

WORK DISCIPLINE AND WORKLOAD: PERFORMANCE IMPACTS AND THE ROLE OF JOB SATISFACTION (A CASE STUDY)

Mutqi Sopiawadi^{1*}, Tigin Lugiani², Tati Santika³, Kuncorosidi⁴

¹²³⁴ Department of Management, Sutaatmadja College of Economics Subang Indonesia

ABSTRACT

This investigation delves into a specific occurrence at Yogya Grand Subang, namely a reduction in absenteeism and a dip in performance assessments. The study aims to scrutinize the impact of work discipline and workload on employee output, with job satisfaction acting as a moderating variable. The research design adopted in this study is a quantitative descriptive approach. The research subjects are the employees of Yogya Grand Subang. A comprehensive sampling method was employed, ensuring the inclusion of all members in the sample. Data was amassed by disseminating questionnaires to 113 respondents, all of whom are employees of Yogya Grand Subang. The projected outcomes of this study infer that work discipline, workload, and job satisfaction have a substantial effect on employee output. As a result, it is advised that Yogya Grand Subang intensify work discipline and pay increased attention to workload and job satisfaction to augment employee output.

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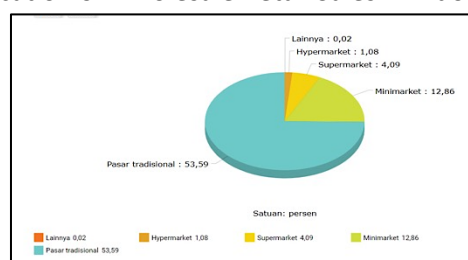
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* Corresponding Author at Department of Management, Sutaatmadja College of Economics Subang Indonesia, Jl. Otista No. 76 Kabupaen Subang, 41213, Indonesia
E-mail address: mutqi@stiesa.ac.id, tigin@stiesa.ac.id, tatisantika1@gmail.com, kuncorosidi@stiesa.ac.id

1. Introduction

In the era of rapid technological advancement, Indonesian businesses, particularly in modern retail, are experiencing accelerated growth (Astuti et al., 2019; Dewi et al., 2020). This is largely due to quality human resources, which open up market opportunities and boost manufacturing. These individuals, with their energy and creativity, aspire to drive the company's rapid progression and goal achievement. The following is a representation of the Wholesale Retail Sales Value in Indonesia, categorized by type for the year 2021, as depicted in Graph 1.1:

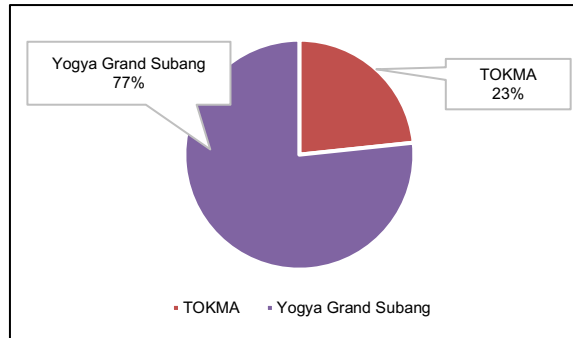
Figure 1. Graph of Classification of Wholesale Retail Sales in Indonesia for 2021



Source: Databoks, 2022

Despite the presence of numerous modern retail corporations in Subang, such as Alfamart, Indomaret, Yomart, Amandamart, and Tokma, Yogya Grand Subang continues to be a popular retail destination for the local community and beyond. This is evidenced by the following survey results:

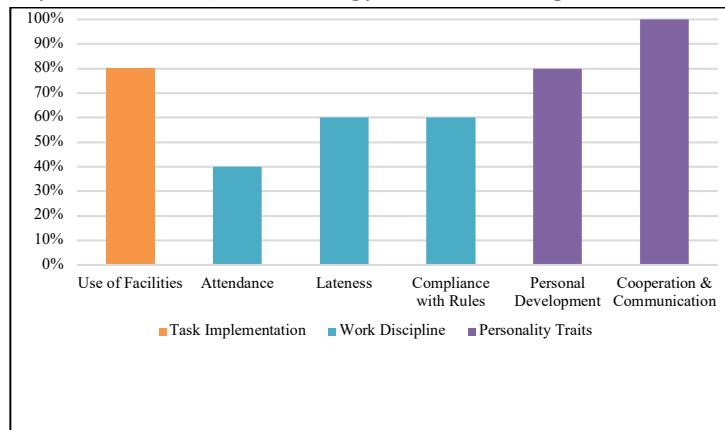
Figure 2. Graph of Survey Outcomes: Preferred Comprehensive Shopping Destination for Daily Needs.



Source: Compiled Data, 2023

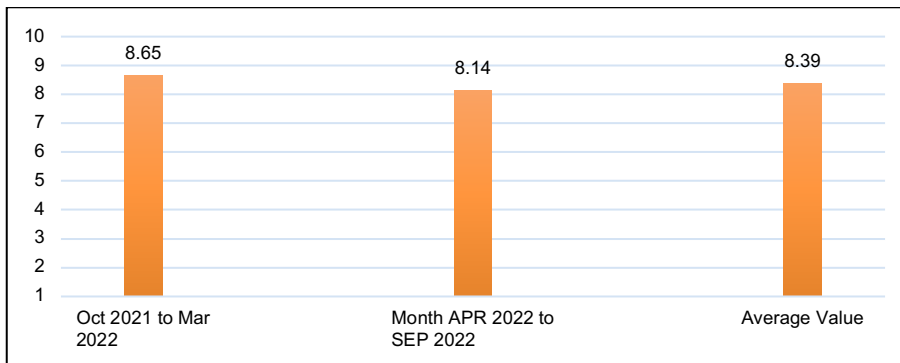
Yogya Grand Subang, located in Subang, is the city's premier shopping destination offering a vast array of competitively priced products. It caters to the daily needs of the local community. Employee performance here is gauged by the quality and quantity of work aligned with their responsibilities. Performance evaluation at Yogya Grand Subang is conducted through a variety of predefined criteria, as illustrated in the subsequent graph:

Figure 3. Graph of Employee Performance Evaluation Data of Yogya Grand Subang (From October 2021 to September 2022) Source: Yogya Grand Subang, 2023.



The graphical representation of the performance evaluation data for Yogya Grand Subang employees in 2022 indicates a downward trend in several aspects. The following elucidates the various aspects of performance evaluation at Yogya Grand Subang: 1) Task Execution: Employees at Yogya Grand Subang in 2022 showed a decline in task proficiency, both in quality (40%) and quantity (40%), but maintained good responsibility (80%) and effective use of facilities (80%). 2) Work Discipline: Attendance was suboptimal (40%), punctuality was lacking with late arrivals and early departures (60%), and adherence to company regulations was insufficient (60%). 3) Personality Traits: Employees showed a strong willingness for self-improvement (80%) and excellent cooperation and communication skills (100%). The performance appraisal at Yogya Grand Subang indicates suboptimal results across all evaluative aspects over the past year, as evidenced by the data.

Figure 4. Graph of Yogya Grand Subang Employee Performance Appraisal Data for 2021-2022.
Source: Yogya Grand Subang, 2022



In 2022, Yogya Grand Subang employees' performance ratings declined from 8.65 (Oct 2021 - Sep 2022) to 8.14 (Apr-Sep 2022), both above the standard range of 8.00-9.09. Despite the decline, the biannual performance appraisal of all 113 employees remains above standard. The evaluated employees hold various positions, and a preliminary survey involving 30 respondents was conducted for validation.

Work discipline at Yogya Grand Subang, evidenced by attendance data, is crucial for high organisational performance. However, with 86 employees often late and 5 leaving early, discipline is suboptimal. Enhanced discipline correlates with improved performance, encouraging employees to strive for organisational goals. Performance appraisals reveal these insights, aiming for each employee's positive contribution (Sitopu et al., 2021).

