the company.
- 2) Corrective discipline is an effort to mobilize employees to unite regulations and direct them to comply with the regulations in accordance with the guidelines that apply to the company.
- 3) Progressive discipline, is an activity that provides harsher punishments for repeated offenses.

### **2.4 Work Discipline Indicators**

Basically, there are many indicators that affect the level of discipline of employees of an organization. Singodimejo in Edy Sutrisno (2016: 94) work discipline is divided into four dimensions, which are:

- 1) Obeying the time rules  
Judging from the hours to work, return hours and rest hours that are on time in accordance with the applicable rules in the company
- 2) Obey company regulations  
Basic regulations about how to dress, and behave at work.
- 3) Obeying the rules of conduct in work  
Shown by ways of doing jobs in accordance with the position, duties and responsibilities as well as how to relate to other work units.
- 4) Comply with other regulations.  
Rules regarding what employees can and cannot do in the company.

### **2.5 Motivation**

Motivation is an activity that causes, channels and maintains human behavior. Leaders need to understand certain people behave in order to influence them to work in accordance with what the organization wants. Motivation cannot be directly observed and measured, but must be inferred from the behavior of the person who appears.

According to the Big Indonesian Dictionary (KBBI), motivation is an impulse that arises in a person consciously or unconsciously to take an action with a specific purpose. The definition of work motivation according to T Hani Handoko (in Dyah and Rosilawati, 2018) is "Motivation which is defined as stability in a person that encourages individual desire to carry out certain activities to achieve goals".

According to Robbins (in Ary, 2015) that "motivation is the willingness of individuals to make high efforts to achieve organizational goals". Meanwhile, according to Ernest J. Mc Cormick (in Yuchep and Aglis, 2016) "*work motivation is defined as conditions which influence the arousal, direction, and maintenance of behaviors relevant in work settings.* (Motivation is defined as a condition that influences to generate, direct and maintain behavior related to the work environment). "

Based on the theory above, the researcher comes to the understanding that motivation is a condition / condition that encourages and moves a person to carry out certain activities in his work to achieve predetermined goals.

## **2.6 Motivation Goals Motivation**

Goals according to Hasibuan (in Yuchep and Aglis, 2016), are as follows:

- 1) Increase employee morale and job satisfaction.
- 2) Increase employee productivity.
- 3) Maintaining the stability of company employees.
- 4) Improve employee discipline.
- 5) Make employee procurement effective.
- 6) Creating a good working atmosphere and relationship.
- 7) Increase employee loyalty, creativity and participation.
- 8) Increase the level of employee welfare.
- 9) Enhance employees' sense of responsibility for their duties.
- 10) Increase the efficiency of the use of tools and raw materials.

## **2.7 Principles of Motivation**

Motivation by leaders to subordinates in an effort to improve employee performance must pay attention to the principles of motivation as stated by Hasibuan (in Aznuriyandi, 2016) as follows:

- 1) principle of including  
The principle of including the intention to invite subordinates to participate and provide opportunities for them put forward ideas, recommendations in the decision-making process.
- 2) Principle of communication  
The principle of communication means to inform clearly about the goals to be achieved, how to do them and the obstacles faced.
- 3) The principle of recognition  
The principle of recognition means giving appropriate and fair rewards and recognition to subordinates for their work achievements.
- 4) The principle of delegated  
The principle of authority is to delegate part of the authority and freedom of employees to make decisions and be creative and carry out the duties of superiors or managers.
- 5) The principle of reciprocal attention  
The principle of reciprocal attention is to motivate subordinates by expressing the wishes or expectations of the company in addition to trying to meet the needs expected by the subordinates of the company.

## **2.8 Motivation Indicators**

In another study, David Mc.Clelland with the theory of achievement motivation in Edy Sutrisno (2016: 128) explains that motivation is a condition that encourages a person to achieve maximum achievement. According to this achievement theory there are three basic components that can be used to motivate people to work, namely the need for:

- 1) need to master something (*Need for power*) which includes liking a job where they are leaders, very active in determining the direction of activities of an organization wherever they are and pleased with the tasks assigned to them
- 2) excel Needs (*Need for achievement*) which includes indicators of trying to do something with new ways and creative, looking for feedback on his actions, choosing the risk of being in his actions, take personal responsibility for his actions.
- 3) The need for affiliation (*Need for affiliation*) which includes liking friendship, seeking approval or agreement from others, preferring to work together rather than competing and always trying to avoid conflict.

