



The Effect of Motivation, Commitment, and Work Discipline on Work Productivity in Grapari Medan Putri Hijau Service Employees

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Abstract

The research analysis aims to determine whether motivation, commitment and work discipline affect work productivity. The data analysis technique used is an associative research method with the help of the SPSS version 19 program. This research uses multiple linear regression analysis. The sample in this study was 37 respondents. Primary data collection uses a questionnaire. The research results show that motivation has a partially positive and significant effect on work productivity. Commitment has a partially significant effect on work productivity. Work discipline does not have a positive and partially significant effect on work productivity. Motivation, commitment and work discipline simultaneously have a positive and significant effect on work productivity.

Keywords:

Motivation; Commitment; Work Discipline and Productivity

Introduction

Work productivity is one of the important indicators in assessing the performance of an organization or company. This concept refers to the efficiency and effectiveness of the use of resources, including labor, to achieve optimal results. In the context of economics, work productivity can be interpreted as the output produced per unit of input, such as time or labor. High productivity is usually directly proportional to better results, both in quantity and quality. This can increase the company's competitiveness in the market. Productive organizations tend to reward their employees better, both in the form of higher salaries and better facilities. By increasing productivity, companies can allocate more resources to research and development, which in turn drives innovation.

Changes in work productivity in employees can occur at any time and this condition is one of the problems that often occur and is faced by companies so that leaders must be sensitive and careful to identify what are the main causes of changes and decreases in employee work productivity so that later they can find solutions that are right on target and effective so that they do not disturb other colleagues and do



not harm the company. According to (Anoraga, 2019) Productivity is produce more, better quality, with the same effort. Thus, labor productivity is the efficiency of the process of producing from the resources used.

Factors that can affect work productivity according to (Anoraga, 2019) namely work motivation. According to (Hasibuan, 2019) Work motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals in accordance with the vision and mission.

Factors that can affect performance according to (Anoraga, 2019) namely organizational commitment. Organizational commitment is the level at which a worker identifies an organization, his goals and expectations to become a member of the organization (Robins & Judges, 2018). This is supported by the results of research (Maisaroh, 2020) which states that organizational commitment affects employee productivity. Commitment requires individual sacrifice and devotion in the organization, so it can be interpreted as loyalty to do whatever has been decided by the organization

According to (Anoraga, 2019) Work productivity can be seen from the level of employee work discipline where a disciplined employee is identified as an employee who always comes and goes home on time, does his duties well and complies with all organizational rules and applicable norms. According to (Sutrisno, 2020) Discipline is a person's behavior that is in accordance with existing rules and work procedures or discipline is an attitude, behavior, and deeds that are in accordance with organizational regulations, both written and unwritten.

This research was conducted at Grapari Medan City which is one of the special service units provided by Telkomsel. The function of GraPARI is to handle problems regarding the products provided and services when using Telkomsel products.

Table 1.1 Assessment of GraPARI Medan Employee Work Productivity

Year	2022			2023		
	Target <i>Handle</i>	Total <i>Handle</i>	Achievment	Target <i>Handle</i>	Total <i>Handle</i>	Achievment
Jan	9600	8800	92%	9600	8000	83%
Feb	9600	6400	67%	9600	6400	67%
Mar	9600	9600	100%	9600	5600	58%
Apr	9600	8800	92%	9600	4800	50%
May	9600	9600	100%	9600	10400	108%
Jun	9600	8000	83%	9600	9600	100%
Jul	9600	8800	92%	9600	5600	58%
Aug	9600	7200	75%	9600	8000	83%
Sep	9600	8000	83%	9600	8000	83%
Oct	9600	8800	92%	9600	4800	50%
Nov	9600	6400	67%	9600	6400	67%
Des	9600	9600	100%	9600	6400	67%



Total	115200	100800	88%	115200	84000	73%
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Source : Grapari Medan (2024)

The assessment of employee work productivity at Grapari Kota Medan is determined by the employee's work in serving consumers for complaints and problems faced by Telkomsel services. Based on table 1.1 above, it can be seen that the employee work productivity assessment table during the 2022-2023 period. In 2022, the target of *handles* will reach 115,200 per year with a total of 100,800 handles with an *achievement* rate of only 88% of the planned *target handles*. In 2023, the target of *handling* will reach 115,200 with a total of 84,000 handles achieved with an *achievement rate* of 73%, meaning that there will be a decrease in achievement from 2022-2023. It can be concluded that a decrease in employee productivity assessment is a problem phenomenon related to the decline in employee productivity in serving consumers.