As per the viewpoint of (Sularmi & Stifanny, 2021), it is incumbent upon every company to enhance its performance to realise its objectives. Consequently, the role of human resources becomes pivotal and warrants the company's attention. The company's potential for a substantial workload and work discipline can pave the way for its success, underscoring the importance for companies to monitor each employee's workload and discipline.

Previous research by (Nair et al., 2020) revealed that work discipline positively and significantly impacts employee performance, and job satisfaction can moderate work discipline, which in turn positively and significantly affects employee performance.

Another study conducted in Bali (Bhavnani & Bhogale, 2022) employed work stress variables, workload, and employee performance with a quantitative approach. The research findings indicated that work stress and workload positively and significantly influence employee performance.

Given the aforementioned phenomena, the authors are intrigued to undertake research titled "Work Discipline and Workload: Performance Impacts and the Role of Job Satisfaction (A Case Study at Yogya Grand Subang)".

1.1. Problem Identification

Based on the preceding background, the identified problems in this study are: (1) What is the state of work discipline, workload, job satisfaction, and employee performance among Yogya Grand Subang employees? (2) Does work discipline influence employee performance? (3) Does workload impact performance? (4) Do work discipline and workload affect employee performance both partially and collectively? (5) Does job satisfaction moderate the effect of work discipline on employee performance? (6) Does job satisfaction moderate the impact of workload on employee

performance? (7) Does job satisfaction moderate the effect of work discipline and workload on employee performance?

1.2. Research Objectives:

The objectives of this study are: (1) To ascertain the state of work discipline, workload, job satisfaction, and employee performance among Yogya Grand Subang employees (2) To determine if work discipline influences employee performance (3) To ascertain if workload impacts performance. (4) To establish if work discipline and workload affect employee performance both partially and collectively (5) To determine if job satisfaction moderates the effect of work discipline on employee performance (6) To ascertain if job satisfaction moderates the impact of workload on employee performance (7) To establish if job satisfaction moderates the effect of work discipline and workload on employee performance.

2. Literature Review

Work Discipline Discipline, a key aspect of human resource management, leads to improved work performance (Gowan et al., 2023; Trinugroho & Lau, 2019). Dimensions and Indicators of Work Discipline (Schwab, 2018) identifies several dimensions and indicators of discipline, including Goal Capability, Vigilance Level, Adherence to Work Standards, Adherence to Work Rules, and Work Ethics.

Workload Workload is a job condition that must be completed within a certain time limit. Dimensions and Indicators of Workload identifies two dimensions of workload: Physical Demands and Task Demands (Nof, 2023).

Job Satisfaction Job satisfaction influences the level of employee discipline. Dimensions and Indicators of Job Satisfaction Job satisfaction dimensions include Mentally Challenging Work, Adequate Rewards, Supportive Working Conditions, and Supportive Colleagues (Endang, 2021; Maartje, 2021).

Employee Performance Performance is the willingness of an individual or group of people to carry out an activity and complete it according to their responsibilities Dimensions and Indicators of Employee Performance identify five dimensions in determining a person's performance: Ability to do the job, Quantity speed of completing work, Precision/Accuracy, Loyalty, and Cooperation (Schwab, 2018).

2.1. Theoretical Framework and Hypothesis

The pursuit of organizational goals characterizes human resource management as the orchestration and oversight of labour acquisition, development, compensation, integration, preservation, and disengagement through strategic planning, organization, coordination, and execution (Gede Riana et al., 2020; Moid Siddiqui, 2014).

(Wisetroto, 2020) posits that employee relations are a vibrant and evolving entity, cultivated and maintained through interpersonal interactions, given the invaluable nature of a company's human resources. (Drucker, 2017) describes work discipline as an individual's cognizance and readiness to comply with all organizational regulations and prevailing norms.

