

THE INFLUENCE OF WORK BALANCE, WORK DISCIPLINE, AND EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE OF AUTOMOTIVE CARS IN PALOPO CITY



^{1*}Nurhayani Nurhayani, ²Junaidi Junaidi, ³Duriani Duriani

^{1,2,3}Faculty of Economics and Business, Muhammadiyah University Palopo - Indonesia

e-mail :

^{1*}nrhayani2004@gmail.com (corresponding author)

²junaidi@umpalopo.ac.id

³duriani@umpalopo.ac.id

ABSTRACT

This study aims to investigate the effect of work balance, work discipline, and employee motivation on the performance of Palopo city car automotive employees. The method used in this research is a quantitative method. Data were analyzed using structural equation modeling (SEM), a multivariate analysis technique used to help understand complex relationships between observed and latent variables. Multivariate analysis is to analyze the influence of independent variables on dependent variables. This research was tested using SMARTPLS4. The sample used in this research is 50 employees, and the population is all employees of Palopo City Car Autos. The results of this study indicate that work-life balance has a positive and significant effect on employee motivation. Work discipline has a positive and significant effect on employee motivation. Work-life balance has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Employee motivation has a positive and significant influence on employee performance.

Keywords: Work Balance; Discipline; Employee Motivation; Employee Performance

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INTRODUCTION

Human Resources (HR) has an important role as the main driver in all company activities (Amelia et al., 2022). Good and professional HR management can help companies maximise performance, achieve desired goals, and improve the quality of HR performance. One of the steps that can be taken is to provide efficient working hours and reduce overtime, while still ensuring task responsibilities are fulfilled, thus creating a balance between the two (Hasanah et al.). Work balance plays an important role in employee performance (Rahmawati et al., 2021). Employees don't just think about roles and problems outside of work. There are also some employees who still think about work goals because of work needs. So, work time and family time are not effective

The development of an organisation is inseparable from performance. This requires every employee of the Palopo city car automotive to achieve good performance so that the main objectives of the company can be achieved. Organisations need a disciplined perspective and attitude to improve employee performance. Discipline is a human resource management function that is needed and closely related to the management of organisational resources (Erpurini, 2019). Employee work discipline is a problem that is summarised based on traditional habits formed by some employees in carrying out their duties and work (Melati, 2022). Among them, there are situations where some employees delay work and there are often misunderstandings between employees, resulting in unsatisfactory work results.

In research conducted by Yunita (2018), the balance between family life and In work can be measured by three things, namely long working hours, high workload, and time management habits. The impact of the balance of family life and work includes job satisfaction, life satisfaction, high commitment to the organisation and low intention to leave. Work discipline is part of behavioural attitudes and is inseparable from compliance with company regulations (Wenas & Ikhram, 2023). Determinations regarding the behaviour, attitudes and actions of employees can be used as a reference for companies to formulate regulations and as employee knowledge (Wenas & Ikhram, 2023). If an employee lacks discipline, it can interfere with or hinder the work and activities of other employees.

Discipline is a person's own responsibility, if self-discipline can be achieved then it can be easily observed anywhere, just as a person's work ability cannot be forced, so it must be The importance of discipline in an organisation allows all employees to behave with prescribed rules or norms, the implementation of tasks that follow applicable rules and procedures allows the organisation to operate more efficiently employee discipline tends to reduce waste of time and resources which increases productivity (Wenas & Ikhram, 2023). carried out in accordance with their respective jobs. Work achievement is closely related to a person's self-discipline and ability. If discipline and ability are high, achievement will be easier discipline in the environment (Saputro & Melinda, 2021).

Motivation plays an important role for companies and governments in coaching, developing, and managing personnel (Wenas & Ikhram, 2023). In order for employees to carry out their duties effectively, motivation is very important for employees to encourage hard work and foster job satisfaction Organisations anticipate that their employees will submit effort, comply with established rules, demonstrate discipline, and produce high-quality work performance, thereby facilitating the delivery of organisational goals.

