



The Influence Of Work Ethics, Work Discipline, And Work Motivation On Work Productivity Of Private Office In North Sumatra

Nashrudin Setiawan¹, Teguh Waluyo², Rindi Andhika³

^{1,2,3} Department of Management, Faculty of Social Sciences, Universitas Pembangunan Panca Budi, Medan, 20122, Indonesia.

ARTICLE INFORMATION

Received : October 31, 2022
 Revised : December 31, 2022
 Available online : January 01, 2023

KEYWORDS

Work Ethic; Work Discipline; Motivation ; Work Productivity

CORRESPONDENCE

Phone :
 E-Mail :
 nasrudinsetiawan@gmail.com

ABSTRACT

This research was conducted to find out how The Effect Of Work Ethos, Work Discipline, And Work Motivation On Work Productivity Of Private Offices In North Sumatra

The number of samples was 73 respondents. This research was conducted in 2022. This research used quantitative data processed with SPSS 24.0 with multiple linear regression models. The results showed that work ethic, work discipline, and work motivation both partially and simultaneously had a positive and significant effect on the work productivity of the employees of the Regional Office of the Ministry of Religion of North Sumatra. Work discipline was the most dominant variable affecting work productivity with t_{count} of 4.141. In addition, 91.8% of work productivity could be explained and obtained from work ethic, work discipline, and work motivation, while the rest was due to other factors. Work productivity had a very strong relationship to work ethic, work discipline, and work motivation.

INTRODUCTION

Human resources who are able to work productively are important company assets that can encourage companies to achieve company goals more quickly. Employees who work productively not only produce good results but also produce more quantity of work but in a shorter time, even with limited resources. Sutrisno (2015) defines work productivity as the ratio of work results to the time needed to produce a product from a person's workforce. Through careful human resource planning, the work productivity of the existing workforce can be increased. This can be realized through adjustments taking into

account the factors that affect employee productivity.

Saksono (2017) suggests that the level of employee productivity depends on the factors that influence it where these factors are work ethic, work discipline, and work motivation. In line with this, Anoraga (2018) suggests that there are several factors that affect work productivity, including education, motivation, work discipline, skills, work ethic, responsibility for work, work commitment, nutrition and health, income level, environment work and working climate technology, means of production, social security, management, and opportunities for achievement. Based on this theory, it can be concluded that there are at least 3 factors that influence employee work productivity,

namely work ethic, work discipline, and work motivation.

Work ethic is one of the factors that affect employee work productivity. Sinamo (2017) reveals that work ethic is a concept about work that is believed by a person or group of people to be good and right which is manifested through their typical work behavior. For example, Japanese people are known to have a high work ethic. They will enthusiastically carry out all the workload given to the best of their ability, do as much as they can so as not to disappoint the company. Their work is seen as something very noble, so it's no wonder that Japan has a very productive workforce. This is in accordance with the theory put forward by Saksono (2017) which suggests that work ethic is one of the important factors affecting employee work productivity. The results of research conducted by Ningsih, Rudi, and Rafani (2017) and Sumajouw, Adolfina, and Uhing (2018) also show that work ethic has a positive and significant effect on employee productivity.

Work discipline has a very important role in forming productive employees. Sutrisno (2015) argues that work discipline is an attitude of willingness and willingness of a person to obey and comply with the regulatory norms that apply in the company where employees work. So that it can be interpreted that willingness and willingness is the attitude of a person voluntarily complying with all regulations and being aware of his duties and responsibilities, while willingness is an attitude of behavior and actions of a person in accordance with company regulations, whether written or not. With discipline it is hoped that the work will be carried out as effectively as possible. Work discipline are some of the factors that can affect work productivity in order to develop and improve the professionalism of employees in their work and adapt to the changes and development that are currently taking place. This is in accordance with the theory proposed by Anoraga (2018), where one of the factors that affect employee work productivity is the factor of work discipline. The results of research conducted by Saleh and Utomo (2018) and Christian and Farida (2016) also show that work discipline has a positive and significant effect on employee work productivity.

