

THE EFFECT OF WORK DISCIPLINE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE DURING WORK FROM HOME POLICIES (CASE STUDY OF PT PLN (PERSERO) PUSHARLIS UP2W III BANDUNG)

Bella Putri Melinda¹⁾, Dandy Rizky Ramadhan²⁾, Fariz Muhammad Sumirat³⁾,
Firdauz Muhammad Sumirat⁴⁾, Irwan Maulana⁵⁾, Rini Handayani⁶⁾

^{1), 2), 3), 4), 5), 6)} Widyatama University, Bandung, Indonesia

Corresponding author: bella.melinda@widyatama.ac.id

Abstract

The COVID-19 pandemic became a new paradigm for companies to carry out work patterns by implementing Work From Home (WFH) activities. Despite the policy changes, the company always requires employees to remain disciplined and on the other hand the company needs to pay attention to job satisfaction in order to improve good performance and achieve company success. The purpose of this study is to find out the influence of work discipline and job satisfaction on employee performance during WFH policy on PT PLN (Persero) Pusharlis UP2W III Bandung. Research methods are used descriptively and verification with data collection techniques through interviews, observations and questionnaires. The population in this study is all employees of PT PLN (Persero) Pusharlis UP2W III Bandung. The sample in this study was a permanent employee of PT PLN (Persero) Pusharlis UP2W III Bandung with a minimum sample of 100 respondents. Data analysis using multiple linear regression with the help of SPSS 25 applications. The results showed that there was a positive and significant influence between the variables of work discipline and job satisfaction on employee performance.

Keywords: Work discipline, Job satisfaction, Employee Performance, Work From Home, PT PLN (Persero) Pusharlis UP2W III Bandung

Introduction

The Covid-19 outbreak is making a systemic impact in the corporate sector, employees must be able to adapt to the development of the Covid-19 Pandemic. Various ways are carried out ranging from the creation of policies that concern the activities of many people, namely implementing "social distancing" by limiting direct contact.

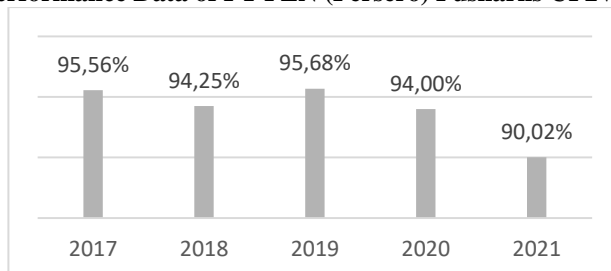
Company policy during the Covid-19 Pandemic has established changes in working time patterns for company employees with the term *Flexible Working Arrangement* (FWA), which is in line with the theory of Kelliher & Anderson (Simanjuntak; et al., 2019:2). In the implementation of FWA, the methods used by companies are related to changes in the time and place of work but can still run or complete work regularly, namely with the *Work From Home* (WFH) pattern. Based on a survey of data from word economic forum, it can be known that 91,7% of companies in Indonesia implement WFH. The WFH system became popular after the Covid-19 virus pandemic emerged in the first quarter of 2020.

One of the companies implementing the WFH policy is PT PLN (Persero), on the basis of government regulations in tackling the spread of Covid-19. PLN is the only electricity service selling company in Indonesia. Because of the wide scope of PLN's working area, PLN has units throughout Indonesia that have their respective functions in accordance with their parent units. PT PLN has many units throughout Indonesia, one of which is PT PLN Pusat Ketenagalistrikan (PUSHARLIS) UP2W III located in Bandung. PT PLN (Persero) Pusharlis UP2W III Bandung has a vision to be able to meet the availability of tools and assist in the maintenance or repair of electrical equipment at PT PLN, especially in West Java and Banten.

Due to the Covid-19 pandemic, PT PLN (Persero) Pusharlis UP2W III Bandung experienced a 10% decrease in electricity sales. The decline in sales occurred due to the many efforts made in order to stop the spread of Covid-19. This causes the existing performance level to decrease. The decline in performance is caused by new policies that are considered to hinder the running of work activities.