Problems in terms of work balance in today's era are still many employees who prioritise work so that there is no balance between their work life and personal life. This affects the work discipline and motivation of Automotive employees in Palopo City. The importance of work discipline and employee motivation so that the performance of each employee can increase. This is interesting to study so that researchers conduct research about the effect of work discipline work balance and employee motivation on the performance of automotive car companies in Palopo City.

LITERATURE REVIEW AND DEVELOPMENT

Work Balance

Work balance refers to the management of time and energy between the demands of work and one's personal needs or life outside of work. It involves providing adequate time for work tasks and family, friends, and health (Atiqoh, 2016). It is expected to help employees avoid conflicts that result from the imbalance of multiple roles (Alifia & Sholeha, 2025). Not only are organisations expected to implement policies on work-life balance, but also employees must balance their roles and act professionally in a way that supports work-life balance (Nurhabiba 2020).

Work balance is a term that describes an adequate balance between work and life responsibilities, without misdirection in the role conflict between work and personal life (Alifia & Sholeha, 2025). Everyone's personal life may have opportunities for a successful work life if the timing and engagement between the two is appropriate. The only link between a successful personal life and work-life satisfaction is when the engagement between time and role is good. Thus, the first hypothesis is as follows:

H1: Work balance has a positive and significant influence on employee performance of automotive cars in Palopo City.

Work Discipline

Discipline is an important part of behaviour that is inseparable in setting regulatory policies when following company's regulations. The behaviour of employees' attitudes and actions can be used as a guide for companies in setting policies. provide understanding to employees (Alifia & Sholeha, 2025). Lack of discipline in employees can interfere with or slow down the smooth running of work and other employee activities (Alifia & Sholeha, 2025).

Work discipline is a means used by managers or leaders to increase individual awareness and readiness to comply with company rules and applicable social norms (Alifia & Sholeha, 2025). Work discipline is needed for the company, because it can ensure and smoothness in the implementation of tasks, companies, which in turn support the achievement of optimal results (Afandi, 2018).

Good work discipline is one of the management methods used to encourage members of the organisation to meet various existing requirements (Alifia & Sholeha, 2025). In an organisation, work discipline is very important to avoid negligence, irregularities, or lack of accuracy that can lead to waste in work (Alifia & Sholeha, 2025). According to Siagan and Nurcahyo (in Sulkifli, 2022) this discipline is a very important component in human resource development, which reflects the amount of responsibility held by employees. The second hypothesis is as follows:

H2: Work discipline has a positive and significant influence on employee performance of automotive cars in Palopo City.

Employee Motivation

According to Sutrisno and Ernanda (2024), employee motivation is the drive that arises in individuals because of inspiration, enthusiasm and willingness to do something with sincerity, happiness, and sincerity so as to produce good and quality performance. Employee motivation includes intrinsic and internal drives that encourage a person to make efforts and act in work-related activities. In general, motivation can be understood as a psychological force that influences the direction of a person's behaviour in the organisation, the level of effort made, and perseverance (Alifia & Sholeha, 2025). In addition, motivation can also be defined as the willingness to expend energy to achieve a goal or reward (Alifia & Sholeha, 2025).

Work motivation is an encouragement that arouses a person's enthusiasm to work enthusiastically, so that they are motivated to work effectively, and exert all their efforts to achieve satisfaction. Motivation is a factor that makes someone want to take an action or complete a certain task (Alifia & Sholeha, 2025).