Work motivation is one of the important factors in encouraging employees to work productively and continue to work productively. Rivai (2018) explains that work motivation is a driving force in an employee to carry out certain actions in a positive direction according to the needs and desires of the company. Motivation is important because with this motivation it is hoped that each individual employee will work hard or

enthusiastically to achieve high work productivity. Managers must know the motives and motivations desired by employees in order to be able to motivate employees. People want to work is to be able to meet needs, both conscious needs and unconscious needs, in the form of material or non-material, physical and spiritual needs. This is in accordance with the theory put forward by Hariandja (2017) which suggests that there are several factors that affect employee work productivity, one of which is the employee motivation factor. The results of research conducted by Pratiwi (2015) and Purnama (2018) also show that work motivation has a positive and significant effect on employee work productivity.

The existence of the Covid-19 pandemic that came and spread in Indonesia, especially in the North Sumatra region, made the central government in March 2020 take the decision to carry out social distancing, namely maintaining the physical distance of the community in carrying out various daily activities and directing the community to spend most of their activities in house, which was then followed by Physical Distancing, PSBB, and PPKM. This has made many companies and government agencies implement work from home policies for their employees or employees. Work from home allows every employee to complete their tasks at home, including all employees of the North Sumatra private office. Prior to the Covid-19 pandemic, employees of the North Sumatra private office had quite good work productivity. Where, employees are able to complete their work properly and on time. Various activity plans also ran well and smoothly without significant obstacles. Employees also maximize working time to carry out various tasks so that they are completed quickly.

After the Covid-19 pandemic, North Sumatra Private Office agencies followed orders and directions from the central government and regional governments to carry out social distancing for their employees by implementing work from home. Initially, work from home was implemented every day and for every civil servant employee in the North Sumatra Private Office. Until July 2020, the work from home policy was enforced alternately every day for each employee so that employees spent 50% of their time working at home (work from home) and 50% working in the office (work from office). This rule remains in effect and will continue to apply until the Covid-19 pandemic is declared over.

Based on the results of observations made, the implementation of work from home has totally reduced employee work productivity so that the agency made the decision to reduce 50% of the composition of work from home time so that employees must still come to the office

3 times a week alternately. During work from home activities, employee tasks are not completed on time and various activities are also hampered. Many reports were not completed and the search for various budgets for various activities was also hampered. Many employees are actually preoccupied with working at home and make work from home like a holiday from work where employees should continue to work as usual but everything is done at home. The delay in completing this task indicates that the employee's performance is no longer productive, especially if the employee uses his work time at home to relax and laze around. The atmosphere of working at home without supervision makes employees feel late to do their assignments and often procrastinate their work. Employee initiative decreases significantly and employees become undeveloped. This makes work time efficiency at home a lot wasted and work actually becomes neglected. This is what prompted agencies to adopt a policy to reduce the composition of work from home time by up to 50% so that employee productivity can increase again, although not like before the Covid-19 pandemic, but at least to improve.

Based on the results of a pre-survey conducted on 20 employees during the period when work from home was implemented and the Covid-19 pandemic still existed, it showed that there were problems with employee work productivity, as shown in the following table:

Table 1. Pre-Survey Results for work productivity variables

No	Question	Agree		Don't Agree	
		Frek	(%)	Frek	(%)
1	Employees Feeling that they don't need to work from home do not create a feeling of laziness in employees	3	15%	17	85%
2	Employees still produce the same quality of work as when they were still working in the office	8	40%	12	60%
3	Employees always complete their tasks on time just like they are still working in the office	5	25%	15%	75%
4	Employees maximize working time at home by not delaying their work the same as when employees maximize working time in the office	3	15%	17%	85%

The results of the pre-survey of 20 employees showed that only 3 employees felt that working from home did not instill a sense of laziness in employees. Then 8 employees who still produce the same quality of work as when they were still working in the office. Furthermore, only 5 employees who always complete their tasks on

time, the same as when they were still working in the office. Finally, there are only 3 employees who maximize working time at home by not procrastinating their work the same as when employees maximize working time at the office. This shows that there is a real problem with the work productivity of employees in the North Sumatra Private Office during the implementation of work from home during the Covid-19 pandemic which was identified with employees who like to procrastinate their work so that it creates a feeling of laziness in employees which causes employee productivity to decrease.