Here is the employee performance data of PT PLN (Persero) Pusharlis UP2W III Bandung period 2017 to 2021.

Table 1.
Employee Performance Data of PT PLN (Persero) Pusharlis UP2W III Bandung



Source: Internal Data of PT PLN (Persero) Pusharlis UP2W III Bandung

Based on the table above, it is known that the actual percentage of employee performance rate of PT PLN (Persero) Pusharlis UP2W III Bandung in 2017 amounted to 95,56%, in 2018 it decreased slightly to 94,25%, then again increased in 2019 to 95,68%, then there was a decrease in 2020 to 94,00%. This is because PT PLN (Persero) Pusharlis UP2W III Bandung has been implementing the new normal protocol since May 22, 2020 by compiling interaction procedures between employees through WFH and WFO regulations. But over time in 2021 the level of employee performance decreased significantly to 90,02%, this is due to the provisions of WFH and WFO which have changed because of the rules that have been implemented by the government relating to Emergency Enforcement of Restrictions on Community Activities, known as PPKM where the percentage of WFH is 75% and WFO is 25%.

According to the observation results, the WFH policy resulted in the performance of existing employees at PT PLN (Persero) Pusharlis UP2W III Bandung decreased. This is reinforced by the results of the following pre survey.

Table 2. Employee Performance Pre Survey

No.	Question	Already	Do not
1.	Is the WFH policy able to improve the quality of work?	16,1%	83,9%
2.	Can the targets set by the company during the WFH be fully met?	22,6%	77,4%
3.	Does WFH guarantee employees to stay on time in getting the job done?	25,8%	74,2%

Source: Google Pre Survey Research Form 2021

Based on table 2, the results of the pre survey of employee performance at PT PLN (Persero) Pusharlis UP2W III Bandung as a whole have not been in line with expectations. This is because there are indications that the implementation of employee performance is still less effective during WFH policies, such as the quality of work, the unfulfillment of company targets during WFH, and not on time for employees to complete the work. Employee performance is influenced by work discipline (Muchran BI, 2019:38), for that researcher conducts a pre survey on work discipline. The pre survey was conducted with the help of 30 respondents.

Table 3. Work Discipline Pre Survey

No.	Question	Already	Do not
1.	Is during WFH the frequency of attendance can guarantee the level of discipline of work in employees?	19,4%	80,6%
2.	Has during WFH the level of accuracy of employees in doing work decreased?	80,6%	19,4%
3.	With the WFH performance standards in the company can be achieved well & optimally?	19,4%	80,6%
4.	Is it as long as the WFH rules can be obeyed?	90,3%	9,7%
5.	Are WFH employees having difficulty adjusting new policies?	87,1%	12,9%

Source: Google Pre Survey Research Form 2021

Based on table 3, the results of the pre survey of work discipline at PT PLN (Persero) Pusharlis UP2W III Bandung as a whole have not been in line with expectations. This is because there are indications of the implementation of work disciplines that are considered less effective during WFH policies, such as low

frequency of attendance, decreased level of accuracy, performance standards that have not been achieved properly and employees find it difficult to adjust WFH policies. In addition to work discipline, another factor that affects performance is employee job satisfaction in accordance with the Robins & Judge theory (2017). The pre survey was conducted with the help of 30 respondents.

Table 4. Job Satisfaction Pre Survey

No.	Question	Already	Do not
1.	Is the WFH job desc provided can be fully run to the maximum?	16,1%	83,9%
2.	Is the WFH communication between employees and superiors hampered?	83,9%	16,1%
3.	Do during WFH co-workers help each other in getting the job done?	22,6%	77,4%
4.	Are employees satisfied with the assessment of promotion based on achievements and work results?	83,9%	16,1%
5.	Is the salary in accordance with the standard of work carried out during WFH?	61,3%	38,7%

Source: Google Pre Survey Research Form 2021

Based on table 4, the results of the pre survey of job satisfaction at PT PLN (Persero) Pusharlis UP2W III Bandung as a whole have not been in line with expectations. This is because there are indications of the application of job satisfaction that is considered less effective during the WFH policy, such as less maximal in carrying out job desc, hampered communication between employees and superiors, and co-workers do not help each other in completing work. The pre survey was conducted with the help of 30 respondents.