(Suwibawa et al., 2018; Roger et al., 2020) defines organizational behaviour as the examination, prediction, and management of human behaviour within organizational settings. The practical application of this knowledge lies in discerning how individual conduct contributes to the attainment of organizational goals. (Liker, 2021) delineates workload as a work obligation with a defined job description that must be completed within a specified timeframe. An

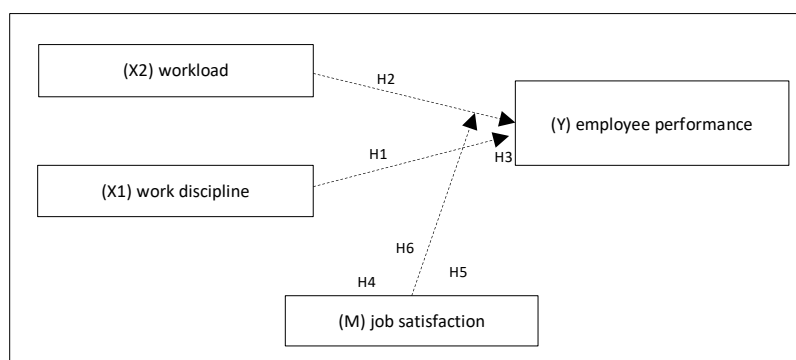
employee's efficiency is enhanced when they perceive their workload as manageable rather than burdensome.

(Emmanuel D. Jadhav. et al., 2015) asserts that the ability to inspire individuals and organizations to collaborate effectively to achieve both personal and organizational goals concurrently is a critical competency. (Gaol & Hutagalung, 2016) refers to job satisfaction as an individual's comprehensive appraisal of their employment.

(Drucker, 2017) conceptualizes organizational performance as the capacity of individuals, groups, or organizations to realize pre-established strategic objectives while demonstrating anticipated behaviour. (Drucker, 2017; Schwab, 2018) defines performance as an individual's or a group's commitment to undertake and excel in an activity under their responsibilities, leading to expected outcomes.

H1: Employee performance is influenced by work discipline. H2: Employee performance is impacted by workload. H3: Work discipline and workload partially and collectively affect employee performance. H4: The influence of work discipline on employee performance is moderated by job satisfaction. H5: The impact of workload on employee performance is moderated by job satisfaction. H6: Job satisfaction moderates the effect of both work discipline and workload on employee performance.

Figure 5. Hypothesis Flow Chart Source: Processed by the author, 2022



3. Method, Data, and Analysis

Research Objective This research aims to explore Work Discipline, Workload, Employee Performance, and Job Satisfaction, **Unit of Analysis** The unit of analysis in this study is the employees of Yogya Grand Subang. **Research Methodology** This study employs a quantitative descriptive research approach to ascertain the influence of independent variables on the dependent variable (Adu & Miles, 2024).

Data Types and Sources This research utilises quantitative data. **Data Collection Techniques** Data was collected through questionnaires, interviews, and literature studies (Adu & Miles, 2024; Aranda, 2020). **Population and Sample** The population in this study was 113 employees of Yogya Grand Subang, **Sampling Technique** The sampling technique used in this study is a saturated sampling technique (Raihan, 2017).

Research Variables Variables are terms used to refer to concepts dimensions or indicators used to solve research problems (Leavy, 2023). **Variable Measurement** Each variable is measured using the Likert Scale (Marans et al., 2024).

Data Analysis, Various tests were conducted including a Validity Test, Reliability Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Simple Linear Regression Test, Partial T-Test), F Test, Coefficient of Determination Test, and Moderated Regression Analysis (MRA) Test (Babbie, 2021; Leavy, 2023).

4. Result and Discussion

Double Linear Regression Test

Table 1. Double Linear regression test results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	15.658	2.936		5.334	.000
	Disiplin_Kerja	.475	.072	.533	6.634	.000
	Beban_Kerja	.100	.126	.064	.796	.428

a. Dependent Variable: Kinerja_Karyawan

Sources: data processed 2023

Based on the data in Table 1, the results of the multiple regression equation are obtained as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (2)$$

$$Y = 15.658 + 0,475 (X) + 0,100 (X_2)$$

Based on the regression equation above, it can be concluded that:

1. The Constant value obtained 15,658 states that if Discipline (X1) and Workload (X2) are cons, then the average Employee Performance is 15,658.
2. The coefficient of Regression of Work Discipline (X1) shows a value of 0.475 so it is stated that every addition of 1 value of Work Discipline, adds to the value of employee performance by 0.475.
3. The Workload Regression Coefficient (X2) shows a value of 0.100 so it is stated that for every additional 1 workload, it increases the value of employee performance by 0.100.

