



Research article

The influence of work motivation, job satisfaction and compensation on employees' work discipline

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ABSTRACT

Purpose: This research aims to determine the influence of work motivation, job satisfaction, and compensation on employee work discipline. A quantitative method is employed, involving the distribution of questionnaires for sampling.

Methods: The study utilizes a quantitative approach, with data analysis conducted using SPSS version 29 software. The sampling technique is saturated sampling, and the data used is primary. Data collection was carried out using Google Forms and processed in Microsoft Excel. The analysis methods include validity testing, reliability testing, the coefficient of determination, t-tests, and F-tests.

Findings: The research results indicate that work motivation positively influences employee work discipline. In contrast, job satisfaction does not affect employee work discipline. Compensation, however, does positively impact employee work discipline. Additionally, work motivation, job satisfaction, and compensation simultaneously affect employee work discipline.

Practical implications: PT HAA should enhance training programs to improve employee performance, as research indicates that work motivation and career development have minimal impact. Quality training can boost skills and confidence, so the company must provide relevant and ongoing training to support employee development, thereby improving productivity and work quality.

Keywords: Work Motivation, Job Satisfaction, Compensation, Work Discipline

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Abstrak

Tujuan: Penelitian ini menyelidiki pengaruh motivasi kerja, kepuasan kerja dan kompensasi terhadap disiplin kerja karyawan. Penelitian ini menggunakan metode kuantitatif melalui penyebaran kuesioner sebagai suatu pengambilan sampel.

Metode: Menggunakan pendekatan kuantitatif, diukur menggunakan bantuan software SPSS versi 29. Teknik penentuan sampel yang digunakan dalam penelitian yaitu sampling jenuh. Data yang digunakan pada penelitian ini berupa data primer dengan teknik pengumpulan data menggunakan googleform dan microsoft excel. Metode pengolahan menggunakan uji validitas, uji reliabilitas, koefisien determinasi, uji t dan uji F.

Temuan: Hasil penelitian menunjukkan bahwa motivasi kerja berpengaruh positif terhadap disiplin kerja karyawan. Sebaliknya, kepuasan kerja tidak berpengaruh terhadap disiplin kerja karyawan. Namun, kompensasi berpengaruh positif terhadap disiplin kerja karyawan. Selain itu, motivasi kerja, kepuasan kerja, dan kompensasi secara simultan berpengaruh terhadap disiplin kerja karyawan.

Implikasi praktis: PT HAA perlu meningkatkan program pelatihan untuk meningkatkan kinerja karyawan, karena penelitian menunjukkan bahwa motivasi kerja dan pengembangan karir memiliki dampak minimal. Pelatihan berkualitas dapat meningkatkan keterampilan dan kepercayaan diri, sehingga perusahaan harus memberikan pelatihan yang relevan dan berkelanjutan untuk mendukung pengembangan karyawan, serta meningkatkan produktivitas dan kualitas kerja.

Kata kunci: Motivasi Kerja, Kepuasan Kerja, Kompensasi, Disiplin Kerja

1. Introduction

Human resources (HR) play a vital role in advancing organizations, whether governmental, business, or non-profit, through their quality and capabilities (Rizal & Radiman, 2019). According to Ricardianto (2018:15), HR Management is the science of effectively and efficiently managing labor relations and roles for the benefit of the company, employees, and society.

All organizations establish standards for work behavior to enhance performance; however, weaknesses such as disciplinary issues often pose significant challenges (Jufrizen & Sitorus, 2021). Discipline is a critical human resource management factor that contributes to improved performance. Sutrisno (2019) states that discipline reflects respect for rules, while Ansory and Indrasari (2018) connect it to fulfilling responsibilities. Discipline is closely related to authority; when authority is not exercised effectively, discipline tends to decline. Therefore, those in positions of authority must set a good example in terms of discipline.

Unfortunately, many companies, including PT GKK, face employee discipline issues. Interviews with the Human Capital Department reveal a noticeable decline in work discipline, as evidenced by employee attendance data from 2022.