From the above problems, researchers are interested in conducting research with the aim to find out how work discipline, job satisfaction, employee performance and The Effect of Work Discipline and Job Satisfaction on Employee Performance at PT PLN (Persero) Pusharlis UP2W III Bandung.

Literature Review

Work Discipline

Work discipline is an attitude of respect and adherence to the rules that apply whether in writing or not, and able to carry them out and not avoid existing witnesses (Arenofsky, 2017:69).

The indicators of work discipline according to Siswanto in Sinambela (2016:356), namely:

1) Frequency of Presence

A value that states the number of attendances or absences of existing employees in a company. This emphasis is on the impact of time which consists in the ability to precisely measure time. (Olagunju et al., 2018:2)

2) Alert Level

Employees who have a high level of vigilance will always be careful, thorough and use things effectively and efficiently. A person with high accuracy is expected to be able to control themselves while working so that the results obtained remain consistent and stable. (Windyastuti, 2016:35)

3) Adherence to Work Standards

The level of responsibility of the employee to the task given to him. Work standards identify the risks used to focus basic causes and how to prevent risk with the goal of achieving through the evaluation of the performance of its employees through comparison of established benchmarks. (Gitongu et al., 2016)

4) Adherence to Work Rules

Employees who adhere to work regulations will not ignore procedures and always follow the guidelines that have been set by the company. Attitude and behavior is the level of adjustment of a person in carrying out all tasks both written and unwritten. (Suharno Pawirosumarto and Dini Iriani, 2018:68)

5) Work Ethic

The values held by individuals both as employees and as regulations in work that have been determined by the company. Work ethic is a cultural norm that supports a person to perform and take responsibility for the work based on the belief that the job has intrinsic value. (Harsono and Santoso, 2016)

Job Satisfaction

Job satisfaction can be defined as the achievement and success of employees. In general it is directly related to productivity, work performance and personal well-being (Szymon T. Dziuba et al, 2020:19)

Indicators of job satisfaction according to Widodo (2015: 176), namely:

1) The Work Itself

Each job requires a certain skill according to their respective fields. One's ability to manage work in achieving a balance between job responsibilities. (Chan et al, 2016)

2) Relationship With Superiors

Functional relationships reflect the degree to which superiors help the workforce to satisfy values that are important to the workforce. Supervision of employee work must be open in increasing positive employee loyalty.

3) Co-workers

Co-workers are factors that are related between employees and their superiors and other employees, either the same or different types of work. The quality of co-workers contains the form of group work, characteristics that affect the workplace, employee satisfaction and productivity. (Gilaninia, 2017;M. Zahedi et al., 2020)

4) Promotion

Promotion is a factor related to the absence of opportunities to get a career advancement during work. Promotion is an increase in the position of an employee from the previous position to a higher position. (I Wayan, 2020:82)

5) Salary

Salary is a factor in meeting the living needs of employees who are considered worthy or not. Salary is the right of workers who are accepted and expressed in the form of money in return for the granting of labor to assigned and paid workers (EmronEdison, 2017:188).

Employee Performance

Employee performance is the ability to achieve goals set within the required time limits within the parameters. (Yusuf, Mohammed & Kazeem in Jackline A.O et.al, 2018:1172)

The main criteria in measuring employee performance according to Dharma in Rima D.T & Bambang S.S (2018: 175), namely:

1) Quality

Quality is a result that can be measured by the effectiveness and efficiency of a work done by human resources in achieving goals well. Qualitative measurement reflects the measurement of the level of satisfaction that is how well the completion (Donohoe, 2019).

2) Quantity is how long an employee works in one day. Quantity can be seen from the speed of work of each employee and the amount to be completed or achieved. Quantitative measurement involves calculating the output of a process or the implementation of activities. (Donohoe, 2019).

3) Timeliness.