Work ethic is very much needed for employees so that employees are willing to work hard and are able to work as well as possible to complete tasks and overcome problems that arise even though they have to work at home, so that employee work productivity increases. Working at home doesn't mean employees can be lazy. Even though they have to work at home, employees should still be able to work more productively where employees will work harder and be more serious in completing the tasks given if the employee has a high work ethic. However, based on observations made, many of the North Sumatra Private Office employees are working very relaxed, lazy at home, and are less enthusiastic at work, where the awareness of their duties and responsibilities is quite low while working at home so that the work ethic is also get low. Based on the results of a pre-survey conducted on 20 employees during the time when work from home was implemented and the Covid-19 pandemic still existed, it showed that there were problems with the employee's work ethic as shown in the following table:

Table 2. Pre-survey results for work efficiency variables

No	Question	Agree		Don't Agree	
		Frek	(%)	Frek	(%)
1	Employees always start their office work at home at the same time as when working in the office	0	0%	20	100%
2	Employees continue to comply with all work procedures even without supervision while working at home	7	35%	13	65%
3	Employees remain aware of their duties and responsibilities even though they are working at home and continue to carry out the same well when working in the office	6	30%	14	70%
4	Employees remain ready to take orders from the leadership and immediately complete the work ordered while working at home	9	45%	11	55%

The results of the pre-survey of 20 employees showed that there were no employees who always started their office work at home at the same time as when working in the office. Then only 7 employees continue to comply with all work procedures even though they are unsupervised while working at home. Furthermore, only 6 employees are still aware of their duties and responsibilities even though they are working at home and still carry out the same well when working in the office. Finally, there are only 9 employees who are still available to take orders from the leadership and immediately complete the work ordered while working at home. This shows that there is a true problem with the work ethic of employees in the North Sumatra Private Office during the implementation of work from home during the Covid-19 pandemic which was identified with employees being less aware of their duties and responsibilities so that they often neglect their work even though they are still in office working hours while working at home .

Work discipline at the North Sumatra Private Office was really bad during the Covid-19 pandemic. This can be seen from the many employees who still came late to the office and even many employees who still did not attend work even though at that time the employee status was WFO (work from office). In addition, there are still some employees who leave the office for business outside of work, even though there are clear regulations that employees must remain in the office and are prohibited from leaving the office if it is not work to avoid crowds and reduce activities outside the office and home. This results in employee discipline being considered poor so that it can affect employee work productivity if the wasted time is used optimally for office work. The recent health protocols are no longer being followed. This is indicated by the number of employees who are currently no longer wearing masks, not washing their hands when entering the office in the space provided, crowding among employees and not keeping their distance. Based on the results of a pre-survey conducted on 20 employees during the period when work from home was implemented and the Covid-19 pandemic still existed, it showed that there were problems with employee work discipline as shown in the following table:

Table 3. Pre-survey results on work discipline variables

No	Question	Agree		Don't Agree	
		Frek	(%)	Frek	(%)
1	Employees have a history of low lateness to work during the Covid-19 pandemic	2	10%	18	90%
2	Employees always strictly adhere to all regulations that	7	35%	13	65%

3	apply in the office, including health protocols Employees can still work with high concentration even though they work at home	5	25%	15	75%
4	Employees continue to carry out their duties and responsibilities even though they are working at home and there is no supervision	5	25%	15	75%

The results of a pre-survey of 20 employees showed that only 2 employees had a history of low lateness to work during the Covid-19 pandemic. Then only 7 employees who always strictly comply with all regulations that apply in the office, including health protocols. Furthermore, only 5 employees can still work with high concentration even though they work at home. Finally, only 5 employees continue to carry out their duties and responsibilities even though they are working at home and there is no supervision. This shows that there is a true problem with employee work discipline in the North Sumatra Private Office during the implementation of work from home during the Covid-19 pandemic which was identified with employees not complying with office regulations by arriving late and not complying with health protocols while working in the office, and not carrying out duties and responsibilities while working from home.