H3: Employee motivation positively has a significant influence on employee performance of automotive cars in Palopo City

Employee Performance

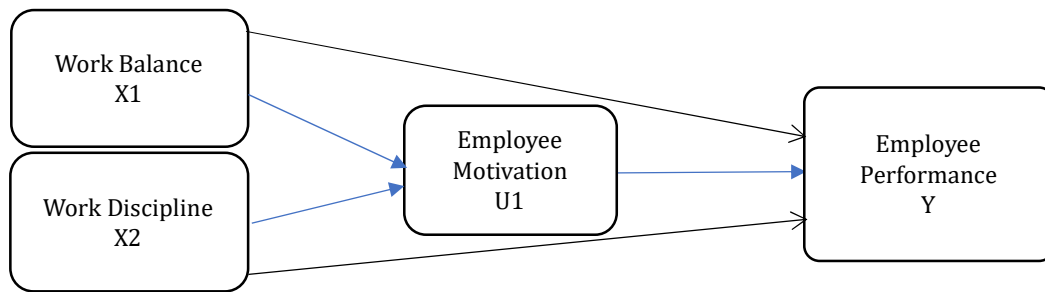
Employee performance is a concept that is variously defined by experts based on their respective points of view (Alifia & Sholeha, 2025). According to Alifia & Sholeha (2025), employee performance is a target that must be achieved and can be measured, which is influenced by the ability of the individual level in making efforts and providing work opportunities to complete their tasks. make opportunities. Thus, employee performance shows the extent to which a person is able to complete their duties by considering quality and productivity

According to Hermina & Yosepha (2019), performance refers to the level performed by employees when carrying out the tasks assigned by the company or organisation. Performance in completing work does not only depend on the tasks assigned, but is also related to employee job satisfaction and evaluation, and is influenced by skills, and individual personality traits (Sudiantini et al., 2019)

H4: Work balance and work discipline simultaneously affect employee performance through employee motivation of automotive cars in Palopo City

Research Framework

Figure 1 shows the conceptual framework of this study, where Work Balance (X1) and Work Discipline (X2) influence Employee Performance (Y) through Employee Motivation (U1) as a mediating variable.



Source: constructed by authors for this study, 2024

Figure 1
Framework of Research

METHOD

Structural Equation Modelling (SEM) is a multivariate analysis method used to describe the simultaneous linear relationship between observational variables (indicators) and latent variables, variables that cannot be measured directly (Ekayani et al., 2021). According to (Arum et al., 2025), SEM is a description of the second generation of structural equations in multivariate analysis, which allows researchers to analyse the influence of complex variables such as recursive and nonrecursive to gain a comprehensive understanding of a model.

This research is quantitative research that focuses on data collection and statistical analysis that aims to answer researcher questions and test hypotheses. The data source in this study uses primary data sources for distributing questionnaires, measured by each item scored on a Likert scale where each question is scored from (1) one to (5). Written questions regarding all dependent variables of employee performance and independent variables of work balance, work discipline, employee motivation and employee performance.

This study uses a questionnaire distributed to respondents online and distributes the questionnaire using social media distributed to respondents / employees containing the variables studied involving a sample size of 50 employees. This study used a purposive sampling technique by selecting 50 Palopo City Car Automotive employees who were considered to have knowledge and experience relevant to the research variables. The sample size of 50 respondents was determined based on the total number of employees available and accessible during the research period. The population was all Palopo City Car Automotives employees. The questionnaire was created using Google Forms to facilitate distribution, resulting in the final sample. Linear regression analysis of the data was performed using the SmartPLS4 program.

RESULTS AND DISCUSSION

Validity and Reliability Test Results

Convergent Validity is an indicator assessed based on the correlation between item scores/component scores and construct scores. This can be seen from the standardized item score/component score with construct scores. This can be seen from the standardized loading factor, which describes the magnitude of the correlation between each measurement item (indicator) and its construct. Individual reflexive measures are

measures (indicators) and their constructs. Individual reflexive measures are considered high if the correlation is >0.7 (Sam et al., 2023).

Reliability aims to assess whether the latent variable measurement indicators are reliable. This is done by evaluating the outer loading results for each indicator. A loading value above 0.7 indicates that the construct can explain more than 50% of the variance (Furadantin, 2018).