Table 1. Employee Attendance Data of PT. GKK for the Year 2022

Month	Number of Employees	Working Days	Description				Score	Absenteeism Rate (%)
			C	S	I	TK		
January	60	23	10	15	10	5	40	2,9
February	60	18	9	9	11	10	39	3,6
March	60	22	6	10	5	5	25	1,8
April	60	19	6	8	7	6	27	2,4
May	60	16	8	11	5	8	32	3,3
June	60	21	8	7	6	7	28	2,2
July	60	23	8	9	8	8	33	2,4
August	60	22	5	11	10	5	31	2,3
September	60	22	7	8	3	6	24	1,8
October	60	22	6	10	6	7	29	2,2
November	60	22	6	10	7	5	28	2,1
December	60	21	5	14	9	5	33	2,6
Average								2,46
Desc: C=Leave S=Sick I= Permission TK=Without Explanation								

Source: Manager Human Capital PT. GKK

Table 1 shows the average employee absenteeism at PT. GKK in 2022 reached 2.46%. Interviews indicate that the leading causes are low work motivation, such as tardiness, absenteeism, and lack of enthusiasm for completing tasks. This condition is triggered by weak motivation from the leadership, a lack of appreciation for high-performing employees, and limited promotion opportunities.

Promotions at PT. GKK is often dominated by employees close to their superiors, and the weak supervision from management also affects work discipline. Motivation is important in improving work discipline because employee performance is not optimal without a strong motivational push. Motivation encourages individuals to act to meet their needs and achieve goals, thus maintaining work stability and employee morale. Motivation also has two main objectives, namely for the personal benefit of the employees and for the goals of the company where they work (Pragiwani et, al. 2020). Leaders play a crucial role in enhancing employee work discipline through job satisfaction, such as satisfaction with salary (Ali et al., 2021), promotions (Heli et al., 2021), good working relationships, recognition of work results, and fair attitudes from leaders. Loan (2020) suggests that leaders create a pleasant work environment, boost employee confidence, provide freedom, and treat all employees well. Job satisfaction encourages task responsibility, adherence to rules, and a more substantial commitment to the organization. Employees who are happy with their jobs tend to work more effectively and with greater discipline.

Employee job satisfaction at PT. GKK has not yet been fully achieved, mainly due to salaries perceived as not commensurate with performance. This creates a gap that affects job satisfaction. Compensation, in the form of rewards and benefits, is important in enhancing work discipline and motivation. Fair compensation encourages employees to work on time, be

disciplined, and be enthusiastic about completing tasks employees of PT. GKK complains about inadequate compensation, such as delayed salaries, lack of bonuses, and absence of health insurance. This becomes a factor affecting low motivation and work spirit.

2. Theoretical background and hypothesis

Human Resource Management (HRM) is crucial for strategically managing employees, focusing on skills, motivation, development, and resource organization (Hamali, 2018, p. 2). Work motivation is a key factor in employee performance, as noted by Novalni and Pragiwani (2020), who emphasize its importance in fostering a productive work environment.

Job satisfaction, defined by Pranitasari (2020) as a subjective evaluation based on employees' expectations and perceptions of fairness, also significantly affects performance. Additionally, compensation is important for enhancing motivation and job satisfaction; Kasmir (2019, p. 233) describes compensation as encompassing both financial and non-financial rewards.

Lastly, according to Handoko (2014, p. 208), work discipline involves management activities that maintain organizational standards. Together, these elements form a conceptual framework that illustrates the interconnectedness of HRM practices and their impact on employee behavior and organizational effectiveness, providing a foundation for further research in this area.

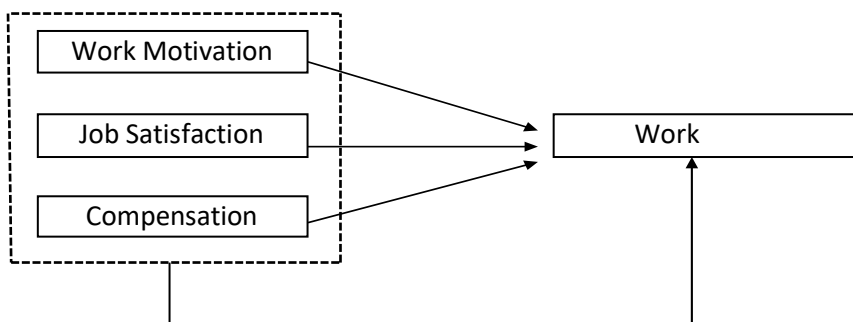


Figure 2.1 Conceptual Framework

Source: Researchers (2024)