## **2.9 Employee Performance**

An employee at work must be in accordance with the organization's work program, to show the level of performance in order to achieve organizational goals. The success or failure of a goal is largely determined by the performance of each employee in the organization. According to the Big Indonesian Dictionary (KBBI), performance is something that is achieved.

According to Sedarmayanti (in Eli and Ajimat, 2018), states that: "Performance is a translation of *performance* which means the work of a worker, a management process or an organization as a whole, where the work results must be shown concrete and measurable evidence (compared with predetermined standards) ”.

Veithzal Rivai (in Dewi Untari, 2018) states that performance is a function of motivation and the ability to complete a person's task or job should have a certain degree of willingness and level of ability. Meanwhile, according to Henry Simamora (in Dewi Untari, 2018), stated that performance is the level of employee achievement against job requirements.

Based on the above theory, the researcher came to an understanding that employee performance is the work result of an employee both in quality and quantity in carrying out work.

## **2.10 Purpose of Performance Appraisal**

Purpose of performance appraisal according to Kaswan (in Rani Kurniasari, 2018), including the

- 1) assessment provides an official organizational justification for making job decisions, namely promoting outstanding performers; fostering underperforming employees; train, move, or discipline others; increase rewards (or not); and as a basis for reducing the number of work breaks. In short, appraisal serves as a key input for implementing an organization's formal system of rewards and punishments.
- 2) Assessment is used as a criterion in test validation. That is, test results are correlated with assessment results to assess the hypothesis that test scores predict job performance. However, if work is not performed carefully, or if outside performance considerations affect performance results, the appraiser cannot be used for that purpose.
- 3) Assessments provide feedback to employees and thus serve as a means for personal and career development.
- 4) Assessment can help identify employee development needs and also to confirm objectives for a training program.
- 5) Assessment can diagnose organizational problems by identifying training needs and personal characteristics to consider in hiring, and assessment also provides a basis for distinguishing between employees who are performing effectively and those who are not performing effectively. Assessment therefore describes the start of a process, rather than the final product.
- 6) Assessment is motivational, that is, encourages initiative, develops a sense of responsibility, and stimulates efforts to perform better.
- 7) Assessment is a means of communication, as a basis for discussion of matters relating to work between superiors and subordinates. Through discussion, both parties can get to know better.
- 8) Assessments can serve as the basis for HR and occupational planning, providing valuable input for skills inventorying and HR planning.
- 9) Assessment can be used as a basis for HRM research, namely to determine whether the existing HRM program is effective.

## **2.11 Factors Affecting Performance**

There are three factors that affect the performance of employees or employees according to Payaman J Simanjuntak (in Maria Devita, 2017), first individual factors, individual factors are the ability and skills to do work. A person's competence is influenced by several factors which can be grouped into two groups, namely the ability and work skills as well as motivation and work ethic.

The second factor is the organizational support factor. In carrying out their duties, employees need the support of the organization where they work. This support is in the form of organization, provision of work facilities and infrastructure, a comfortable working environment, and working conditions and conditions. Organizing is intended to provide clarity for everyone about the goals that must be achieved and what must be done to achieve these goals. Everyone needs to have and understand clear job descriptions and duties.

The third factor, namely management support, company performance and the performance of each person also greatly depends on the managerial ability of the management or leadership, either by building a safe

and harmonious work system and industrial relations, or by deve developing worker competence, as well as fostering the motivation of all employees to work optimally.

### 3. Methods

Methods of research is associative, according to Sugiyono (2017: 44), namely "Research that aims to determine the influence or relationship between the two variable or more". Thus, this associative research can be built a theory that serves to explain, predict and control a symptom.

In this study, the research method used is quantitative research methods. According to Sugiyono (2017: 8) "The quantitative research method can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing hypotheses that have been set. This study will explain the effect of work discipline and motivation on employee performance.

### 4. Results and Discussion

Table 4. Result Hypothesis t (x1 with y)

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	20.321	3.030		6.707	.000
Work discipline (X1)	.593	.081	.668	7.301	.000

Based on the results of the analysis, the correlation coefficient value was 0.668, meaning that the two variables had a strong level of relationship. The value of determination or the contribution of influence is 0.447 or 44.7%, while the remaining 55.3% is influenced by other factors not examined. Hypothesis test obtained t value > t table or (7.301 > 1.997). Thus  $H_{01}$  is rejected and  $H_{a1}$  is accepted, meaning that there is a significant influence between work discipline on employee performance at PT. Smartfren Jakarta.