Table 1
Validity and Reliability Test Results

Variables	Grain	Factor Loading	Description	Component Reliability
Work Balance	X1,1	0.908	Valid	0,936
	X1,2	0.941	Valid	
	X1,3	0.901	Valid	
	X1,4	0.748	Valid	
	X1,5	0.809	Valid	
Work Discipline	X2,1	0.943	Valid	0.969
	X2,2	0.86	Valid	
	X2,3	0.96	Valid	
	X2,4	0.842	Valid	
	X2,5	0.943	Valid	
	X2,6	0.946	Valid	
Employee Motivation	U1,1	0.912	Valid	0.976
	U1,2	0.898	Valid	
	U1,3	0.948	Valid	
	U1,4	0.958	Valid	
	U1,5	0.924	Valid	
	U1,6	0.967	Valid	
Employee Performance	Y1	0.976	Valid	0.988
	Y2	0.961	Valid	
	Y3	0.974	Valid	
	Y4	0.974	Valid	
	Y5	0.948	Valid	
	Y6	0.952	Valid	

Source: Smart PLS4, 2024

Data is said to be valid if the factor loading value is greater than 0.5. And the validity test results state that the statement indicators representing 4 variables are declared valid at a value of > 0.5 .

Analysis is considered reliable if it has a construt reliability value > 0.7 . The results of this test indicate that the C.R value on the work balance variable is 0.936 work discipline 0.969, employee motivation 0.976, and employee performance 0.988, if all research instrument reliability is greater than 0.7 this indicates that the instrument has good internal consistency menurut (Ghozali 2021).

Descriptive Statistics

The analysis carried out can be in the form of data presentation in the form of ordinary tables, pie charts, frequency distributions, graphs and pictograms. Group explanations are carried out through mode, mean, and group variation calculated through range and deviation with the aim of describing the actual conditions of the Work Balance, Work Discipline, Employee Motivation, and Employee Performance variables. Measurement of respondents' answers was carried out using the following intervals.

$$\text{Interval} = \frac{\text{maximum value} - \text{minimum value}}{\text{interval class}}$$

Table 2
Descriptive Statistics

Interval	Interpretation
1,00 - 1,79	Very Low
1,80 - 2,59	Low
3,00 - 3,39	Medium
3,40 - 4,19	High
4,20 - 5,00	Very High

Source: Smart PLS4, 2024

In the descriptive statistical data variables can be seen by looking at the average value of each indicator that has been analysed in this study can be seen in the following table.

Table 3
Descriptive Statistics of Work Balance Variables

Variables	N	Minimum	Maximum	Mean
X1,1	50	1	5	4,048
X1,2	50	2	5	
X1,3	50	1	5	
X1,4	50	1	5	
X1,5	50	1	5	
X1,6	50	1	5	

Source: Smart PLS4, 2024

From the Table 3, it is shown that the descriptive statistics are part of the respondents' assessment for each variable item and also show their level of assessment of the work balance variable. The average assessment of respondents in this study reached 4.048 with a minimum value of one and two and a maximum of five. This shows the respondents' answers to work balance with higher results.

Table 4
Descriptive Statistics of Work Discipline Variables

Variables	N	Minimum	Maximum	Mean
X2,1	50	1	5	4.06
X2,2	50	1	5	
X2,3	50	1	5	
X2,4	50	1	5	
X2,5	50	1	5	
X2,6	50	1	5	

Source: Smart PLS4, 2024

From the Table 4, it is shown that descriptive statistics are part of the assessment of respondents for each variable item and also show their level of assessment of the work discipline variable. The average assessment of respondents in this study reached 4.06 with a minimum value of one and a maximum of 5. This shows that the respondents' answers to work discipline with higher results.

