

## Analysis of the Effect of Working Environments, Organizational Citizenship Behavior (OCB), and Work Diciplines on Employees Performances at the Lestari Kertosono Sugar Factory

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Article Information		Abstract
Submission date	January 3 <sup>rd</sup> 2025	<p><b>Research aim :</b> This current study aimed to analyze the impact of work environment, organizational citizenship behavior (OCB), and work disciplined on employees' performances at Lestari Kertosono Sugar Factory.</p> <p><b>Design/Method/Approach :</b> This study uses a descriptive research approach with quantitative analysis techniques. The sampling technique uses total sampling, namely all employees totaling 45 people. Data collection techniques were made through observation, interviews and a questionnaire. The technique used for analyzing these data is a multiple linier regresi analyzer.</p> <p><b>Research Finding :</b> Working Environmental, Organizational Citizenship Behavior and Work Discipline partially and simultaneously affect Employees Performances. To increase employees' performances, the management of Lestari Kertosono Sugar Factory is advised to create a better work environment by paying attention to aspects of comfort and facilities, encouraging OCB behavior through reward and recognition programs, and improving work discipline by setting clear standards and providing the necessary training. By implementing this strategy, employee performance is expected to improve, which in turn will support the growth of the corporate success and the enterprise's competitiveness in the market.</p> <p><b>Theoretical contribution/Originality :</b> This theoretical contribution is to provide new insights into the influence of working environments, OCB, and employee disciplinary to employee performance, as well as add to the existing literature on this topic.</p> <p><b>Practitionel/Policy implication :</b> This experiment is supposed to be able to provide strategic recommendations for company management in designing strategies that can improve employee performance through improving influencing factors, such as work environment, organizational behavior, and work discipline.</p> <p><b>Research limitation :</b> This study has several limitations. First, the sample size includes only 45 employees, making it less representative</p>
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*for the sugar industry population. Second, the cross-sectional nature of this study only provides an overview at one time without capturing long-term dynamics. Third, external factors such as economic conditions or company policies that may affect performance were not measured. Finally, the research focus was limited to work environment, OCB, and work discipline, without considering other variables such as motivation or job satisfaction.*

**Keywords :** *Work Environment, (OCB), Work Disciplines, Employees Performances*

## 1. Introduction

In this globalizing era, had a significantly increased impacts upon the company's developments various businesses. One of the strategic steps that companies can take to face business competition is to make relevant innovations. To support this innovation, companies need to optimize human resources (HR) as an important element to support the success of the company. Human resources in the company need to have skills to improve the quality of their performance, because every company development will definitely be followed by various challenges that arise in a job [1]. A company cannot run well if it does not have the resources to do its job [2].

A conducive the work environment has a significant influence positive impact on improving employees performance in the company, thus creating a conducive work atmosphere and supporting the achievement of organizational targets [3]. Organizational Citizenship Behavior (OCB) itself is a citizenship behavior in an organization that contributes significantly to increasing the productivity and quality of employees in the workplace [4]. Volunteering for a job, providing assistance to coworkers to ease the burden of their tasks, and preventing problems faced by coworkers so that they can contribute to solving work challenges effectively [5]. Work discipline is important to ensure employees stay focused, productive, and achieve the targets set by the company, increasing or decreasing performance is influenced by employees performance the level of labor disciplines, and the companies need to give more consideration to various work discipline aspects such as goals and ability. [6].

An uncomfortable work environment can affect employees performance, the work environment is said to be good if employees are comfortable in carrying out their work [2]. The factory's uncomfortable work environment is the lack of ventilation, poor lighting, and uneven air conditioning in each office room so that there are several places that cause discomfort at work. As in research [7] companies need to give more consideration to various aspects of work discipline such as goals and abilities. It says that the working environment has direct effects on the performance of employees. in completing tasks, which in turn will increase organizational performance. A work environment is considered good if employees can do work optimally, in healthy, safe, and comfortable conditions. The high voluntary attitude or citizenship in a company commonly called Organizational Citizenship Behavior (OCB) can affect employees performance, low voluntary behavior in each individual or the attitude of initiative that exists in employees, there are often situations where only focus on the main tasks and responsibilities written in the job description but actually in research [8] says that Organizational Citizenship Behavior (OCB) is voluntary behavior and does not become a formal obligation in the work of employees, but can support the smooth functioning of the organization effectively. The study explained the importance of voluntary