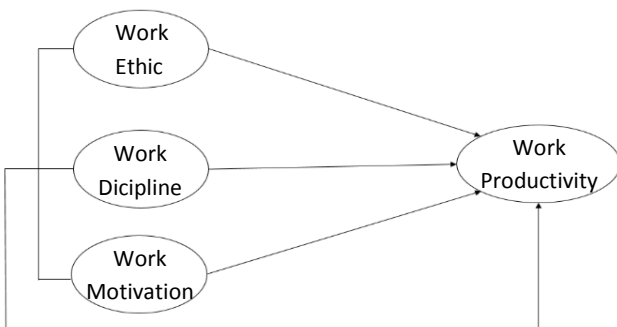
The work motivation of North Sumatra Private Office employees should have remained high even during the Covid-19 pandemic. Considering that even during the Covid-19 pandemic there were still many bonuses, incentives and career development promotions given to employees who excel, namely employees who have high work performance and productivity. Even though the amount of incentives was reduced due to various cuts in the budget for the cost of handling Covid-19 by the state. However, these things are felt to be insufficient to give employees the motivation and hope to continue to excel. At a time when many employees were lazy during the Covid-19 pandemic, this actually became an opportunity for employees to show their work achievements so that the employee's career development process would run smoother. Employees are currently less motivated to work harder because there are no motives and expectations that are strong enough to be able to encourage employees to work more enthusiastically which will result in high work productivity. Laziness while working at home defeats employee motivation which makes employees not motivated to work better to produce better work performance. indicates a problem with employee motivation as shown in the following table:

Table 4. Pre-survey results for work motivation variables

No	Question	Agree		Don't Agree	
		Frek	(%)	Frek	(%)
1	Officers have a strong drive to continue working better even when working at home	4	20%	16	80%
2	Officers continue to show good work performance even when working at home so that the promotion of the officer's department runs smoothly	6	30%	14	70%
3	Officers get the same incentives as before the Covid-19 pandemic	4	20%	16	80%

The results of the pre-survey of 20 employees showed that there were only 4 employees who had a strong drive to continue working better even though they were working at home. Then only 6 employees continued to show good work performance even though they worked at home so that the promotion of employee positions ran smoothly. Finally, there were only 4 employees who received the same incentives as before the Covid-19 pandemic. This shows that there is a true problem with employee motivation in the North Sumatra Private Office during the implementation of work from home during the Covid-19 pandemic which was identified with employees losing the drive to work better due to decreased incentives received and no hope of promotion.

METHOD



Hypothesis H1

Work ethic partially has a positive and significant effect on the work productivity of North Sumatra Private Offices.

Hypothesis H2

Work discipline partially has a positive and significant effect on the work productivity of North Sumatra Private Offices.

Hypothesis H3

Work motivation partially has a positive and significant effect on the work productivity of North Sumatra Private Offices.

Hypothesis H4

Work ethic, work discipline, and work motivation simultaneously have a positive and significant effect on the work productivity of North Sumatra Private Offices.