Test T Results (Partial)

Table 2. Partial T Test

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	15.658	2.936		5.334	.000
	Disiplin_Kerja	.475	.072	.533	6.634	.000
	Beban_Kerja	.100	.126	.064	.796	.428

a. Dependent Variable: Kinerja_Karyawan

Sources: data processed 2023

Based on the table that has been presented above with a calculation of the T table of 1.848 and a significance value of 0.05, the following conclusions are obtained:

1. The results of testing the Work Discipline hypothesis based on table 4.23 show that t count > t table is 6.634 > 1.848 with a signification level of 0.00 < 0.05 which means the hypothesis is accepted. So it can be stated that Work Discipline (X1) has a positive effect and significance on Employee Performance (Y).

2. The results of testing the Workload hypothesis based on table 4.23 show that $t_{\text{calculate}} < t_{\text{table}}$ is $0.796 < 1.848$ with a signification level of $0.428 > 0.05$ which means that the hypothesis is rejected. Then it can be concluded that Workload (X2) does not affect the variable Employee Performance (Y).

F Test (Simultaneous)

Table 3. F Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	735.058	2	367.529	22.850	.000 ^b
	Residual	1769.289	110	16.084		
	Total	2504.347	112			
a. Dependent Variable: Kinerja_Karyawan						
b. Predictors: (Constant), Beban_Kerja, Disiplin_Kerja						

Sources: data processed 2023

The Anova or F-test value generated by $F_{\text{calculate}}$ of 22,850 > F_{table} , or 3.083, with a significance level of 0.000 lower than α 0.05, is displayed in Table 3 Therefore, it may be said that work discipline and workload have a simultaneous impact on employee performance.

Coefficient of Determination Test

Table 4. Test Results of Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.281	4.01054
a. Predictors: (Constant), Beban_Kerja, Disiplin_Kerja				

Sources: data processed 2023

The value of the R Square (coefficient of determination) is 0.294, as indicated by Table 4. However, the Adjusted R Square value utilized in this study is 0.281 because it involves two independent variables. Therefore, it can be said that both work discipline and workload, together accounting for 28.1 per cent of the difference in purchasing decisions, have an impact. However, 71.9 per cent of the remainder (100 per cent – 28.1 per cent = 71.9 per cent) were impacted by additional factors outside the scope of this investigation.

Moderated Regression Analysis Test (MRA)

Table 5. Results of Moderated Regression Analysis (MRA) Test Stage 1 Variable X1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.765	2.945		5.014	.000
	Disiplin_Kerja (X1)	.446	.075	.501	5.925	.000
	Kepuasan_Kerja (M)	.121	.092	.111	1.315	.191
a. Dependent Variable: Kinerja_Karyawan						

Sources: data processed 2023

$$Y = a + b_1X1 + b_2Mi + e \quad (3)$$

$$Y = 14.765 + 0,446 + 0,121$$

Based on the aforementioned results, which demonstrated significance below 0.05 with a t table on Job Satisfaction of 1,315 and Work Discipline of 5,925, the moderating variables Job Satisfaction (M) and Work Discipline (XI) interact with each other.

Table 6. Results of *Moderated Regression Analysis (MRA) Test Stage 2 Variable X1*