attitudes in a relationship with employees performance [8]. Research [6] says companies should paying more attentions to the aspects of discipline such as purpose and ability, example, etc. From leaders, awards, justice, supervision, and legal sanctions, to be able to improve company performance. However, there are still many employees who sometimes come late beyond the time the company has specified.

To face business challenges in the era of globalization in the latest news [9], companies need to optimize human resources (HR) to support success and innovation. A conducive work environment greatly affects employee performance [1], which can increase productivity and achievement of organizational goals [8], where employees' voluntary attitude to help colleagues and contribute more than their obligations can accelerate task completion [10]. In addition, works discipline is also a major factor in maintaining employees focus and productivity, which will have direct affect the companies' operations [11]. Companies need to pay attention to aspects of discipline such as goals, abilities, examples from leaders, rewards, justice, supervision, and legal sanctions to create a supportive and effective work environment in improving overall performance [6]. Through this relationship, it can be assumed that these three variables do not stand alone, but interact synergistically and positively in supporting the improvement of employee performance. This study was conducted to determine the significance of the influence of the work environment on performance, organizational citizenship behavior, and work discipline on employee performance at the Lestari Kertosono Sugar Factory

In accordance with these problems, this study was conducted to comprehensively analyze how influencing the work environment, Organizational Citizenship Behaviors (OCB) and work disciplinary on employee performance in the work environment of the Lestari Kertosono Sugar Factory. Through previous research that only discusses these factors separately. Through this research, it is assumed that it can provide strategic recommendations that can be used by factory management to improve employee performance, by considering the integration of these factors in the context the sugar industry.

### **1.1. Statement of Problem**

This study was conducted to analyze the influence of working environment, organizational citizenship Behavior (OCB), and work disciplinary on employee performance in the work environment of Lestari Kertosono Sugar Factory. Although various factors have been identified as important elements in improving employee performance, it is not yet known exactly the extent of the effect of each factor in the context of this factory. This study will explore whether the working environmental, OCB, and working discipline significantly influenced the work performance of employees in the work environment of Pabrik Gula Lestari Kertosono, both individually and simultaneously.