The activity level is completed at the beginning of the stated time, viewed from the point of coordination with the output results and maximizing the time available to explain the completion of an activity. Punctuality is the priority of responsible employees and shows an emotional attachment to what is being done. (Preeti, 2017:527)

There is previous research in line with this study, namely the research of Ery Teguh Prasetyo & Puspa Marlina (2019:29) states that there is a positive and significant influence between work discipline and job satisfaction on employee performance. Then research (Dr. Rajnish Ratna et al., 2021) states that there is a positive and significant influence between job satisfaction and employee performance. Then research (Jufrizen, 2018) that concluded that work discipline affects employee performance.

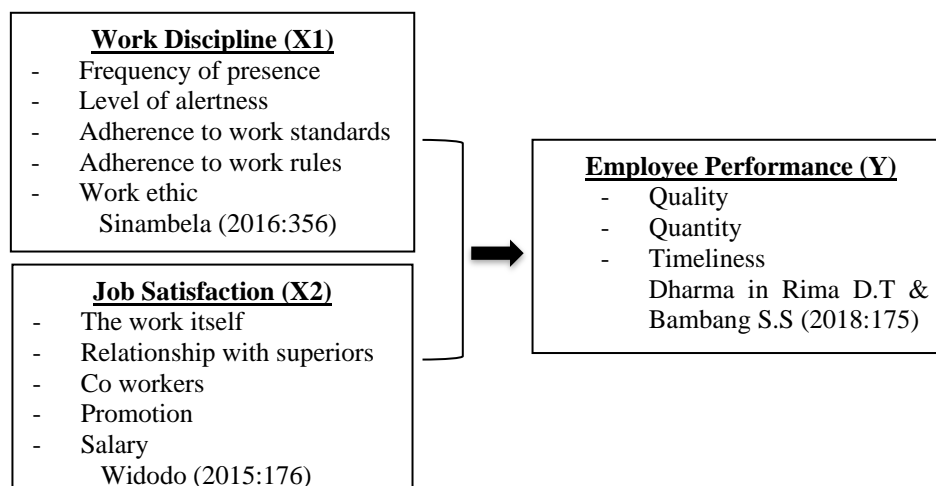


Figure 1. Frame Work

Hypothesis

Based on the framework of thought outlined above, the following hypothesis can be formulated: Work Discipline and Job Satisfaction have a positive effect on Employee Performance.

Research Methods

The methods in this study use descriptive methods and verification methods. Descriptive research is research directed at describing or describing a situation within a community or society (Notoatmodjo, 2018). Verification research aims to test a truth through hypothesis testing about causation between the variables studied (Sofar Silaen, 2018:19). Data collection techniques use interviews, questionnaires and observations. The population in this study is all employees of PT PLN (Persero) Pusharlis UP2W III Bandung. The sample in this study was a permanent employee of PT PLN (Persero) Pusharlis UP2W III Bandung with a minimum sample of 100 respondents. The analysis tool used is a Multiple Linear Regression analysis tested with the help of SPSS 25.

Results and Discussions

Test Validity and Reliability

The Validity Test was measured using *Pearson Product Moment*. Questions for variables in the application in work and job satisfaction consist of 10 questions and for employee performance variables consist of 6 questions. The calculation results show that the $r_{calculated} > r_{table}$ at a significant level of 0,05 with r_{table} value 0,169 and the correlation number obtained is greater than the standard value (0,3), then all questions are valid (Sugiyono, 2017:125). The results of reliability calculations using *Cronbach Alpha*, stated that the coefficient value of reliability correlation obtained from the work discipline variable of 0,948, job satisfaction by 0,956 and employee performance by 0,943. This value is greater when compared to 0,70, then it can be said to be reliable (Ghozali, 2011).

Descriptive Analysis

Descriptive analysis through frequency distribution can provide relative and cumulative information to research objects.

Respondents Responses regarding Work Discipline

The author will present the results of the analysis in the form of an assessment table on the work discipline based on the data that has been collected, as follows.