Table 5. Result Hypothesis t (x2 with y)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.233	3.444		5.294	.000
Motivasi (X2)	.722	.103	.654	7.024	.000

Based on the test results, the correlation coefficient value is 0.654 which means that the two variables have a strong level of relationship. The value of determination or the contribution of influence is 0.428 or 42.8%, while the remaining 57.2% is influenced by other factors not examined. Hypothesis test obtained t value > t table or (7,024 > 1,997). Thus  $H_{02}$  is rejected and  $H_{a2}$  is accepted, meaning that there is a significant influence between motivation on employee performance at PT. Smartfren Jakarta.

Table 6. Result Hypothesis F (x1, x2 with y)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	577.873	2	288.936	47.397	.000 <sup>b</sup>
	Residual	396.245	65	6.096		
	Total	974.118	67			

Based on the research results, it shows that work discipline ( $X_1$ ) and motivation ( $X_2$ ) have a positive effect on employee performance by obtaining the regression equation  $Y = 11.108 + 0.410X_1 + 0.480X_2$ . Hypothesis test obtained value  $F_{count} > F_{table}$  or (47.397 > 2.750). Thus  $H_{03}$  is rejected and  $H_{a3}$  is accepted. This means that there is a significant influence simultaneously between work discipline and motivation on employee performance at the Commercial Department of PT. Smartfren Jakarta

## 5. Conclusion

Based on the descriptions in the previous chapters, and from the results of the analysis and discussion of the effect of work discipline and motivation on employee performance, it is as follows:

1. Work discipline has a significant effect on employee performance.
2. Motivation has a significant effect on employee performance.
3. Work discipline and motivation have a significant effect on employee performance.

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## **Biography**

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**Munarsih** is the staff of Ar-Romli Ibnu Tisan foundation, serves as a research and development Ar-Romli Ibnu Tisan foundation. Munarsih holds a Magister of Management and as a lecturer at the University of Pamulang. She has been recognized as a professional teacher with over 11 years of experience in teaching with closely-held schools. Munarsih is a teacher of the senior high school and as a journalist in web SDIT Bina Cendekia at West Java Indonesia.

**Ridhwan Noor Alam** is an employee at one of the private telecommunication companies in the Jakarta area, PT. Smartfren, Ridwan is a graduate of Bachelor of Management at the Faculty of Economics and Business, Pamulang University. Currently still actively working at PT. Smartfren can thus help in this research.

**Ria Estiana** is a Lecturer at the Jakarta LP3I Polytechnic, a Business Administration study program since 2008 who graduated with a bachelor's degree from Animal Nutrition Science, Bogor Agricultural University in 2007 and a master's degree from the Human Resource Management postgraduate program, Budi Luhur University in 2015. Currently actively teaching with the eye courses in Records Management, Human Resource Administration, Human Resource Management, and Organizational Behavior. And actively carry out community service by providing counseling regarding administration and human resource management to MSMEs, PKBM and other private institutions. The research themes that have been carried out include Human Resource Management, Digital Business and Entrepreneurship. In 2020 obtained a DIKTI HIBAH research with the title: "Effectiveness of the Use of Social Media in MSMEs in the Citarum Watershed (DAS), Karawang"

**Nurul Giswi Karomah** is a Lecturer at the Jakarta LP3I Polytechnic, a Business Administration study program since 2012. Nurul is a graduate of S1 Counseling Guidance at the State University of Jakarta (2005-2010) and a Master degree in Administration Science, STIAMI Institute Jakarta (2012-2014). Currently, she is actively teaching with courses in Archives Management, Introduction to Marketing, and Indonesian Business Correspondence. And actively carry out community service by providing counseling about administration and business to MSMEs, PKBM and other private institutions. The research themes that have been carried out include Human Resource Management, Records Management, Marketing Management, Digital Business and Entrepreneurship. In 2020, 2 research grants from DIKTI HIBAH Research were obtained with the title; 1) Effectiveness of Social Media Use in MSMEs in Citarum Watershed (DAS), Karawang, 2) Broadcast SocialMedia as Integrated Multimedia for Creative Industries for Digital Native Generation Z.