The author conducted a preliminary survey in order to obtain information about the problem being researched, namely related to work motivation, commitment, work discipline and employee work productivity.

Not all employees who work in the company have the same strong work motivation so this condition makes employees not always concentrate when doing their duties. Based on the results of research conducted by (Fitriani, 2020) that work motivation has a significant effect on employee work productivity.

The level of employee work commitment is still not good to contribute to the company. Employees lack work commitment to achieve a level of work productivity that is still not optimal. Based on the results of research (Agitia and Irmadiani, 2022) which states that commitment has a significant effect on work productivity.

It can be known about the company's work discipline statement where employees are still not on time in attendance, many employees still leave the office during working hours, and employees have not been able to work carefully.

Based on the description above, the author conducted a study entitled "**The Influence of Motivation, Commitment, and Work Discipline on the Work Productivity of Grapari Medan Putri Hijau Service Employees**".

Work Productivity

According to (Anoraga, 2019) Productivity is produce more, better quality, with the same effort. Thus, labor productivity is the efficiency of the process of producing from the resources used. Productivity is the ability to produce goods or services that are usually calculated per hour, per month, per machine and per other production factor (Sedarmayanti, 2019). According to (Widodo, 2018), productivity is the comparison between the results achieved (*output*) with the overall resources used (*Input*). stated that several factors that can affect employee work productivity so that companies need to pay attention to it (Wakhyuni, 2021).

Work Motivation



Motivation is the process of moving and understanding the message conveyed (Robins & Judges, 2018). This means that an idea or message will mean nothing if it is not understood by others. According to (Sutrisno, 2020), motivation is a multi-meaning concept. The meaning of motivation can be distinguished based on Motivation as a social process Motivation in this meaning exists in the context of social science. Where social science experts conduct research using a motivational approach that generally focuses on human activities and the relationship between messages and behavior. Motivation helps the development of motivation by explaining to employees what to do, how well they work, and what can be done to improve substandard performance (Robins, 2018).

Commitment

Work commitment is the level at which a worker identifies an organization, his goals and expectations to become a member of the organization (Robins & Judges, 2018). Another opinion expressed by (Kaswan, 2018), work commitment is a measure of employees' willingness to stay with a company in the future.

According to (Yusuf and Syarif, 2018) said that work commitment in an organization is as employee loyalty or a degree where an employee identifies himself with the organization and wants to continue to actively participate in the organization.

Work Discipline

According to (Sutrisno, 2020) Discipline is a person's behavior that is in accordance with existing rules and work procedures or discipline is an attitude, behavior, and deeds that are in accordance with organizational regulations, both written and unwritten. According to (Hasibuan, 2019) discipline is an operative function of Human Resources. Discipline is the most important function of MSDM because the better the employee discipline, the higher the percentage of work that can be achieved.

Conceptual Framework

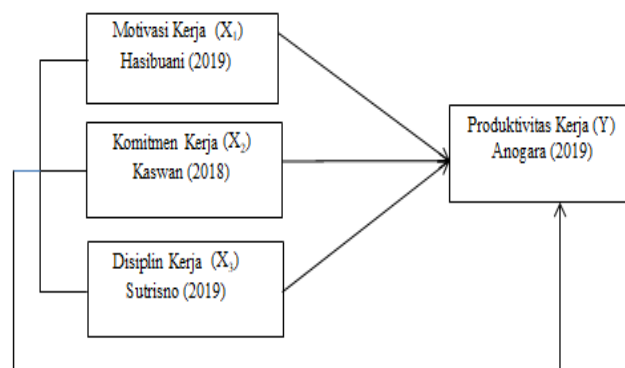


Figure 1. Conceptual Framework



Hypothesis

Based on the formulation of the problem that has been raised, the hypothesis of this study is:

1. Work motivation has a positive and partially significant effect on the work productivity of Grapari Medan Putri Hijau service employees.
2. Commitment has a positive and partially significant effect on the work productivity of Grapari Medan Putri Hijau service employees.
3. Work discipline has a positive and partially significant effect on the work productivity of Grapari Medan Putri Hijau service employees.
4. Work motivation, commitment and work discipline have a positive and significant effect simultaneously on the work productivity of Grapari Medan Putri Hijau service employees.