### **1.2. Research Objectives**

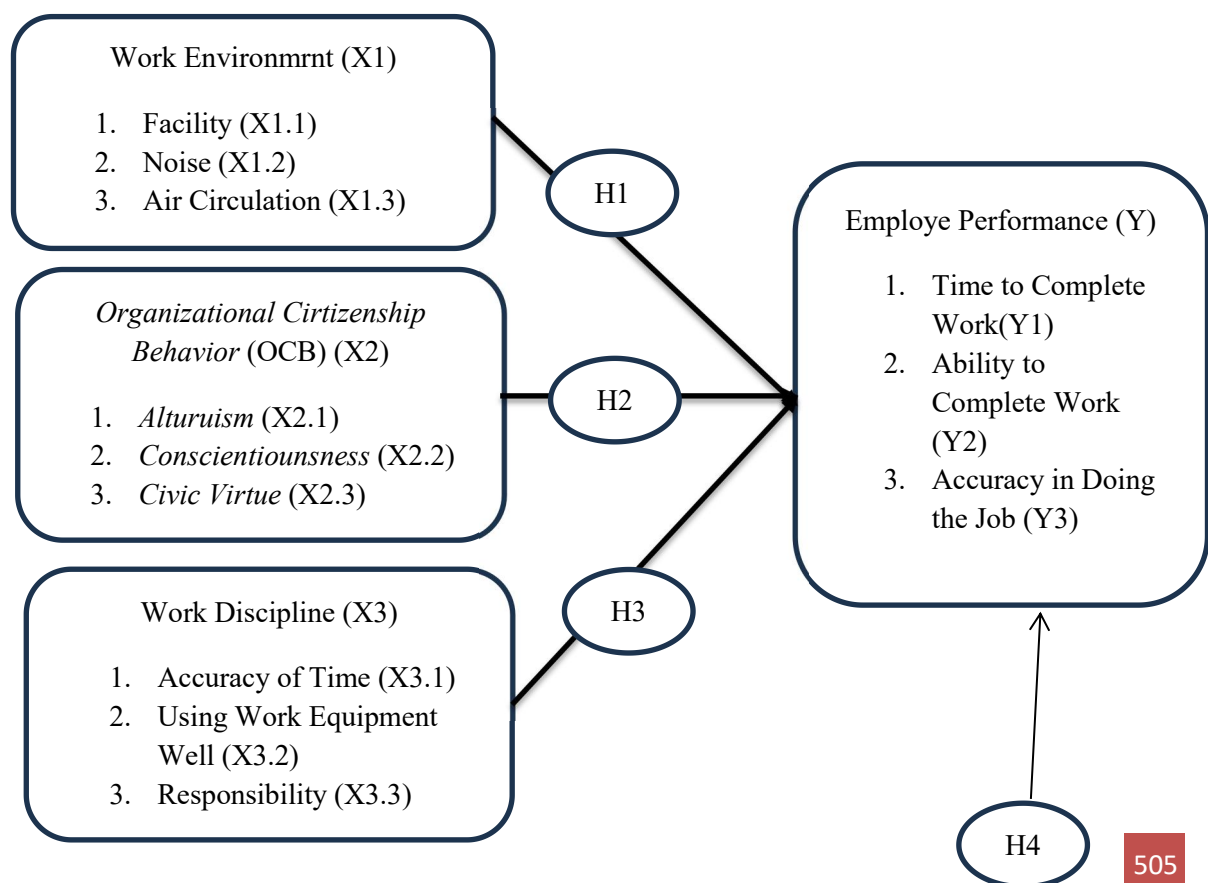
The current study was conducted is to identify and to organize environmental influences on employee performances at the Lestari Kertosono Sugar Factory. In addition, it was aimed to exploring the connection between the environment (OCB) and employee performances, and to assess the influence of work discipline on employee performance in the company. Another main objective is to determine whether the work environment, OCB, and labor disciplinary have a simultaneous significant influence on performance of

employees of the Sugar Factory Lestari Kertosono. This is to provide useful input for company management in designing strategies that can improve employee performance through improving the factors that influence it, such as work environment, organizational behavior, and work discipline.

## 2. Method

This study utilizes a quantitative approaches with an associative causal research design. Associative causal research aims to investigate the relationship between various factors. Each variable used consists of both independent and dependent variables. Work environment, Organizational Citizenship Behavior (OCB), and work discipline are part of the independent variables, which have self-awareness and act together with superiors. Meanwhile, employee performance is the dependent variable. this study was carried out using the SPSS version 23 program with multiple linear regression analysis methods, which aim to determine the effect of work environment variables, OCB, and work discipline on employee performance partially or simultaneously. The sample of this project amounted to 45 people or can be referred to as total sampling selected from the population of employees of all divisions in the Lestari Sugar Factory office who have control over the variables used. The main reason for choosing this method is because the research aims to obtain in-depth and relevant data from a population that has experience and characteristics in accordance with the study variables. By selecting all 45 employees, researchers ensure that the data collected will be effective and efficient in testing the relationship between variables without having to do random sampling which may cover the entire population but is not focused and risks obtaining less relevant data.

