

# Effect of Work Discipline and Job Satisfaction on Employee Performance at the Pratama Gotong Royong Clinic Surabaya

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## Abstract

This study aims to determine the effect of work discipline and job satisfaction on employee performance at the Pratama Gotong Royong Clinic in Surabaya. The approach used in this research is quantitative. Respondents in this study were all employees of the Pratama Gotong Royong Clinic in Surabaya with a total of 40 respondents. The source of this research data was obtained by distributing questionnaires to respondents to obtain primary data. The analysis technique used is a multiple linear analysis technique which aims to determine how much influence the variables of Work Discipline and Job Satisfaction (t-test) have on employee performance. Meanwhile (f-test) is used to test whether this research is feasible or not to be used for this research. The results of the study stated that the variables of Work Discipline and Job Satisfaction had a significant effect on employee performance.

## Keywords

Employee Performance, Job Satisfaction, Work Discipline

## 1. Introduction

The era of globalization has reached into various aspects of life. In the current era of globalization, many companies want to develop their business rapidly, so companies need good management to achieve company goals. One way to achieve company goals that is effective and efficient is by implementing a strategy. In order for a company to have an advantage on a global scale, the company must be able to perform better in order to produce high-quality goods and services. Basically every company by doing various ways, one of them by developing programs to improve employee performance.

The success of health services in a clinic cannot be separated from various service factors not only in terms of nursing but also the presence of other non-medical human resources who help in the implementation of good services. Therefore, in order to continue to develop themselves and for the survival of the organization. In this case, the expected increase in employee performance is to be able to improve their performance as much as possible to provide satisfactory service. The success of an organization is strongly influenced by employee performance. Every organization or company will always try to improve performance of the employees therefore the company's goals are achieved. To achieve these results in need of factors that affect the achievement of performance.

The clinic is means for treating patients, in a clinic there are employees who devote themselves and treat patients seriously for the success of the clinic in building a good image and trust of the people. Pratama Gotong Royong Clinic is one of health clinics in Surabaya on Jalan Manyar Kartika IV No.2-4-6 Surabaya. Gotong Royong Clinic has several workers who have their functions and duties in accordance with their respective fields. However, based on the results of an interview from one of the workers, there are still some employees who are not orderly in doing their work. "There were some employees who came to the clinic and went out not according to office hours, and without asking permission they were absence or leave the clinic," said one employee at the Pratama Gotong Royong Clinic. These problems can lead to a decrease in employee performance which ultimately has an impact on not achieving the organization's goals. Employees are a very valuable organizational asset that must be managed properly by the organization in order to make an optimal contribution. One of the main concerns of the organization is job satisfaction. The factors affect employees at work, are the job itself, supervision, salary factors and incentives which are still considered low, relationships between employees who are not harmonious, resulting in non-optimal performance.

From the description above, in this study the researcher interested in conducting research with the title "The Effect of Work Discipline and Job Satisfaction on Employee Performance at the Pratama Gotong Royong Clinic Surabaya".

## 2. Literature Review

### 2.1 Work Discipline

Siagan (Harunan, 2018) states that work discipline is a management action to encourage organizational members to meet the demands of various provisions. Discipline itself is not formed in an instant, where there is a continuous process of coaching, forgings from an early age. Forging does not have to be through violence, but firmness, because firmness and firmness in implementing regulations are the main capital and absolute requirements for realizing better discipline (Harunan, 2018). The main purpose of Work Discipline is for the continuity of the organization or company in accordance with the motives of the organization or company concerned both today and tomorrow.

### 2.2 Job Satisfaction

Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything they face in their work environment (Arief Eka Atmaja, 2011). Job satisfaction is an emotional attitude that is pleasant and loves his job (Hasibuan, 2014). With job satisfaction can improve the performance of nurses (Arief Eka Atmaja, 2011). Aspects of job satisfaction according to (Tasios, T., & Giannouli, 2017) are:

1. The nature of the work (Work) is the extent to which the work does not contradict one's conscience. Where the work done can be enjoyed or may not be enjoyed.
2. Salary (Pay) is the payment received by the employee in return for what has been done to the company.
3. Promotion is an opportunity to improve employee positions given by the company.
4. Supervision or leadership is support from superiors in work such as direct supervision of competencies or providing technical assistance related to assigned assignments.
5. Co-workers are a group of people who are in the same company. This aspect refers to a cooperative relationship with colleagues who have enthusiasm, competence and are able to work together.