Research Methods

The research used in this study is a causal associative quantitative research. According to (Pakpahan & Manullang, 2018) Causal research (cause-and-effect relationship) is "research that wants to see if a variable that acts as an independent variable has an effect on other variables that are bound variables. This research was conducted by Grapari Medan Putri Hijau which is located at Graha Red and White, Graha Merah Putih 1st Floor, Jl. Putri Hijau No.1, Kesawan, West Medan, Kesawan, Kec. Medan Bar., Medan City, North Sumatra 20236 Grapari Medan Putri Hijau which is located at Graha Red and White, Graha Merah Putih 1st Floor, Jl. Putri Hijau No.1, Kesawan, West Medan, Kesawan, Kec. Medan Bar., Medan City, North Sumatra 20236.

The population in this study is all employees totaling 37 people. Sampling using saturated samples is a sampling technique when all members of the population are sampled. So, the number of samples to be studied in this study was rounded to 37 respondents.

RESEARCH RESULTS AND DISCUSSION

Validity Test

To find out the feasibility of the items in the list of questions (questionnaires), it is necessary to conduct a validity test.

Table 1. Data Validity Test

Variable	Question Item	Corrected Item Corelation	r-mean	Result
	X1.1	0.510		Valid
	X1.2	0.561		Valid
	X1.3	0.681		Valid



Variable	Question Item	Corrected Item Corelation	r-mean	Result
Motivation (x1)	X1.4	0.623	0,3	Valid
	X1.5	0.690		Valid
	X1.6	0.798		Valid
	X1.7	0.487		Valid
	X1.8	0.544		Valid
	X1.9	0.510		Valid
	X1.10	0.561		Valid
Commitment (X2)	X1.1	0.463	0,3	Valid
	X2.2	0.435		Valid
	X2.3	0.884		Valid
	X2.4	0.792		Valid
	X2.5	0.884		Valid
	X2.6	0.792		Valid
Work Discipline (X3)	X3.1	0.618	0,3	Valid
	X3.2	0.525		Valid
	X3.3	0.660		Valid
	X3.4	0.500		Valid
	X3.5	0.618		Valid
	X3.6	0.525		Valid
	X3.7	0.660		Valid
	X3.8	0.660		Valid
	X3.9	0.341		Valid
	X3.10	0.288		Valid
Poductivity (Y)	Y.1	0.704	0,3	Valid
	Y.2	0.636		Valid
	Y.. 3	0.587		Valid
	Y.4	0.506		Valid
	Y.. 5	0.573		Valid
	Y.6	0.761		Valid
	Y.7	0.505		Valid
	Y.8	0.695		Valid
	Y.9 reviews	0.470		Valid
	Y.10	0.585		Valid
	Y.11 reviews	0.672		Valid
	Y.12	0.614		Valid



Source : SPSS output ver 19 (2024)

Based on the results of the SPSS output, it is known that the validity value is in the *Corrected Item-Total Correlation* column in the question item of each variable that is studied can be declared valid because all coefficient values are greater than 0.30.

Reliability Test

The reliability test is carried out to see if the data is reliable or reliable so that it is feasible to be carried out in the next test.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Motivation	0,863	10
Commitment	0.886	6
Work Discipline	0,841	10
Productivity	0,895	12

Source : SPSS output ver 19 (2024)

Based on the results of the SPSS output, it is known that the value of Cronbach's Alpha in *vmsing-each variable* > 0.60, so it can be concluded that the questions that have been presented to the respondents are reliable or said to be reliable.

Normality Test

Histogram

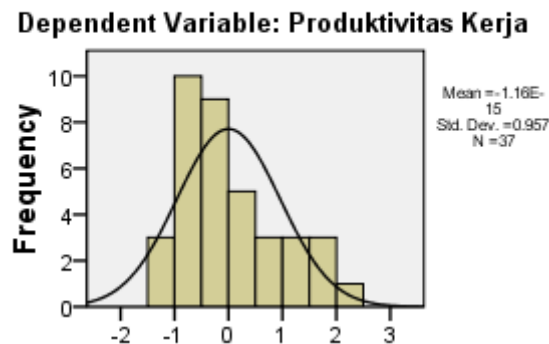


Figure 2. Histogram Test

Source : SPSS output ver 19 (2024)

Based on the figure above, the results of the data normality test are known that the data has been distributed normally, where the histogram image has a line forming a bell and has a balanced convex in the middle.