Table 5. Respondents' Responses regarding Work Discipline

Number	Statement	SA	A	N	D	SD	Average	Description
1.	The attendance system provided by the company when the WFH policy can be implemented effectively and efficiently	25	39	25	8	3	3,75	Good
2.	Attendance is something I always prioritize when WFH.	29	39	28	2	2	3,91	Good
3.	I do every job with full accuracy.	25	43	32	0	0	3,93	Good
4.	I am able to utilize facilities that support WFH activities effectively and efficiently.	17	36	43	1	3	3,63	Good
5.	In every work I always pay attention to the work procedures that have been set by the company.	18	50	31	0	1	3,84	Good
6.	I do the work according to existing work standards.	19	49	32	0	0	3,87	Good
7.	I always follow the rules that apply in accordance with what the company has set.	20	50	30	0	0	3,90	Good

8.	Employees who commit violations are sanctioned.	23	38	35	2	2	3,78	Good
9.	I am responsible for the work done.	21	56	23	0	0	3,98	Good
10.	I always wear work clothes or uniforms that have been determined by the company.	13	52	32	3	0	3,75	Good

From the respondent's response it can be concluded that PT PLN (Persero) Pusharlis UP2W III Bandung has good work discipline. With the lowest score of 3,63 in terms of the utilization of facilities that support WFH activities such as absent portals and online meeting forums that have not been utilized to the maximum because some employees are not used to the adjustment of the current work system. Then the highest score is 3,98 in terms of employees responsible for a job done.

Table 6. Respondents Responses Regarding Job Satisfaction

Number	Statement	SA	A	N	D	SD	Average	Description
1.	The work set by the company has been in accordance with my ability.	11	46	23	11	9	3,39	Good
2.	I am happy that the work arena is supported by the facilities provided by the company.	12	35	32	13	8	3,30	Good
3.	Bosses always motivate employees.	9	29	44	12	6	3,23	Pretty Good
4.	Superiors can provide the best solution to the problems experienced by employees.	9	31	40	13	7	3,22	Pretty Good
5.	I feel that with colleagues able to increase the productivity of each others work during WFH.	14	31	32	12	11	3,25	Pretty Good
6.	I was able to forge a strong bond with my co-workers during WFH.	16	30	34	8	12	3,30	Good
7.	I am satisfied with the assessment for promotion based on the achievements and work results of employees	20	30	41	8	1	3,60	Good
8.	I am satisfied with the level of career advancement of employees offered by the company.	19	30	33	16	2	3,48	Good
9.	The amount of salary in accordance with the contribution I make to the company	28	31	40	1	0	3,86	Good
10.	I am satisfied with the company's earnings.	30	29	36	4	1	3,83	Good

From the respondent's response it can be concluded that PT PLN (Persero) Pusharlis UP2W III Bandung has a fairly good job satisfaction. With the lowest score of 3,22 in terms of superiors providing the best solution to employee problems, a score of 3,23 in superiors provides motivation to employees and a score of 3,25 in terms of co-workers being able to increase each other's work productivity. This is because employee motivation in the current situation is easily disrupted due to changing work systems and solutions provided by superiors are less helpful for some employees because communication factors are felt to be less well established. And among co-workers who have not created close interaction in the work environment.

Table 7. Respondents Responses Regarding Employee Performance

Number	Statement	SA	A	N	D	SD	Average	Description
1.	I am able to provide the knowledge and skills that I have for the sake of the targets that have been set by the company.	16	44	38	2	0	3,74	Good

2.	The company provides the job according to the background I have.	12	40	35	12	1	3,50	Good
3.	The level of work achievement I have produced has been in accordance with the company's targets.	12	44	39	5	0	3,63	Good
4.	During WFH the company sets work targets with full calculations	13	35	38	11	3	3,44	Good
5.	I am able to define and manage work priorities effectively.	17	41	41	1	0	3,74	Good
6.	I am able to use my time efficiently in carrying out the tasks assigned to me.	16	36	47	1	0	3,67	Good

From the respondent's response it can be concluded that PT PLN (Persero) Pusharlis UP2W III Bandung has good employee performance. With the highest score of 3,74 in terms of employees able to provide knowledge and skills for the targets set by the company, this is because employees have been able to exert all their ability to carry out work in achieving company goals, so as to have a positive impact on the company. While the lowest score of 3,44 in terms of setting work targets, this is because during the WFH the demands of existing targets undergo various changes. So that the company must be able to optimize existing performance despite changes in work patterns.