**Figure 1. Conseptual Framework**



### 3. Results and Discussion

The validitas results show that all of the question items are used are valid. Regarding the Work Environmental variable, each item had a correlation corrected item-total score that was greater than the r-table, with the highest score reaching 0.896. This shows that all aspects measured related to the work environment, such as facilities, noise, and air circulation, have a significant contribution to the measurement of these variables. Similarly, for the Organizational Citizenship Behavior (OCB) variable, all items also showed valid values, with the highest value reaching 0.869. This indicates that questions related to altruism, conscientiousness, and civic virtue are effective in measuring organizational citizenship behavior. Furthermore, for the employee disciplinary variables, all of the question elements are also valid, which indicates these aspects such as punctuality, good use of work equipment, and responsibility can be relied upon in measuring employee work discipline. Overall, the results of this validity test indicate that the research instruments used have met the validity conditions, so they can be relied upon to measure the variables studied in the context of employee performance at the Lestari Kertosono Sugar Factory.

**Table 1. Result test**

Variabel	Cronbach's Alpha >0.6	Keterangan
Work environmental	0.958	Reliability
(OCB)	0.960	Reliability
work disciplines	0.950	Reliability
Employee Performance	0.943	Reliability

Sumber : Output SPSSv23, 2024

The questionnaire results are deemed to be reliable if the Cronbach's alpha score was more than 0.6 based on the opinion by Imam Ghozali[12], so according to tables the reliability test in table 2 showed that the work environment variables, organizational citizenship behaviors (OCB), work disciplinary and performance of employees have a score of more than 0.6. so this questionnaire qualified or reliability.

**Table 2. Normality test**

		Unstandardized Residual
N		45
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.30950569
Most Extreme Differences	Absolute	.105
	Positive	.105
	Negative	-.088
Test Statistic		.105
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. The test distributed is Normally		
b. Calculated from the data		

Sumber: Output SPSSv23, 2024

According to the normalcy test results using a Kolmogorov Smirnov method based on the above, it is known the value of significance (sig) of  $0.200 > 0.05$ , then it can be concluded that the value of the residual is normally distributed [10].

**Table 3. Multicollinearity tests**

Coefficients <sup>a</sup>			
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Work environment	.548	1.825
	OCB	.601	1.664
	Work Discipline	.597	1.676

a. Dependent Variable: Kinerja Karyawan

Sumber: Output SPSSv23, 2024

Based on these tables, it is seen the VIF values for the variables Work Environment, Organizational Citizenship Behavior (OCB), and Work Discipline variables are lower than 10, it means that it can be concluded that the relationship among the independent variables is not present or the assumption of multicollinearity has been met [13].

**Table 4. Heteroscedasticity Tests**

Coefficients <sup>a</sup>						
Unstandardized Coefficients			Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.	
1						
(Constant)	2.693	1.460		1.845	.072	
Work Environment (X1)	-.048	.047	-.213	-1.028	.310	
OCB (X2)	.029	.039	.146	.738	.464	
Work Discipline (X3)	-.004	.045	-.018	-.088	.930	

a. Dependent Variable: ABS\_RES

Sumber: Output SPSSv23, 2024

According to table 8, heteroscedasticity results using the Glejser method are known for the Work Environment variable that has a significance value (sig) and is 0.310, the score is higher than 0.05, which means that there are no heteroscedasticity symptoms in the Work Environment variable. The OCB variable has a significance value (sig) of 0.464, this value is greater than 0.05, which means that the OCB variable does not occur symptoms of heteroscedasticity. Then the Work Discipline variables have a significance score (sig) of 0.930, this value was greater than 0.05, meaning that the Work Discipline variables did not occur symptoms of heteroscedasticity [12]. From the independent variables, it shows that the significance value is  $> 0.05$ , so from this study there are no symptoms of heteroscedasticity or the assumptions for testing heteroscedasticity using method Glejser has been fulfilled. This indicates these independent variables in this study do not have a residual variance that is not



constantly. Accordingly, the regression model used can be considered to fulfill the classical assumptions and to produce reliable and valid estimation.