RESULTS AND DISCUSSION

Table 5. Valid Results for each item of Work Productivity variable questions

Pertanyaan ke -	Simbol	Fhitung	Fkritis	Keterangan
1	Y _{1-1,1}	0,802	0,3	Valid
2	Y _{1-1,2}	0,605	0,3	Valid
3	Y _{1-2,1}	0,746	0,3	Valid
4	Y _{1-2,2}	0,555	0,3	Valid
5	Y _{1-3,1}	0,496	0,3	Valid
6	Y _{1-3,2}	0,827	0,3	Valid
7	Y _{1-4,1}	0,822	0,3	Valid
8	Y _{1-4,2}	0,547	0,3	Valid
9	Y _{1-5,1}	0,859	0,3	Valid
10	Y _{1-5,2}	0,716	0,3	Valid

Table 6. Valid results for each item of work motivation variable question

Tabel 4.26. Hasil Kevalidan Setiap Butir Pertanyaan Variabel Motivasi Kerja (X₃)

Pertanyaan ke -	Simbol	Fhitung	Fkritis	Keterangan
1	X _{3-1,1}	0,521	0,3	Valid
2	X _{3-1,2}	0,614	0,3	Valid
3	X _{3-1,3}	0,795	0,3	Valid
4	X _{3-2,1}	0,562	0,3	Valid
5	X _{3-2,2}	0,736	0,3	Valid
6	X _{3-2,3}	0,760	0,3	Valid
7	X _{3-3,1}	0,689	0,3	Valid
8	X _{3-3,2}	0,779	0,3	Valid
9	X _{3-3,3}	0,625	0,3	Valid

Table 7. Valid Results for Each Question Variable Work Discipline (X₂)

Pertanyaan ke -	Simbol	Fhitung	Fkritis	Keterangan
1	X _{2-1,1}	0,707	0,3	Valid
2	X _{2-1,2}	0,614	0,3	Valid
3	X _{2-2,1}	0,590	0,3	Valid
4	X _{2-2,2}	0,742	0,3	Valid
5	X _{2-3,1}	0,491	0,3	Valid
6	X _{2-3,2}	0,786	0,3	Valid
7	X _{2-4,1}	0,793	0,3	Valid
8	X _{2-4,2}	0,693	0,3	Valid

Table 8. Valid Results for Each Question Variable Work Ethics (X1)

Pertanyaan ke -	Simbol	r hitung	r kritis	Keterangan
1	X _{1-1,1}	0,633	0,3	Valid
2	X _{1-1,2}	0,570	0,3	Valid
3	X _{1-2,1}	0,864	0,3	Valid
4	X _{1-2,2}	0,560	0,3	Valid
5	X _{1-3,1}	0,814	0,3	Valid
6	X _{1-3,2}	0,511	0,3	Valid
7	X _{1-4,1}	0,763	0,3	Valid
8	X _{1-4,2}	0,813	0,3	Valid

Table 9. Reliability Test Results for Work Ethic Variables (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,898	8

Table 10. Reliability Test Results for Work Discipline Variables (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,895	8

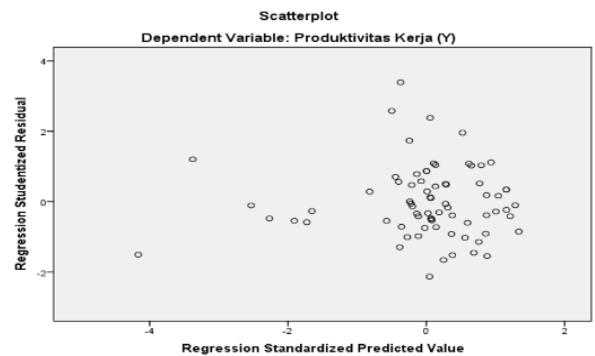
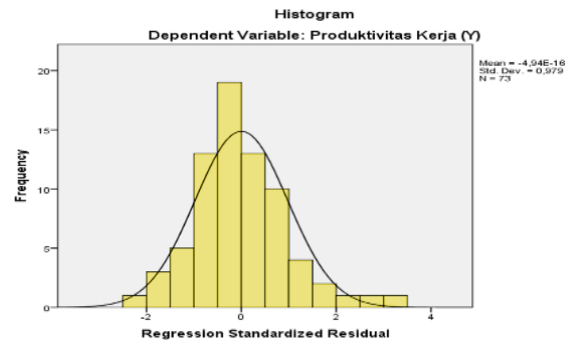
Table 11. Reliability Test Results for Work Motivation Variables (X3)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,897	9