Multiple Linear Regression Analysis

From the SPSS calculation, the two linear regression equations are obtained as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 6,582 + 0,082X_1 + 0,348X_2 + e$$

Table 8. Multiple Linear Regression Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,582	1,510		4,359	,000
Work Discipline (X1)	,082	,057	,127	1,434	,155
Job Satisfaction (X2)	,348	,043	,710	8,038	,000

a. Dependent Variables: Employee Performance (Y)

- Constanta value of 6,582 showed employee performance of 6,582 affected by work discipline and job satisfaction.
- A work discipline score of 0,082 indicates a positive direction, then if work discipline increases, then employee performance increases by 0,082.
- A job satisfaction score of 0,348 indicates a positive direction, so if job satisfaction increases, then employee performance increases by 0,348 assuming other variables remain or are constant.

Simultaneous Hypothesis Test (Test F)

H₀: $\beta_1 = \beta_2 = 0$: Work discipline and job satisfaction have no effect on employee performance PT PLN (Persero) Pusharlis UP2W III Bandung.

H_a: $\beta_1 \neq \beta_2 \neq 0$: Work discipline and work satisfaction affect the employee performance of PT PLN (Persero) Pusharlis UP2W III Bandung.

Table 9. Test F ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1199,312	2	599,656	91,335	,000 ^b
Residual	636,848	97	6,565		

Total	1836,160	99
-------	----------	----

- a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), Job Satisfaction (X2), Work Discipline (X1)

From the table above shows the value F-count = 91,335 with signification of 0,000. Comparison of F count with F table 91,335 > 3,09 which means F calculates greater than F table. Using the signification limit of 0,05, it can be concluded that H_0 was rejected and H_a accepted. So it can be concluded that independent variable work discipline and job satisfaction can be used to predict for dependent variables of employee performance.

Table 10. Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,808 ^a	,653	,646	2,562

- a. Predictors (Constant), Job Satisfaction (X2), Work Discipline (X1)

Based on the table above, the correlation coefficient value of work discipline variables and job satisfaction to employee performance is 0,808, this means that the relationship between work discipline variables and job satisfaction to employee performance is very strong because it is in the range of 0,80-1,000 (Sugiyono, 2013:250). The coefficient of determination of work discipline variables and job satisfaction on employee performance is 0,653, this means that the effect of work discipline and job satisfaction variables on employee performance is 65,3%.

Discussion

- a. From descriptive analysis it can be concluded that PT PLN (Persero) Pusharlis UP2W III Bandung has good work discipline. With the lowest score in terms of the utilization of facilities that support WFH activities such as absent portals and online meeting forums that have not been utilized to the maximum because some employees are not familiar with the work system faced during WFH. This can be used as input for the company to be able to improve the existing system during WFH activities by providing training on how to utilize the available facilities so that employees can carry out their work effectively and efficiently and hold regular online meetings in order to create good work discipline during WFH. .
- b. From descriptive analysis it can be concluded that PT PLN (Persero) Pusharlis UP2W III Bandung has a fairly good job satisfaction. With the lowest score in terms of superiors providing the best solution to employee problems, superiors provide motivation to employees and co-workers to be able to increase each other's work productivity. This is because the motivation that exists at the time of WFH is easily disrupted due to changing work systems and solutions provided by superiors are less helpful for some employees because communication factors are felt less well established. And among co-workers who have not created close interaction in the work environment. This can be used as input for companies to be able to create good communication between superiors and employees, by maintaining transparency when WFH takes place by conveying ideas, ideas and suggestions during online meetings. This is so that if there are problems that arise during WFH, they will find common ground. In addition, the company must also be able to create good interactions between co-workers and the need to appreciate the performance produced by each other and maintain social interactions properly in order to create a comfortable working atmosphere in order to improve more productive performance.
- c. From descriptive analysis it can be concluded that PT PLN (Persero) Pusharlis UP2W III Bandung has good employee performance. With the lowest score in terms of setting work targets. This can be used as input for the company to be able to determine realistic work targets by planning long and short term work and often evaluating to find out its success by implementing OKR (Objective and Key Result), and the company must be able to optimize the performance of its employees even though there are changes work patterns during WFH.
- d. From the results of the statistical test H_0 is rejected and H_a is accepted. This means that there is an influence of work discipline and work satisfaction on the performance of employees of PT PLN (Persero) Purharlis UP2W III Bandung. The results of the study are in accordance with the research of Surajiyo et al (2021:10) which states that there is a positive and significant influence between work discipline and job satisfaction on employee performance.