Dependent Variable: Produktivitas Kerja

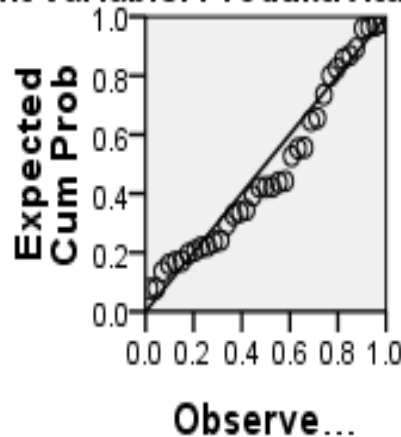


Figure 3. PP Plot Test

Source : SPSS Output ver 19 (2024)

Based on the figure above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points that are spread are around the diagonal line so that the data has been distributed normally.

**Table 3. Kolmogorov-Smirnov Test Results
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		37
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	.41874645
Most Extreme Differences	Absolute	.155
	Positive	.155
	Negative	-.074
Kolmogorov-Smirnov Z		.942
Asymp. Sig. (2-tailed)		.338

a. Test distribution is Normal.

Source : SPSS Output ver 19 (2024)

Based on the *Smirnov colmogrov test* , it can be seen that the value of Asymp. Sig. (2-tailed) is 0.338, so it can be concluded that the data is normally distributed, where the significance value is greater than 0.05 ($p = 0.338 > 0.05$). Thus, as a whole, it can be concluded that the data observation values have been distributed normally and can be continued with other classical assumption tests.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables (Russiadi et al., 2018).



Table 4. Multicollinearity Test Results

	Type	Collinearity Statistics	
		Tolerance	VIF
	Motivation	.519	1,926
	Commitment	.426	2,345
	Work Discipline	.746	1,341

Source: SPSS Processing Results Ver 29 (2024)

Based on the data in table 4, it can be seen that the tolerance value of all independent variables is not less than the fixed value of 0.1 and the VIF value of all independent variables is no more than the fixed value of 10. Therefore, the data in this study is said to show that competence, training and work experience do not experience multikolineity problems.

Heteroscedasticity Test

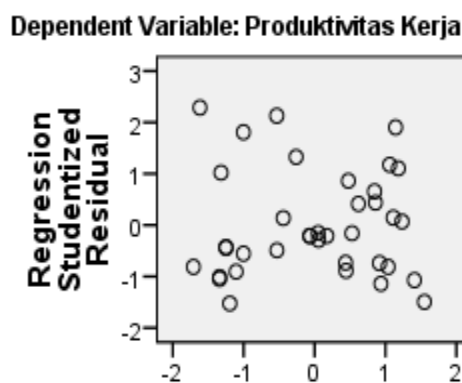


Figure 4. Heterokedesity Test

Source : SPSS Output ver 19 (2024)

Based on the scatterplot image , it shows that the resulting points are spread randomly and do not form a pattern or trend of a specific line. The image above also shows that the data spread is around the zero point. The results of this test show that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

Multiple Linear Regression

To see the correlation or relationship between independent variables and dependent variables that can have positive or negative values with multiple linear regression analysis, it can be seen which variable among the independent variables is the most dominant influence on the dependent variable.

Table 5. Multiple Linear Regression

Type		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	0.472	0.469	
	Motivation	1.028	0.017	0.743
	Commitment	0.596	0.024	0.329
	Work Discipline	0.001	0.014	0.001

a. Dependent Variable: Work Productivity

Source : primary data processed (2024)

Based on the table above, an equation can be formulated:

$$Y = 0.472 + 1.028 X_1 + 0.596 X_2 + 0.001 X_3$$

The above multiple linear regression equation interperformance is as follows:

1. A constant value of 0.472 indicates a positive sign which means that if motivation, commitment and work discipline are considered zero, then work productivity is 0.472 units.
2. The regression coefficient value for the motivation variable shows a positive value of 1.028 which means that if the motivation variable increases by one unit, then work productivity will increase by 1.028 units.
3. The regression coefficient value for the commitment variable shows a positive value of 0.596 which means that if the commitment variable increases by one unit, then work productivity will increase by 0.596 units.
4. The regression coefficient value for the work discipline variable shows a positive value of 0.001 which means that if the work discipline variable increases by one unit, then work productivity will increase by 0.001 units.