**Table 5. Multiple Linear Analysis**

Coefficients <sup>a</sup>			
		Unstandardized Coefficients	
	Model	B	Std. Error
1	(Constant)	5.179	2.259
	Work Environment	.639	.073
	OCB	.123	.060
	Work Discipline	.141	.069

a. Dependent Variable: Employee Performance

Sumber: Output SPSSv23, 2024

According to table 5, it is known that the constant value is 5.179 with a variable coefficient on the Work Environment of 0.639, Organizational Citizenship Behavior (OCB) of 0.123, and Work Discipline of 0.141. Therefore, the linear regression function is formulated as the following[12]:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 5.179 + 0.639X_1 + 0.123X_2 + 0.141X_3$$

- Based of table 5, for work environment has a tcount value = 8.789 > T table (3; 41) = 2.019 or sig score. 0.000 < than 0.05 which means H0 is rejected. So, the working environments (X1) partially has a significant effect on the employees performances.
- Based on table 3 Organizational Citizenship Behavior (OCB) has a tcount value = 2.041 > T table (3; 41) = 2.019 or sig value. 0.048 < than 0.05 which means H0 is reject. So, Organizational Citizenship Behavior (OCB) (X2) partially has a significant impact on Employees Performances.
- Based on table 3 for Work Discipline has a tcount value = 2.036 > T table (3; 41) = 2.019 or sig value. 0.048 < than 0.05 which mean H0 is reject. So, Works Disciplines (X3) is partially significantly influential on the Employees' performances.

**Table 6. Determination Coefficient Tests**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.923 <sup>a</sup>	.852	.841	2.393	1.738
a. Predictors: (Constant), Work Discipline, Organizational Citizenship Behavior (OCB), Work Environment					
b. Dependent Variable: Employee Performance					

Sumber: Output SPSSv23, 2024

According to table 6, the determination coefficient test results show that the R-Square value = 0.923 means that the effect of work environmental, ocb, and work disciplinary on employees' performances is 92.3%. This mean that there still 7.7% the other variables the affect employees' work performancees but have not been examined in this study.

**Table 7. T test**

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
	Model	B	Error Std.	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	5.179	2.259		2.293	.027		
	Work Environment	.639	.073	.713	8.789	.000	.548	1.825
	OCB	.123	.060	.158	2.041	.048	.601	1.664
	Work Discipline	.141	.069	.158	2.036	.048	.597	1.676

a. Dependent Variable: Employee Performance

Sumber: Output SPSSv23, 2024

- Based on table 3 for work environment has a tcount value = 8.789 > T table (3; 41) = 2.019 or sig value. 0.000 < more than 0.05 which mean H<sub>0</sub> is reject. So, the working environmental (X<sub>1</sub>) partially a significant influence in employees' performances.
- Based on table 3 Organizational Citizenship Behavior (OCB) has a tcount value = 2.041 > T table (3; 41) = 2.019 or sig value. 0.048 < more than 0.05 which mean H<sub>0</sub> is reject. So, Organizational Citizenship Behavior (OCB) (X<sub>2</sub>) has a partially a significant effect on the performance of employees.
- Based on table 3 for Work Disciplines has a tcount value = 2.036 > T table (3; 41) = 2.019 or sig value. 0.048 < more than 0.05 which mean H<sub>0</sub> is reject. So, Work Discipline (X<sub>3</sub>) partially a significant influence in employees' performances.

**Table 8. F Test**

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	1350.512	3	450.171	78.645	.000 <sup>b</sup>
Residual	234.688	41	5.724		
Total	1585.200	44			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Organizational Citizenship Behavior (OCB), Work Environment

Sumber: Output SPSSv23, 2024

Based on table 4, the values of Fhitung = 78.645 Ftabel [3.41] = 2.83 or sig value. = 0.000b < 0.05 so H<sub>0</sub> is reject which means the simultaneously Work Environment (X<sub>1</sub>), Organizational Citizenship Behavior (OCB) (X<sub>2</sub>) and Work Disciplines (X<sub>3</sub>) have a significant influence on the Employees Performances (Y). F test shows that work environment variables, OCB, and work discipline simultaneously have a significant influence on employee performance, so company management is advised to pay attention to and improve these three factors in order to increase overall employee productivity and work performance.