Table 5
Descriptive Statistics of Employee Motivation

Variablaes	N	Minimum	Maximum	Mean
U1,1	50	1	5	4.143
U1,2	50	1	5	
U1,3	50	1	5	
U1,4	50	1	5	
U1,5	50	1	5	
U1,6	50	1	5	

Source: Smart PLS4 2024

From the Table 5, it is shown that descriptive statistics are part of the assessment of respondents for each variable item and also show their level of assessment of employee motivation variables. The average assessment of respondents in this study reached 4.143 with a minimum value of one and a maximum of five. This shows the respondents' answers to employee motivation with higher results

Table 6
Descriptive Statistics of Employee Performance Variables

Variables	N	Minumum	Maximum	Mean
Y1	50	1	5	4.16
Y2	50	1	5	
Y3	50	1	5	
Y4	50	2	5	
Y5	50	1	5	
Y6	50	1	5	

Source: Smart PLS4, 2024

From the Table 6, it can be seen that the descriptive statistics of respondents in providing an assessment for each variable item show the level of respondents' assessment of the employee performance variable. The average respondent's assessment in this study was 4.16 with a maximum score of 5 and a minimum of 2 and 1. Indicates that respondents' answers regarding employee motivation in this category are classified as very high.

Structural Equation Modeling

To support the visualization of the model, the structural equations formed in this study are as follows.

$$U = \beta_1 X_1 + \beta_2 X_2 + \varepsilon_1$$

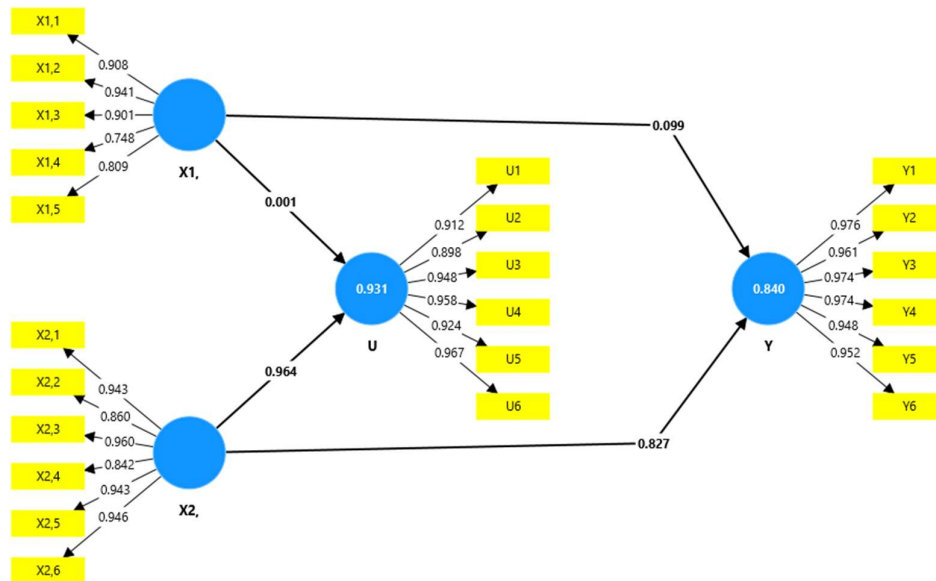
$$Y = \beta_3 X_1 + \beta_4 X_2 + \beta_5 U + \varepsilon_2$$

Keterangan:

- X1 = Work Balance
- X2 = Work Discipline
- U = Employee Motivation
- Y = Employee Performance
- β_1 – β_5 = Path coefficients
- $\varepsilon_1, \varepsilon_2$ = Error term

The figure 2 is a visualization of the structural equation model used in this study. This model shows the relationships between variables, namely work balance (X1), work discipline (X2), employee motivation (U), and employee performance (Y). Each latent

variable is measured by several indicators visualized by arrows from the indicators to the construct. Arrows between constructs indicate the direction of the relationship or influence between variables, both direct and indirect. This model is presented to provide a comprehensive overview of the structure of the relationships between variables tested using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach through SmartPLS 4 software.