Table 12. Reliability Test Results for Work Productivity Variable (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,918	10

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2,196	1,444		1,521	,133		
	Etos Kerja (X1)	,317	,106	,268	2,994	,004	,142	7,023
	Disiplin Kerja (X2)	,450	,109	,362	4,141	,000	,149	6,705
	Motivasi Kerja (X3)	,391	,097	,363	4,022	,000	,140	7,158



CONCLUSION

Based on several conclusions from the research results that have been obtained, there are several suggestions that researchers can submit, namely:

1. It is recommended for leaders to pay attention to employees who have a decreased level of work enthusiasm and work awareness while working from home while continuing to supervise and monitor online (phone, WA, video conference) on work processes that are the responsibility of employees so that employees are not negligent with their duties - his duties as a result of working from home.
2. It is recommended for leaders to pay attention to employees who have high absenteeism, low adherence to work rules and procedures, low vigilance, and poor work ethics which make employees experience a decrease in discipline both when working from office (WFO) and working from home (WFH). It is also recommended for leaders to tighten the implementation of reward and punishment policies even during the Covid-19 pandemic so that most employees who spend time

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,960 ^a	,921	,918	1,79670

a. Predictors: (Constant), Motivasi Kerja (X3), Disiplin Kerja (X2), Etos Kerja (X1)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2613,094	3	871,031	269,824	,000 ^b
	Residual	222,742	69	3,228		
	Total	2835,836	72			

a. Dependent Variable: Produktivitas Kerja (Y)

b. Predictors: (Constant), Motivasi Kerja (X3), Disiplin Kerja (X2), Etos Kerja (X1)

working from home remain alert, obedient and ethical at work.

3. It is recommended for leaders to pay attention to employees who have low motives and expectations in working hard when there are incentives that make employees experience a decrease in motivation. It is recommended for leaders to maintain incentives for employees even though currently many company budgets have been cut for Covid-19 countermeasure funds so that various activities and trips for the company's interests, employees are hampered. The solution that can be implemented to increase work productivity through work motivation is to continue to increase the number of incentives provided by agencies to employees but based on employee performance achievements by not cutting travel expenses, and providing fair opportunities for each employee to be promoted to a position or a better salary. .
4. It is recommended for leaders to pay attention to employees who do not have sufficient ability to complete their duties so that there is a lack of improvement in work results and are not able to complete assigned tasks always on time as scheduled. Therefore the solution that can be done to increase work productivity more quickly is to prioritize aspects of increasing employee motivation at work by increasing employee work motives, expectations to be achieved by employees, and incentives received by employees.

ACKNOWLEDGMENTS

Thank you to Pembangunan Panca Budi University for giving encouragement for this research and to the private office which gave permission for this research so that it can help with suggestions and input for research with other variables