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	55.746	15.910		3.504	.001
	Disiplin_Kerja (X1)	-.792	.478	-.889	-1.655	.101
	Kepuasan_Kerja (M)	-1.419	.595	-1.309	-2.386	.019
	Disiplin Kerja (X1) * Kepuasan Kerja (M)	.046	.018	2.303	2.619	.010

a. Dependent Variable: Kinerja_Karyawan

Sources: data processed 2023

$$Y = \alpha + \beta_1 X_1 + \beta_2 Z + \beta_3 X_1 * M_1 + \varepsilon \quad (4)$$

$$Y = 55,746 + (-0,792X_1) + (-1.419Z) + 0,046 (X_1 * M_1)$$

As can be seen from the above table, the variables of Work Discipline and Job Satisfaction were tested using Moderated Regression Analysis (MRA) before an interaction occurred. The Work Discipline variable had a calculated T value of 5.929 and was significant at 0.000, while the Job Satisfaction variable had a calculated T value of 1.315 and was significant at 0.119. The t value calculates < T table 1.848 and for significant value > 0.05. Then, the moderation interaction between job satisfaction and work discipline on employee performance produced a significant value with a Sig 0.01 smaller than alpha 0.05 and a calculated T value of 2.619, higher than the table T of 1.848. The moderation variable in stage 1 is not significant, while the interaction variable between work discipline and job satisfaction at stage 2 is significant, which is why the results of this moderation study are included in pure moderation (pure moderation). Given that Job Satisfaction can mitigate the impact of Work Discipline on Employee Performance, it is accepted that Job Satisfaction serves as a moderating variable in the relationship between Work Discipline and Employee Performance.

Table 7. Results of *Moderated Regression Analysis (MRA) Test Stage 1 Variable X2*

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	24.285	3.112		7.804	.000
	Beban_Kerja (X2)	.061	.148	.039	.411	.682
	Kepuasan_Kerja (M)	.291	.102	.268	2.844	.005

a. Dependent Variable: Kinerja_Karyawan

Sources: data processed 2023

$$Y = a + b_1 X_2 + b_2 M_i + e \quad (5)$$

$$Y = 24.285 + 0,061 + 0,291$$

Based on the above results before the Job Satisfaction moderation variable (M) interacts with the Workload variable (X2) the above results show significance above 0.05 with t table on Job Satisfaction of 2,844 and Workload of 0.411.

Table 8. Results of *Moderated Regression Analysis (MRA) Test Stage 2 Variable X2*

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	59.885	12.679		4.723	.000
	Beban Kerja (X2)	-2.580	.925	-1.644	-2.790	.006
	Kepuasan Kerja (M)	-1.016	.463	-.937	-2.195	.030
	Beban Kerja (X2) *	.096	.033	2.310	2.891	.005
	Kepuasan Kerja (M)					

a. Dependent Variable: Kinerja_Karyawan

Sources: data processed 2023

$$Y = \alpha + \beta_1 X_2 + \beta_2 Z + \beta_3 X_2 * M_1 + \varepsilon \quad (6)$$

$$Y = 59.885 + (-2.580)(X_2) + (-1,016) M + 0,096 (X_2 * M_1)$$

The workload variable had a calculated T value of 0.411 < T table 1,848 and was insignificant at 0.682 > 0.05, according to the above table, which displays the results of Moderated Regression Analysis (MRA) testing on the variables before the interaction occurred. The job satisfaction variable had a calculated T value of 2.844 > 1,848 with a significant value of 0.005 < 0.05. The computed T value of 2.891 > a table of 1,848 was then produced for the moderation interaction between Workload and Job Satisfaction on Employee Performance, and it was significant with a Sig of 0.005 < from alpha 0.05. There is quasi-moderation in these findings. In this instance, H5 is accepted because job satisfaction can moderate the workload on employee performance. Job satisfaction is thought to have a partial and significant influence as a moderation variable. the effect of Work Discipline on Employee Performance.

Table 9. Hasil Uji F *Moderated Regression Analysis (MRA)*

Model		ANOVA ^a				Sig.
		Sum of Squares	Df	Mean Square	F	
1	Regression	735520687.671	3	245173562.557	15.108	.000 ^b
	Residual	1768826489.604	109	16227765.960		
	Total	2504347177.274	112			

a. Dependent Variable: Kinerja_Karyawan

b. Predictors: (Constant), Disiplin Kerja*Beban Kerja, Disiplin Kerja*Beban_Kerja

Sources: data processed 2023

Based on the F Moderated Regression (MRA) test findings displayed in the above table, an estimated F value of 15,108 with a significant value of 0.000 was obtained. When the computed F value is obtained, it is classified as a value larger than the F of the table, which is 3.083, with a probability of significance less than 0.05. In this instance, the F Test (Simultaneous) indicates that Work Discipline (X1) and Workload (X2) jointly moderate Employment Performance (Y).