### 3.1 Discussion

Based on the result of data in Table 7, the Work Environment variable has a t-count value of 8.789, which is greater than the t-table with degrees of freedom (df) 3; 41, which is 2.019. in addition, the significance value is 0.05. this shows that the null hypothesis (H0) is rejected, so it can be concluded that the Work Environment variable X1 partially has a significant effect on Employee Performance [11]. That means the better the working environmental created by the company, the higher the level of employee performance produced.

According to the analysis results in table 7, the Organizational Citizenship Behavior (OCB) variable has a t-count value of 2.041 that is greater than the t-table with a degree of freedom (df) of 3; 41 which is smaller than the significant level of 0.05 Thus, the null hypothesis H0 is rejected, so it can be concluded that the OCB X2 variable partially has a significant effect on Employee Performance [10]. That mean this behavior of the colleagues or initiatives at work can contribute positively to the improvement of individual and team work.

Based on Table 7, the Work Discipline variable had a t-count amounting to 2.036 which was higher than the t-table at the degree of freedom (df) 3;41 which was 2.019. Significant sig. values of 0.048 which is smaller than the significant levels at the 0.05 level. Therefore, the null hypothesis H0 is rejected, which means that the Work Discipline variable X3 partially has a significant effect on Employee Performance [11]. This shows that employees who have high discipline, such as punctuality, compliance with regulations, and consistency in carrying out tasks, will contribute to improving their performance.

Based on the calculation result of the F tests in table 8, it is obtained that the significance value of 0.000 is less than 0.05, which means there is an influential relationship between working environmental, OCB, work disciplinary on the employee's performances (Ha is acceptable and H0 is rejection). These results are in accordance with previous research [1], as evidenced by table 4 the value of  $F_{hitung} = 78.645$   $F_{tabel} [3;41] = 2.83$  or sig value. =  $0.000b < 0.05$  so H0 is rejected which means that simultaneously Work Environment (X1), Organizational Citizenship Behavior (OCB) (X2) and Work Discipline (X3) has a significantly impact on the Employees' Performances (Y). Work environment, OCB, and work discipline can affect employee performance because a comfortable and supportive environment can increase motivation and productivity, while OCB actions such as helpfulness and responsibility strengthen team collaboration and effectiveness, and work discipline ensures employees carry out tasks on time and according to the rules, so together they improve overall work performance.

### 3.2 Conclusion

This study aimed to analyzing the influence of work environment, OCB, and work disciplinary on the employees' performances at Lestari Kertosono Sugar Factory. This studies was conducted with a descriptive approach and using quantitative analysis techniques, involving 45 employees as samples. The results showed that the three factors has a significantly influence on employees performances, both

individually and simultaneously. Thus, this study provided important an insight for the managements in devising strategies to improve employee performance. A conducive work environment greatly affects employees performances. The study found that comfortable on supportive working environmental can be increase employees productivity. The employees who are more comfortably settled in their working environmental are more likely to be self motivated and able to complete their tasks better. Therefore, the management of Lestari Kertosono Sugar Factory is advised to create a better working environment by paying attention to aspects of comfort and existing facilities.

In addition, this study also shed light on the importance of OCB in improving employees performances. OCB includes employees' voluntary behaviors that not only focus on their primary duties, but also contribute more to help colleagues and achieve organizational goals. Employees who actively demonstrate OCB can increase team effectiveness and support the achievement of overall organizational goals. Therefore, management needs to encourage OCB behavior through reward and recognition programs. Work discipline is also an important factor found in this study. Good work discipline helps employees to stay focused and productive, which had a positive impacts on the companies performance. The study recommends that management set clear discipline standards and provide the necessary training to improve employees disciplines. Thus, good work discipline will create a more effective work environment and support the achievement of higher performance.

However, this study has some limitations. The sample size of only 45 employees may not be representative enough for the sugar industry population as a whole. In addition, the cross-sectional nature of this study only provides a snapshot in time without capturing long-term dynamics. External factors such as economic conditions or company policies that may affect performance were also not measured. Therefore, further research with larger samples and a longitudinal approach is recommended to get a comprehensive understandings on the influence of these factors on employees performances.

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