Hypothesis

Based on this research's conceptual and theoretical frameworks, the study identifies three independent variables, Work Motivation, Job Satisfaction, and Compensation, alongside one dependent variable, Work Discipline. This framework leads to the formulation of several hypotheses to explore the relationships between these variables. Firstly, it is hypothesized that work motivation significantly affects work discipline, suggesting that higher levels of motivation among employees will lead to improved discipline in their work practices. Secondly, the research posits that job satisfaction influences work discipline, indicating that satisfied employees are likelier to exhibit disciplined behavior.

Additionally, it is proposed that compensation plays a crucial role in affecting work discipline, with the expectation that appropriate compensation will enhance employees' adherence to workplace norms. Finally, the study hypothesizes that work motivation, job satisfaction, and compensation collectively impact work discipline, emphasizing the importance

of fully considering these factors to understand their effects on employee behavior. This comprehensive approach to hypothesis formulation sets the stage for a thorough investigation into the dynamics of work discipline within the organization.

3. Methods

The quantitative method is based on the philosophy of positivism and is used to study a specific population or sample. Data is collected through research instruments and statistically analyzed to test the hypothesis (Sugiyono, 2018:23). This study aims to explain whether there is an influence among each variable, namely Work Motivation, Job Satisfaction, Compensation on Work Discipline.

3.1. Sample and population

Sugiyono (2018:180) states that a population is a collection of subjects with specific characteristics studied to draw conclusions. The population of this study includes all PT employees. GKK, with a target population of 58 permanent employees. According to Sugiyono (2018:137), a sample is a part of the population that represents the characteristics of the population. If the population is too large to study thoroughly, a sample is taken as a representation. This study used a saturated sampling technique, where the entire population was sampled because its number was relatively small. According to Arikunto (2017:137), if the subjects are fewer than 100, the entire population can be used as a sample. Therefore, this study involves all 58 permanent employees of PT. GKK.

3.2. Measurement

The research uses a questionnaire. The questionnaire assessment is based on the respondents' Likert scale responses. The Likert scale is a scale used to measure the attitudes, perceptions, and opinions of a group of people about social phenomena. (Sugiyono, 2018:158):

Table 2. Weight of Likert Scale Values

No	Statetment	Symbol	Score
1	Totally Agree	SS	4
2	Agree	S	3
4	Disagree	TS	2
5	Very disagreeable	STS	1

Source: Sugiyono (2018:158)

Instrument items such as statements or questions will be created using variable indicators measured with a Likert scale. Quantitative research uses a rating scale to collect data on statements in the questionnaire. Those who respond can choose between strongly agree, agree, disagree, or strongly disagree. The data is then processed to draw conclusions.

3.3. Data analysis technique

Data processing in this study was conducted using SPSS version 26 to minimize errors in the analysis. The processed data will be presented in tables to ensure it is neat, readable, and understandable. The data collection technique was a questionnaire designed to gather relevant

information from respondents. Furthermore, this study employs multiple linear regression analysis to examine the relationship between independent variables and the dependent variable, enabling a more comprehensive understanding of the factors influencing the research outcomes.

4. Results and discussion

4.1. Description of Respondents

In this study, respondent data was collected based on gender, age, monthly income, employment status, and length of service. The following are the respondent characteristics based on gender:

Table 3. Analysis of Respondents

Gender, Age, Income, Employment Status, and Long Working Hours	Frekuensi	Persentase
Gender		
Man	32	55%
Women	26	45%
Total	58	100%
Age		
20-25 years	35	60%
26-30 years	18	31%
31-40 years	3	5%
> 41 years	2	3%
Total	58	100%
Income/month		
Idr. 2.500.000 - Idr. 5.000.000	32	55%
Idr. 6.000.000 - Idr. 7.500.000	10	17%
Idr. > 7.500.000	16	28%
Total	58	100%
Employment Status		
Contract Employee	24	41%
Permanent Employee	34	59%
Total	58	100%
Long Working Hours		
< 1 years	19	33%
1- < 3 years	19	33%
3- < 5 years	9	16%
> 5 years	11	19%
Total	58	100%