### 2.3 Employee Performance

Sudaryono in (Prasetyo & Marlina, 2019), states that performance is a series of activities that describe the extent to which the results have been achieved by a person in carrying out his duties and responsibilities, both in the form of successes and shortcomings that occur. Performance in general is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, Sunyoto (Rahmawati & Irwana, 2020).

Performance in an organization has different work standards depending on the company's policies. The factors that affect performance are developed in various ways from each point of view. According to (Edy, 2016), the factors that affect performance are as follows:

1. Effectiveness and Efficiency
2. Authority and Responsibility
3. Discipline
4. Initiative

### 2.4 Framework

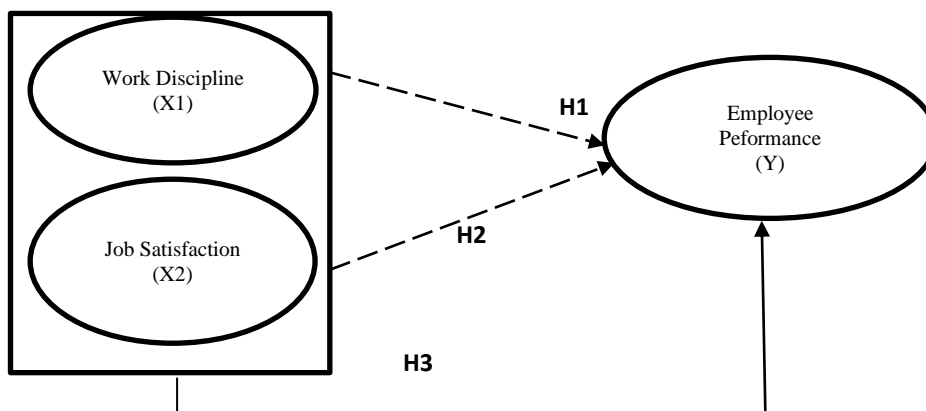


Figure 1. Framework

Hypothesis

H1: Work Discipline has a partially significant effect on Employee Performance at the Pratama Gotong Royong Clinic

H2: Job Satisfaction has a partially significant effect on Employee Performance at the Pratama Gotong Royong Clinic

H3: Work Discipline and Job Satisfaction have a significant simultaneous effect on Employee Performance at the Pratama Gotong Royong Clinic

### **3. Methodology**

Analysis of the data used in this study using quantitative descriptive analysis techniques. According to (Sugiyono, 2013) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/ statistics with the aim of testing the established hypotheses. According to (Suharsaputra, 2012), quantitative research methods are research that uses numbers that are used as data which is then analyzed

#### **3.1 Population and Sample**

The population in this study were employees of the Pratama Gotong Royong Clinic in Surabaya totaling 40 medical and non-medical employees.

The sample is part of the population of Uma now in (Novianta, P., & subiyanto, 2020) The sample consists of several members selected from the population, to determine the sample that is part of the population used calculations and reference tables developed by experts in general. Researchers took the entire population of the Pratama Gotong Royong Clinic, with total of 40 respondents. Thus the use of the entire population without having to draw a research sample as a unit of observation is referred to as a census technique (saturated sample).

#### **3.2. Data collection technique**

The technique used in collecting data using survey techniques through the distribution of questionnaires. According to (Sugiyono, 2013) the questionnaire is a data collection technique that is done by giving a set of questions or a written statement which is done by giving a set of questions on a written statement to the respondent to answer. In implementing this method, the researcher will go directly to get the data needed because this method requires contact between the researcher and the respondent.

### **4. Conclusion**

#### **4.1 Validity test**

Testing on validity is very necessary in a study, especially those using questionnaires to obtain data. Testing on the validity is intended to find out the error between the concept and empirical reality.

According to Ghozali, (2016) the validity test is used to measure whether or not a questionnaire is valid. In this case a questionnaire is declared valid if the question or statement on the questionnaire is able to reveal something that can be measured by the questionnaire (Ghozali, 2016).