REFERENCES

- [1] Anoraga, P. (2019). *Manajemen Bisnis*. Semarang: PT. Rineka Cipta
- [2] Gomes, F. C. (2018). *Manajemen Sumber Daya Manusia*. Yogyakarta: Penerbit Andi.
- [3] Handoko, T. H. (2019). *Manajemen Personalial dan Sumber Daya Manusia*. Yogyakarta: Penerbit BPF
- [4] Hariandja, M. T. E. (2018). *Manajemen Sumber Daya Manusia*. PT. Grasindo
- [5] Hasibuan, M. S. (2017). *Manajemen Sumber Daya Manusia, Edisi Revisi*. Jakarta: Bumi Aksara.
- [6] Mangkunegara, A. P. (2016). *Evaluasi Kinerja Sumber Daya Manusia, Cetakan Ketiga*. Bandung: Refika Aditama.
- [7] Manullang, M. & Manuntun, P. (2019). *Metode Penelitian: Proses Penelitian Praktis*. Bandung: Cipta Pustaka Media.
- [8] Munandar, A. S. (2017). *Psikologi Industri dan Organisasi*. Jakarta; Universitas Indonesia (UI Press).
- [9] Nitisemito, A. S. (2019). *Manajemen Personalial (Manajemen Sumber Daya Manusia, Edisi Kelima, Cetakan Keempat belas*. Jakarta; Ghalia Indonesia.
- [10] Pelly, C., Menanti, D. (2018). *Teori-Teori Sosial Budaya*. Jakarta: Direktorat Jendral pendidikan Tinggi Departemen Pendidikan dan Kebudayaan.
- [11] Richard, S. M. (2015). *Efektivitas Organisasi (Terjemahan)*. Jakarta: Erlangga Ravianto, J. (2018). *Manajemen Personalial*. Jakarta: Penerbit Erlangga.
- [12] Rivai, V. (2019). *Manajemen Sumber Daya Manusia Untuk Perusahaan, Edisi 2*. Jakarta: Rajawali Pers.
- [13] Rusiadi., Subiantoro, N., & Hidayat, R. (2016). *Metode Penelitian Manajemen, Akuntansi, dan Ekonomi Pembangunan, Konsep, Kasus dan Aplikasi SPSS, Eviews, Amos, Listrel*. Medan: USU Press.
- [14] Saksono, S. (2017). *Manajemen Kepegawaian*. Yogyakarta: Kanisus.
- [15] Sastrohardiwoyo, B. S. (2018). *Manajemen Tenaga Kerja Indonesia, Pendekatan Administrasi dan Operasional. Cetakan pertama*. Salemba Empat. Jakarta
- [16] Sedarmayanti. (2015). *Sumber Daya Manusia dan Produktivitas Kerja. Cetakan kedua*. Bandung: CV. Mandar Maju.
- [17] Siagian, S. (2016). *Manajemen Sumber Daya Manusia*. Jakarta; Penerbit PT. Bumi Aksara.
- [18] Simamora, H. (2019). *Manajemen Sumber Daya Manusia*. Yogyakarta: Penerbit STIE YKPN.
- [19] Sinamo, J. (2018). *Etos Kerja Profesional di Era Digital Global*, Jakarta: Institut Dharma Mahardika
- [20] Sugiyono. (2016). *Metode Penelitian Manajemen*. Bandung: Alfabeta

- [21] Sujarweni, W. (2016). *Kupas Tuntas Penelitian Akuntansi dengan SPSS*. Yogyakarta. Pustaka Baru Press.
- [22] Sutrisno, E. (2018). *Manajemen Sumber Daya Manusia*, Jakarta: Kencana Prenada Media Group.
- [23] Tasmara, T. (2018). *Etos Kerja Islami*. Jakarta; Gema Insani Press Wibisono. (2017). *Manajemen Kinerja*. Jakarta: PT. Raja Grafindo Persada.
- [24] Wirawan. (2015). *Manajemen Sumber Daya Manusia Indonesia*. Jakarta: PT Raja Grafindo Persada.
- [25] Yuli, B. C. (2015). *Manajemen Sumber Daya Manusia*. Yogyakarta: UMM Press

AUTHORS BIOGRAPHY

Nashrudin Setiawan

Nashrudin Setiawan is a lecturer at Departement Of the Universitas Pembangunan Panca Budi. He obtained his Master in Management from Universitas Islam Sumatera Utara in 2012. He has more 7 years of teaching / research in the field of Management. He is currently still pursuing a doctorate at the University of North Sumatra.

Teguh Waluyo

Teguh waluyo is a lecturer at Departement Of the Universitas Pembangunan Panca Budi. He Obtained his Master in Management from Universitas Pembangunan Panca Budi. He always active in tri Dharma Perguruan.

Rindy Andika

Rindi Andika is a lecturer at Departement Of the Universitas Pembangunan Panca Budi. He Obtained his Master in Management from Universitas Pembangunan Panca Budi. He always active in tri Dharma Perguruan