Source: Primary data processed (2024)

At PT. GKK data shows that out of the total respondents, 55% are men (32 individuals), and 45% are women (26 individuals), indicating a predominantly male workforce. Additionally, most employees are aged 20-25 and considered productive. In terms of monthly income, most employees earn between IDR 2,500,000 and IDR 5,000,000, totaling 32 individuals, reflecting

salary adjustments based on each employee's experience and expertise. The employment status is dominated by permanent employees, totaling 34 individuals, highlighting the company's high opportunities for career advancement. Lastly, the length of service for employees is primarily in the categories of less than 1 year and 1 to less than 3 years, with 19 individuals in each category, indicating a significant number of productive-age individuals who have recently entered the workforce, thus their tenure aligns with the fresh graduate age range.

Descriptive Statistics Analysis

Based on the data presented in Table 4, this study utilized responses from 58 participants.

Tabel 4. Result of Descriptive Statistics Analysis

	N	Range	Mean	Std Daviation
Work Motivation	58	18.00	206.207	359.252
Job Satisfaction	58	15.00	170.172	298.823
Compensation	58	24.00	283.448	459.042
Work Dicipline	58	14.00	176.379	296.588
Valid N (listwise)	58			

Source: SPSS 29 Test Result (2024)

The analysis reveals several key variables related to employee experience. Firstly, the work motivation variable has an average value of 20.6207, with a maximum of 24.00 and a minimum of 6.00, resulting in a standard deviation of 3.59252. This indicates a moderate level of variability in work motivation among respondents. Regarding job satisfaction, the average score is 17.0172, with a maximum of 20.00 and a minimum of 5.00, accompanied by a standard deviation of 2.98823, suggesting that while most employees report a reasonable level of satisfaction, some feel significantly less satisfied.

Furthermore, the compensation variable shows an average value of 28.3448, with a maximum of 32.00, a minimum of 8.00, and a standard deviation of 4.59042, indicating a wider range of employee perceptions regarding compensation. Lastly, the work discipline variable has an average value of 17.6379, with a maximum of 20.00, a minimum of 6.00, and a standard deviation of 2.96588, reflecting a relatively consistent level of discipline across the workforce. Collectively, these findings provide valuable insights into the motivational and satisfaction levels of employees within the organization

Uji Reliability

The reliability test in this study uses Cronbach's alpha method to assess the instrument's reliability. Decisions are made based on Cronbach's alpha value: if > 0.60 , the instrument is considered reliable, and if < 0.60 , it is considered unreliable. The results of the reliability test can be seen in the following table:

Table 5. Result of Uji Reliability

Variabel	Cronbach's alpha	Description
Work Motivation	0,877	Reliabel
Job Satisfaction	0,849	Reliabel
Compensation	0,929	Reliabel
Work Dicipline	0,883	Reliabel

Source: SPSS 29 Test Result (2024)

Based on Table 5, the reliability test results indicate that Cronbach's alpha values for the variables of work motivation, job satisfaction, compensation, and work discipline are > 0.60 , thus, it can be concluded that all variables are reliable.

4.2. Hypotheses testing

Simultaneous testing (F test) examines the influence of independent variables (work motivation, job satisfaction, and compensation) on work discipline. With 58 respondents, four research variables, and a significance level 0.05, the F table value obtained is 2.78 ($df_1 = 3$, $df_2 = 54$). Based on table 4.16, $F_{\text{calculated}} = 77.747 > F_{\text{table}} = 2.78$ with a significance of $0.000 < 0.05$, it can be concluded that work motivation, job satisfaction, and compensation simultaneously affect the work discipline of employees at PT. GKK.

Partial hypothesis testing examines the influence of independent variables (work motivation, job satisfaction, and compensation) on work discipline. The hypothesis is accepted if the significance value > 0.05 or $t_{\text{calculated}} > t_{\text{table}}$.