Table 1. Validity Test

Variable	Indicator	Corrected Item-Total Correlation	R-Table	Information
Work Discipline (X <sub>1</sub> )	X1.1	0,631	0,312	Valid
	X1.2	0,712	0,312	Valid
	X1.3	0,721	0,312	Valid
	X1.4	0,702	0,312	Valid
	X1.5	0,636	0,312	Valid
	X1.6	0,619	0,312	Valid
	X1.7	0,725	0,312	Valid
Job Satisfaction (X <sub>2</sub> )	X2.1	0,738	0,312	Valid
	X2.2	0,657	0,312	Valid
	X2.3	0,678	0,312	Valid
	X2.4	0,741	0,312	Valid
	X2.5	0,678	0,312	Valid
	X2.6	0,711	0,312	Valid
	X2.7	0,594	0,312	Valid
	X2.8	0,624	0,312	Valid
	X2.9	0,615	0,312	Valid
	X2.10	0,559	0,312	Valid
	X2.11	0,585	0,312	Valid
Employee Performance (Y)	Y1	0,815	0,312	Valid
	Y2	0,647	0,312	Valid
	Y3	0,802	0,312	Valid
	Y4	0,681	0,312	Valid
	Y5	0,779	0,312	Valid
	Y6	0,722	0,312	Valid
	Y7	0,631	0,312	Valid

#### 4.2 Reliability Test

According to Sugiyono, (2016) the reliability test is used to find out how far the measurement results remain consistent if two or more measurements are taken of the same symptoms using the same measuring instrument. Reliability test is conducted to show the extent to which a measuring instrument can be trusted or relied upon. To see whether the measuring instrument used is reliable or not, a statistical approach is used, namely through the reliability coefficient, if the reliability coefficient is  $> 0.60$  then the overall statement is declared reliable (reliable).

Reliability Statistics	
Cronbach's Alpha	N of Items
,841	25

From table 2, the reliability test of the research variables above shows that all Cronbach's alpha values from both dependent and independent variables are declared reliable or acceptable because they have a value above 0.6, which means that the questions from this research questionnaire are said to be reliable or reliable.

#### 4.3 Data Normality Test

The normality test in multiple linear regression aims to test between the dependent variable and the independent variable having a normal distribution or not. A good regression model has normal redistribution data close to normal. In this case to test whether the data is normally distributed or not. The normality of the retribution of a data is a must that must be met when doing parametric statistical analysis.

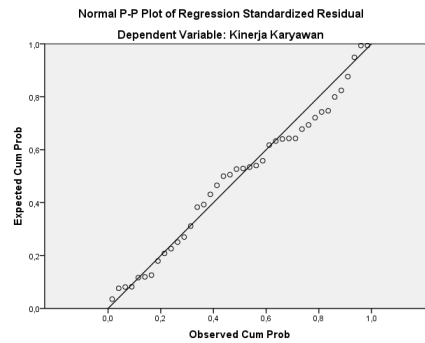


Figure 2 P-Plot . Normality Test Results

Based on the results of the P-Plot test from Figure 2 above, it shows that the data points have spread following the diagonal line, so it can be said that the data in this study has a normal distribution.

Table 3 Data Normality Test  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
	N	40
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,87024503
Most Extreme Differences	Absolute	,097
	Positive	,097
	Negative	-,075
Kolmogorov-Smirnov Z		,616
Asymp. Sig. (2-tailed)		,843

a. Test distribution is Normal.

b. Calculated from data.

From the results of the calculation in table 3 above, the sig value is 0.843 or greater than 0.05. Then the provisions of Ho are accepted, namely that the assumption of normality is met.

#### 4.4 Multicollinearity Test

The multicollinearity test is part of the classical assumption test in multiple linear regression analysis which aims to test whether in the regression model there is a strong relationship between independent variables or independent variables. A good regression model should not have a correlation between the independent variables or the absence of multicollinearity symptoms. The basis for making decisions in the multicollinearity test is by looking at the Tolerance and Variance Inflation Factor (VIF) values. If the tolerance is 0.10, it means that there is multicollinearity in the regression model, and if the VIF value is 10.00, it means that there is no multicollinearity in the regression model. A low tolerance value is the same as a high VIF value because it can be said ( $VIF = 1 / \text{Tolerance}$ ).

Table 4 Multicollinearity Test  
Coefficients<sup>a</sup>

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Disiplin Kerja	,995	1,005
Kepuasan Kerja	,995	1,005

a. Dependent Variable: Kinerja Karyawan

Based on the table above, it shows that the VIF value for the independent variable is less than 10. So it can be said that there is no symptom of multicollinearity between the independent variables.

#### 4.5 Heteroscedasticity Test

The heteroscedasticity test is one of the classical assumption tests that assesses whether there is an inequality of variance from the residuals for all observations made in the linear regression model. This test must

be performed on linear regression because if the assumption of heteroscedasticity is not met, then the regression model is declared invalid as a forecasting tool.