Conclusion and Recommendation

Conclusion

- a. From descriptive analysis it can be known that PT PLN (Persero) Pusharlis UP2W III Bandung has good work discipline. With the lowest score in terms of utilization of facilities that support WFH

activities such as absent portals and online meeting forums that are underutilized to the maximum. Then the highest score in terms of employees is responsible for a job done.

- b. From descriptive analysis it can be known that PT PLN (Persero) Pusharlis UP2W III Bandung has a fairly good job satisfaction. With the lowest score in terms of superiors providing the best solution to employee problems, superiors provide motivation to employees and co-workers to be able to increase each other's work productivity. As well as the highest score in terms of salary amount in accordance with the contribution made to the company.
- c. From descriptive analysis it can be known that PT PLN (Persero) Pusharlis UP2W III Bandung has good employee performance. With the lowest score in terms of setting work targets. In addition, there is the highest score on employees able to provide knowledge and skills for targets set by the company.
- d. From the results of statistical tests there is an effect of work discipline and job satisfaction on the performance of employees of PT PLN (Persero) Pusharlis UP2W III Bandung by 65,3%.

Recommendation

- a. To be able to improve work discipline at the time of WFH policy, PT PLN (Persero) Pusharlis UP2W III Bandung must give training about how to take advantage of the facilities provided such as absent portals and online meeting forums against employee. This is to make it easier for employees to do. Attendance and the company must often do online meetings at regular intervals with employees.
- b. To be able to increase job satisfaction at the time of WFH policy, PT PLN (Persero) Pusharlis UP2W III Bandung must build two-way communication between superiors and employees. When employees are given the opportunity to express their opinions, the boss will know how to build motivation and provide solutions in working activities in accordance with employee preferences. In addition, the company must also uphold the value of transparency. This is because most employees work remotely and rely only on some features. That way communication between employees and superiors can run well.
- c. To be able to improve the performance of employees of PT PLN (Persero) Pusharlis UP2W III Bandung must be able to take steps in determining the work targets of employees who experience changes during WFH by carrying out realistic short and long term work plans, therefore the company can implement OKR (Objective and Key Result) is a procedure for determining the company's work goals or targets as well as benchmarks (metrics) that measure these achievements. By setting OKR, the company can master its work goals and will be motivated to achieve these goals within the specified time when carrying out WFH.