Table 10. Results of Coefficient of Determination (R2) *Moderated Regression Analysis (MRA) Test*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.274	4028.370

a. Predictors: (Constant), Disiplin Kerja*Beban Kerja, Disiplin Kerja*Beban_Kerja

Sources: data processed 2023

The table presented indicates that the Moderated Regression Analysis (MRA) testing results for the termination coefficient (R) yielded a correlation result of 0.274. This indicates that the results of Job Satisfaction, which modifies the relationship between Work Discipline and Workload on Employee Performance, contributed a correlation of 27.4 per cent to the correlation. This is less than the multiple regression test coefficient of determination result obtained with a gain of 28.1 per cent before the use of moderation factors. In this instance, the impact of workload and work discipline on employee performance is mitigated by job satisfaction.

4.1. Discussion

Work Discipline Based on respondents' feedback, work discipline at Yogya Grand Subang is rated as Very Good (Hasibuan, 2012: 194).

Workload Respondents rated the workload at Yogya Grand Subang as excellent (Munandar, 2016: 59).

Job Satisfaction Job satisfaction at Yogya Grand Subang is perceived as good by respondents (Stephen Robbins, 2003: 91).

Employee Performance Employee performance at Yogya Grand Subang is perceived as good by respondents (Rivai, 2010: 532).

Effects on Employee Performance Work discipline influences employee performance (Ghozali, 2013: 98). Workload does not affect employee performance. However, when job satisfaction is high, the impact of workload and work discipline on employee performance is lessened (Ghozali, 2013: 223).

5. Conclusion and Suggestion

The research conducted at Yogya Grand Subang studied the impact of Work Discipline (X1) and Workload (X2) on Employee Performance (Y), with Job Satisfaction (M) as a moderating variable. Here's a concise summary:

Work Discipline (X1): Scored 87.4% on the questionnaire, indicating very good work discipline. The highest score was for vigilance at work (92%), while the lowest was for understanding of work regulations (64.6%).

Workload (X2): Scored 84.3%, indicating a very good workload balance. Physical health conditions scored the highest (87.4%), while psychological conditions scored the lowest (82.3%).

Job Satisfaction (M): Scored 80.5%, indicating good job satisfaction. The highest score was for an opportunity to use abilities and skills (85.1%), while the lowest was for salary meeting personal and family needs (76.1%).

Employee Performance (Y): Scored 87.4%, indicating very good performance. The highest score was for the amount of work completed (92%), while the lowest was for prioritizing company interests (64.6%).

The study found that: Work Discipline (X1) has a significant positive impact on Employee Performance (Y), and Workload (X2) does not significantly impact Employee Performance. Both Work Discipline and Workload together influence 28.1% of Employee Performance, with the remaining 71.9% influenced by other factors.

Job Satisfaction (M) significantly strengthens the impact of both Work Discipline and Workload on Employee Performance. However, when used as a moderating variable, it weakens the combined effect of Work Discipline and Workload on Employee Performance, contributing only 27.4% to the correlation.

In conclusion, while Work Discipline and Workload do impact Employee Performance, Job Satisfaction plays a crucial role in moderating this impact.

5.1. Suggestion

1. Work Discipline: Improve understanding of work regulations through training.
2. Workload: Address psychological conditions by improving the work environment and providing mental health support.
3. Job Satisfaction: Review compensation structure to ensure it meets employees' needs.
4. Employee Performance: Foster a sense of ownership and alignment with company goals.
5. Job Satisfaction's Role: Enhance job satisfaction through recognition programs and work-life balance initiatives.
6. Further Research: Conduct additional research to understand other factors influencing employee performance.

These suggestions are based on the research findings at Yogya Grand Subang. Tailoring them to the specific needs of the organization is recommended.

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