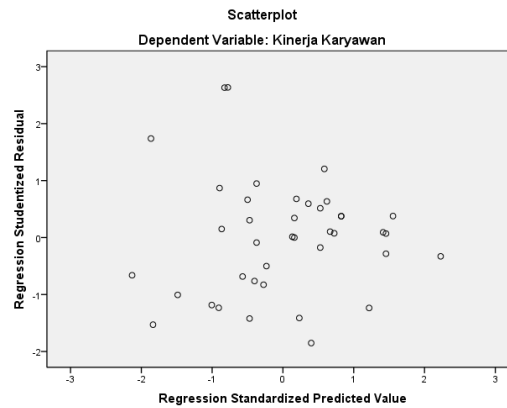


Figure 3 Heteroscedasticity Test (Scatterplot)

From the results of Figure 3 above, it shows that there is no clear pattern in the distribution of the data, as well as the points that spread above and below the number 0 on the X and Y axes. It can be concluded that there is no heteroscedasticity disorder in this study. The following is the heteroscedasticity test in this study which was detected using the glesjer test to strengthen the scatterplot results.

#### 4.6 Multiple Linear Regression Test

Multiple linear regression analysis from this study was used to determine whether or not there was an influence of Work Discipline (X1), Job Satisfaction (X2) as the independent variable on Employee Performance (Y) as the dependent variable. Multiple linear regression equations are enabled from the results of data processing with the SPSS program as follows:

Table 5 Multiple Linear Regression Test Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,462	5,211		2,008	,052
	Work Discipline	,372	,159	,347	2,343	,025
	Job Satisfaction	,137	,085	,240	1,622	,013

a. Dependent Variable: Employee Performance

$$Y = 10,462 + 0,372 X_1 + 0,137 X_2$$

From the results of these equations, it can be interpreted that:

1. The constant value is 10,462, this shows that if Work Discipline (X1), Job Satisfaction (X2) is equal to zero, then Employee Performance is 10,462.
2. Work Discipline Value (X1) 0.372. This shows that if Work Discipline (X1) increases by one unit, it will increase Employee Performance (Y) by 0.372 units with the assumption that the Job Satisfaction variable (X2) is constant.
3. The value of the coefficient of job satisfaction (X2) is 0.137. This shows that if employee job satisfaction increases by one unit, it will increase employee performance (Y) by 0.137 units assuming the size of the Work Discipline variable (X1) is constant.

#### 4.7 Determination Test

The analysis of the coefficient of multiple determination in this study was used to measure how much variation up and down the variables of work discipline (X1) and job satisfaction (X2) were able to affect employee performance (Y). From the results of the data test, it is possible to obtain the coefficient of multiple determination as follows:

Table 6 Determination Test Results of R and R<sup>2</sup>  
 Model Summary<sup>b</sup>

Model	R Square		Adjusted R Square	Std. Error of the Estimate
	R	R Square		
1	,437 <sup>a</sup>	,391	,347	2,947

a. Predictors: (Constant), Kepuasan Kerja, Disiplin Kerja

b. Dependent Variable: Kinerja Karyawan

Based on the results of the data test in table 4.16 of the summary model above, the R square value is 39.1%, which means that the work discipline variable (X1) and job satisfaction (X2) explains 39.1% of the variation in the employee performance variable (Y). While the remaining 60.9% is influenced by other variables not examined in this study.

#### 4.8 F Test

The F test aims to be able to determine the effect of the independent variable Work Discipline (X1), Job Satisfaction (X2) on the dependent variable, namely employee performance (Y) the acceptance criteria and the rejection of the hypothesis used are as follows:

1. If the significant value is  $> 0.05$  then  $H_0$  is accepted and  $H_a$  is rejected or the independent variable from the linear regression model is not able to explain the dependent variable.
2. If the significant value is  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted or the independent variable from the linear regression model is able to explain the dependent variable.

 Table 7 F Test Results  
 ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75,681	2	37,841	4,358	,020 <sup>a</sup>
	Residual	321,294	37	8,684		
	Total	396,975	39			

a. Predictors: (Constant), Work Discipline, Job Satisfaction

b. Dependent Variable: Employee Performance

Based on table 7 ANOVA above, it can be said that the results of simultaneous hypothesis testing with a calculated F value of 4.358 with a significant level of 0.020. The significant value of F is less than 0.05, thus it can be concluded that the variables of Work Discipline (X1) and Job Satisfaction (X2) have a significant effect simultaneously.