References

- Arenofsky, J. (2017). *Work-life Balance*. ABC-CLIO, January 2017; Imprint: Greenwood; ISBN: 9781440847141
- Bl, Muchran & Muchran, muchriady & Hidayat, Muhammad. (2019). *Employee Performance Is Measured By Work Discipline And Employee Loyalty*.
- Chan, K.Y & Fritz Drasgow, "Toward a Theory of Individual Differences and Leadership: Understanding the Motivation to Lead," *Journal of Applied Psychology*, Vol. 86, No. 3, 2016, p. 481-498.
- Donohoe, Ashley. 2019. *Employee Performance Definition*. Updated June 07, <https://bizfluent.com/facts-7218608-employee-performance-definition.html>
- Dwiatmojo, R., Keliwar, S., Sudarmayasa, I. W., Nurcahyo, A., & Nur, I. (2019). Strategi Promosi Kebun Raya Unmul Samarinda Terhadap Tingkat Kunjungan Wisatawan. *Edutourism Journal Of Tourism Research*, 1(01), 19-23.
- Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Human-Technical Facility-Environment*, 2(1).
- Edison, E, anwar Y, Komariyah Imas. 2017. *Manajemen Sumber Daya Manusia*. Cetakan ke-2 Bandung. Alfabeta. Gunawan, Iman, 2017. *Pengantar Statistik Inferensial*. Cetakan Kedua. Jakarta PT. Rajagrafindo Persada.
- Fitzsimons, G.M., Sackett, E. and Finkel, E.J. (2016), "Transactive goal dynamics theory: a relational goals perspective on work teams and leadership", *Research in Organizational Behavior*, Vol. 36, pp. 135-15.
- Ghozali, Imam. 2011. *Aplikasi Analisis Multivariat Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro
- Gilaninia, S. (2017). A conceptual model: The chain of quality of work life. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 6(5), 44.
- Harsono, J., & Santoso, S. (2016). Etos Kerja Pengusaha Muslim Perkotaan di Kota Ponorogo. *Jurnal Penelitian Humaniora*, Edisi Khusus. Ponorogo: Universitas Muhammadiyah Ponorogo
- Jufrizen, J. (2018). Peran motivasi kerja dalam memoderasi pengaruh kompensasi dan disiplin kerja terhadap kinerja karyawan. *The National Conference on Management and Business (NCMAB) 2018*.

- Notoatmodjo, S. (2018). *Metodologi penelitian kesehatan`*. Jakarta;Renika Cipta.
- Odero, J. A., & Makori, M. E. (2018). Employee involvement and employee performance: The case of part time lecturers in public universities in Kenya. *International Journal of Management and Commerce Innovations*, 5(2), 1169-1178.
- Olagunju, M., Adeniyi, E., & Oladele, T. Staff Attendance Monitoring System using Fingerprint Biometrics. *International Journal of Computer Applications*; 2018, 179(21), 8-15.
- Ratna, Rajnish & Yezer, Karma & Rasaily, Bal & Tenzin, Sangay & Ghalley, Lachuman & Lhamo, Tshering. (2021). Job Satisfaction and Employee Performance at Bhutan Board Product Limited. *Effulgence-A Management Journal*. 19. 39. 10.33601/effulgence.rdias/v19/i2/2021/39-52.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2017). *Organizational Behavior (16th Eds.)*. Tamil Nadu: Pearson India Education Services Pvt. Ltd.
- Simanjuntak, D. F., Mustika, M. D., & Sjabadhyni, B. (2019). Pengaruh Flexible Work Arrangement Terhadap Ethical Decision Making: Peran Employee Engagement Sebagai Mediator. *Jurnal Diversita*, 5(1), 1-8.
- Sinambela, Lijan. 2016. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Sofar Silaen. 2018. *Metodologi Penelitian Sosial Untuk Penulisan Skripsi dan Tesis*, In Media, Bandung.
- Surajiyo, S., Suwarno, S., Kesuma, I. M., & Gustiherawati, T. (2021). The Effect of Work Discipline on Employees Performance with Motivation as a Moderating Variables in the Inspectorate Office of Musi Rawas District. *International Journal of Community Service & Engagement*, 2(1), 1-12.
- Tyas, R. D., & Suharyono, B. S. (2018). Pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja karyawan (studi pada karyawan PT. pertamina (persero) refinery unit IV cilacap). *Jurnal Administrasi Bisnis*, 62(1), 172-180.
- Pawirosumarto, S., & Iriani, D. (2018). The influence of work stress, working cost, compensation and work discipline on employee'productivity.
- Prasetyo, E. T., & Marlina, P. (2019). Pengaruh Disiplin Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Inspirasi Bisnis Dan Manajemen*, 3(1), 21-30.
- Preethi, S. S. (2017). Meaning of Organizational Commitment; Is Punctuality a Parameter: A Study on Pharmaceutical Sales Personnel, *International Journal of Science Technology and Management*, Vol., No.6, Issue No. 03, pp.625-531
- Widodo, Eko Suparno. 2015. *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Pustaka Pelajar.
- Windiyastuti, M. Lutfhi Ade., Gunawan. (2016). *Top Bank Psikotes Gambar Paling Akurat*. Jakarta: PT Gramedia Widiasarana Indonesia.