Source: Smart PLS4, 2024

Figure 2
Structural Equation Modeling

Hypothesis Testing

Hypothesis testing aims to answer the questions in this research to analyse the structural relationships in the model (Yam & Taufik, 2021).

The Effect of Work Balance on Employee Motivation

Hypothesis 1 (H1) in this research states that there is a positive and significant influence between work balance on employee motivation. This proves that the balance between life and work can affect a person's level of satisfaction in living their roles, where individuals who are able to manage the demands of life and work simultaneously will be more motivated. These results are in line with previous research conducted by Fauziah, (2020), to identify a positive and significant relationship between work balance and employee motivation in the coal mining industry. This means that the better the balance between work and personal life, the higher the work motivation of employees

The Effect of Work Discipline on Employee Motivation

Hypothesis 2 (H2) in this study states that there is a positive and significant effect on work discipline variables on employee motivation. This proves that work discipline or discipline is an important factor that must be considered in a company because it can increase motivation, work enthusiasm and contribute to the achievement of company goals, employees, and society in general. These results are consistent with previous research conducted by Fadilah and Nasution (2022), stating that work discipline and

employee motivation have an influence on UPT. Medan Goods Quality Testing and Certification, or the higher the level of work discipline applied, the more motivation felt by employees, which in turn will support the achievement of organisational goals.

The Effect of Work Balance on Employee Performance

Hypothesis 3 (H3) in this study states that there is a positive and significant effect on the Work Balance variable on employee performance. This proves that the balance between work and life can contribute to improving employee performance, because employees who are balanced in managing work and life tend to be more productive and focused in carrying out their tasks. These results are in line with previous research conducted by Faustina and Julianti (2024), which states that this work balance has a positive and significant impact on employee performance in the technical implementation unit and the Sidoarjo social service centre of East Java province. The research shows that the better the work balance that is achieved, the more optimal employee performance will be.

The influence of Work Discipline on Employee Performance

Hypothesis 4 (H4) in this study states that there is a positive and significant influence on the Work discipline variable on employee performance there will be a positive and significant influence between work discipline on employee performance. This proves that work discipline has a very important and useful role in guiding to follow the policy regulations in the company so as to produce maximum performance. Good discipline can be seen from the high level of responsibility for the tasks assigned. These results are in line with previous research conducted by Prasetyo and Marlina, (2019), stating that high work discipline has a positive and significant effect on employee performance, thus it can be concluded that improving employee discipline will have an impact on improving their performance.

The Effect of Employee Motivation on Employee Performance

Hypothesis 5 (H5) in this research states that there is a positive and significant effect of a close relationship between employee motivation and their performance. This means that any increase in motivation that employees have in carrying out their work will contribute to improving their performance. Motivated employees tend to be more eager to focus, and strive to achieve the goals that have been set, ultimately increasing work results. This research is also supported by Alhusaini et al., (2020) which states that employee motivation has a positive and significant effect on teacher performance. Research shows that high motivation can improve performance, which applies in the context of employees in various fields.

CONCLUSIONS AND SUGGESTION

Based on the results of the research and data analysis that has been carried out, it can be concluded that work balance, work discipline, and employee motivation have a positive and significant influence on employee motivation and performance at Palopo City Car Automotive. Work balance and work discipline have a positive influence on employee motivation, while work balance, work discipline, and employee motivation also have a positive influence on employee performance.

For future researchers, it is recommended to examine other variables that may also influence employee motivation and performance. Variables such as work environment, leadership style, job satisfaction, compensation, and career development opportunities can provide a broader understanding of the factors affecting employee

behavior and output. These aspects are important because a supportive work environment and fair compensation, for instance, can strengthen the impact of work balance and discipline on motivation. Additionally, leadership style and career growth potential play a crucial role in sustaining employee performance in the long term. By exploring these variables, future studies may offer a more comprehensive view that helps companies develop more effective strategies to improve their human resource management.

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