#### 4.9 T Test

The criteria for acceptance and rejection of the partial hypothesis with the t-test are:

1. If the significant value is  $> 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected or the independent variable is unable to explain the dependent variable or there is no significant effect of the variable being tested.
2. If the significant value is  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted or the independent variable is able to explain the dependent variable or there is a significant effect of the variable being tested.

 Table 8 T Test Results  
 Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,462	5,211		2,008	,052
	Work Discipline	,372	,159	,347	2,343	,025
	Job Satisfaction	,137	,085	,240	1,622	,013

a. Dependent Variable: Employee Performance

Based on the coefficients table above, the results of partial hypothesis testing are obtained as follows:

1. Effect of Work Discipline (X1) on employee performance (Y)  
 The results of the analysis of the Work Discipline variable obtained a significant value of 0.025 (smaller than 0.05) which means that the Work Discipline variable (X1) has a significant effect on employee performance (Y).

2. Effect of Job Satisfaction (X2) on employee performance (Y)

The results of the analysis of job satisfaction variables were obtained with a significant value of 0.013 (smaller than 0.05) which means that the work discipline variable (X2) has a significant effect on employee performance (Y).

#### 4.10 Discussion

1. The Effect of Work Discipline on Employee Performance

The results of the tests that have been carried out in this study show that Work Discipline has a significant influence on employee performance at the Pratama Gotong Royong Clinic in Surabaya. This shows evidence because Work Discipline has a significant value of 0.025 which is smaller than 0.05. From this value, it can be concluded that Work Discipline has a significant influence on Employee Performance. If work discipline is carried out the better, the higher the employee performance. The results of this study support research conducted by Adi Setya Pamungkas and Sri Yuni Widowati (2020) which states that work discipline has a positive and significant effect on employee performance.

2. The Effect of Job Satisfaction on Employee Performance

The results of the tests that have been carried out in this study, job satisfaction has a significant level of influence on employee performance at the Pratama Gotong Royong Clinic in Surabaya. This can be shown by evidence because job satisfaction has a significant value of 0.013 which is smaller than 0.05. From this value, it can be concluded that job satisfaction has a significant effect on employee performance. If job satisfaction increases it will affect the increase in employee performance. This is indicated by the existence of superiors who are willing to listen to the suggestions of each employee so that it can increase job satisfaction for employees. The results of this study support the research conducted by Purnama Novianta, Tamansiswa Didik Subiyantob (2020) which states that job satisfaction has a positive effect on employee performance.

3. Simultaneous Influence of Work Discipline and Job Satisfaction on Employee Performance

Based on the results of simultaneous regression analysis, the Fcount value is 4.358 with a significant level of 0.020. The significant value of F is less than 0.05, thus it can be concluded that the variables of work discipline (X1) and job satisfaction (X2) have a significant effect simultaneously.

#### 5. Conclusion

Based on this research was conducted to determine which variables affect employee performance. In this study there are independent variables used are work discipline variables (X1) and job satisfaction (X2) while the related variables used are employee performance (Y), it can be concluded:

1. Work discipline has a significant influence on employee performance. If work discipline is carried out the better, the better or higher the employee's performance.
2. Job satisfaction has a significant effect on employee performance. If job satisfaction increases, it will affect employee performance.
3. Work discipline and job satisfaction have a significant effect simultaneously on employee performance.

Based on the conclusions, the researchers found the expected suggestions for the company and for other parties as follows:

1. This study only uses certain independent variables, namely work discipline and job satisfaction. It is hoped that for further research, researchers can add independent variables such as compensation, motivation, leadership so that the results obtained in writing research can be compared with this research.
2. The company should be able to improve work discipline and job satisfaction for employees so that the company can produce better company performance.
3. It is expected that leaders can communicate well to employees, so that employees feel comfortable and satisfied with their work so that they are able to provide good performance for the company.
4. In order to increase employee performance, it is expected that company leaders will think more about the welfare of employees and give greater trust to employees.
5. It is expected for the company to provide sanctions that are not too heavy for employees who may be negligent in carrying out their work.
6. It is expected for the company to be able to provide salaries that are in accordance with the level of workload carried out by employees.

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### **Biography / Biographies (Optional)**

**Luckna Maudy Syafira** is a student of the management study program, Faculty of Economics and Business, Narotama University, Surabaya. Born in Surabaya, February 22, 1999, she first attended SD Muhammadiyah 12 Surabaya. After graduating, he continued his education at SMPN 43 Surabaya. And then entered SMA Mujahidin Surabaya majoring in natural science (biology) and participated in school activities joining school organizations (osis) and scouts. And now studying at Narotama University.

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