Table 6. Result of T-test

Coefficients ^a					
Model	Unstanndardized Coefficients		Stanndardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.074	1.009		.978	.333
Work Motivation	.124	.118	.150	3.048	.029
Job Satisfaction	.077	.133	.077	.578	.566
Compensation	.448	.101	.694	4.448	.000
R Square	802				

a. Dependent Variable: Work Dicipline

Source: SPSS 29 Test Result (2024)

The calculation of the coefficient of determination shows that work motivation, job satisfaction, and compensation simultaneously influence work discipline by 81.2%, while other variables influence 18.8%. This significant finding underscores the importance of these three factors in shaping employee behavior within the organization. Based on the results presented in Table 7, the hypothesis testing for the work motivation variable reveals a P-value of 0.029, less than the significance level of 0.05. Consequently, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that work motivation significantly influences the work discipline of employees at PT. GKK.

In contrast, the hypothesis test for the job satisfaction variable yields a P-value of 0.566, exceeding the 0.05 threshold. This leads to the acceptance of H_0 and the rejection of H_a ,

suggesting that job satisfaction does not significantly affect the work discipline of employees at the company. Furthermore, the analysis of the compensation variable shows a P-value of 0.000, which is also less than 0.05. As a result, H_0 is rejected, and H_a is accepted, confirming that compensation significantly impacts the work discipline of employees at PT. GKK. These findings highlight that while work motivation and compensation play crucial roles in enhancing employee discipline, job satisfaction does not exhibit a similar effect.

4.3. Discussion

The influence of work motivation on work discipline is a significant finding in the research conducted at PT. GKK. It has been established that work motivation positively affects employee discipline, as supported by the studies of Mulyanto and Nawangsari (2020). When motivated, employees are more likely to adhere to workplace norms and expectations, enhancing their overall discipline.

Conversely, the research also reveals that job satisfaction does not positively affect work discipline within the same organization. Low levels of job satisfaction can lead to a decline in productivity and discipline among employees. This finding contrasts with the conclusions drawn by Muhamad et al. (2022), who argue that job satisfaction plays a crucial role in influencing work discipline. This discrepancy highlights the complexity of the relationship between job satisfaction and employee behavior.

Furthermore, the study indicates that compensation significantly impacts work discipline. Adequate compensation enhances employee discipline, aligning with the findings of Aryani et al. (2021). Employees who feel fairly compensated for their work are more likely to demonstrate disciplined behavior.

In summary, the combined influence of work motivation, job satisfaction, and compensation on work discipline is evident in PT. GKK. The research suggests that highly motivated employees are more inclined to perform at their best, which subsequently leads to increased job satisfaction. Additionally, appropriate compensation boosts motivation and reinforces work discipline, creating a positive feedback loop that benefits both employees and the organization.

5. Conclusion

Based on the analysis conducted in this research, several key conclusions can be drawn regarding the factors influencing work discipline at PT. GKK. Firstly, it is evident that work motivation positively affects employee discipline, suggesting that fostering a motivating work environment can significantly enhance employee discipline. In contrast, the findings indicate that job satisfaction does not positively influence work discipline; low job satisfaction tends to decrease productivity and discipline. This highlights the importance of addressing employee satisfaction to maintain a disciplined workforce. Additionally, the research reveals that appropriate compensation is crucial in improving work discipline, as fair compensation encourages employees to adhere to workplace standards.

Moreover, the study emphasizes that work motivation, job satisfaction, and compensation collectively significantly impact the work discipline of PT employees. GKK. This

interconnectedness suggests that organizations should adopt a holistic approach to enhancing employee discipline by focusing on all three factors simultaneously.

However, it is essential to acknowledge the limitations of this research. For PT. GKK, it is recommended that work motivation be enhanced through career path support, job satisfaction be improved by offering incentives or bonuses, and compensation be ensured that it aligns with employee roles and rights. These strategies can contribute to a more disciplined workforce. Additionally, for future researchers, it is noted that this study only examined three independent variables: work motivation, job satisfaction, and compensation. Therefore, other variables influence work discipline, warranting further investigation to understand this complex relationship comprehensively.

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