Partial Hypothesis Test (t-Test)

Table 6. Results of Partial Hypothesis Test

Coefficients ^a					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.472	0.469		1.007	0.321
Motivation	1.028	0.017	0.743	61.619	0.000
Commitment	0.596	0.024	0.329	24.703	0.000



Work Discipline	0.001	0.014	0.001	0.058	0.954
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a. Dependent and Variable: Work Productivity

Source : primary data processed
(2024)

1. The test results for the leadership variable showed a tcount value of 61.619 > a ttable of 2.034 with a significant value of 0.000 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that motivation had a positive and partially significant effect on work productivity.
2. The test results for the motivation variable showed a calculated value of 24.703 > a ttable of 2.034 with a significant value of 0.000 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that commitment had a positive and partially significant effect on work productivity.
3. The test results for the work discipline variable showed a tcount value of 0.058 < ttable of 2.034 with a significant value of 0.954 > 0.05, then the H3 hypothesis was rejected and H0 was accepted, meaning that work discipline did not have a significant partial effect on work productivity.

Test F

The following can be presented the results of simultaneous testing between independent variables and dependent variables as follows:

Table 7. Results of Simultaneous Hypothesis Tests

ANOVA^b

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2526.120	3	842.040	4.402E3	.000a
	Residual	6.313	33	.191		
	Total	2532.432	36			

a. Predictors: (Constant), Work Discipline, Motivation, Commitment

b. Dependent Variable: Work Productivity

Source : primary data processed (2024)

The simultaneous hypothesis test or F test proves that the F value of 4.402 is greater than F table 2.89 and the significant value of 0.000 is less than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that motivation, commitment and work discipline have a significant effect simultaneously on work productivity.

R2 Test (Determination)



The following can be presented the results of the independent variable determination test explaining the dependent variable as follows:

Table 8. Determination Coefficient Test Results
Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999a	.998	.997	4,3737

Predictors: Dependent Variable: Work Productivity

The results showed that the *adjusted R Square* value of 0.997 which can be called a determination coefficient which in this case means that 99.7% of work productivity can be obtained and explained by motivation, commitment and work discipline while the remaining 0.3% is explained by other factors or variables outside the research model.

Discussion of Research Results

1. The Effect of Motivation on Work Productivity

Based on the results of previous research, the researcher has proposed a hypothesis that reads that "motivation has a positive and significant effect on work productivity. This can be seen from the hypothesis test with a *t*cal value of 61.619 > a *t*table of 2.034 with a significant value of 0.000 < 0.05, then the H1 hypothesis is accepted and H0 is rejected, meaning that motivation has a positive and partially significant effect on work productivity.

The positive direction shows that motivation leads to an increase in work productivity, in other words when there is an increase in motivation with indicators of physiological needs, the need for security, social needs or a sense of belonging, the need for self-esteem and the need for self-actualization, then the work productivity of employees increases.

The results of this study are the same as the results of the study (Fitriani, 2020) which states that motivation has a significant effect on work productivity. The results of the study are in accordance with the research objectives to find out whether motivation affects work productivity. The results of this study answer the problem related to the low work motivation of employees in the company.

2. The Effect of Commitment on Work Productivity

Based on the results of previous research, the researcher has proposed a hypothesis that reads that "motivation has a positive and significant effect on work productivity. This can be seen from the hypothesis test with a *t*cal value of 24.703 > a *t*table of 2.034 with a significant value of 0.005 < 0.05, then the H2 hypothesis is



accepted and H0 is rejected, meaning that commitment has a positive and partially significant effect on work productivity.

The positive direction shows that commitment can lead to an increase in work productivity, in other words when there is an increase in commitment with indicators of affective commitment, continuation commitment and normative commitment, then employee work productivity increases.

The results of this study are the same as the results of the study (Agitia and Irmadiani, 2022) which states that commitment has a significant effect on work productivity. The results of the study are in accordance with the research objectives to find out whether commitment has an effect on work productivity. The results of this study answer problems related to commitment in the company.

3. The Effect of Work Discipline on Work Productivity

Based on the results of previous research, the researcher has proposed a hypothesis that reads that "work discipline has a positive and significant effect on work productivity. This can be seen from the hypothesis test with a tcal value of 0.058 < a ttable of 2.034 with a significant value of 0.954 > 0.05, then the H3 hypothesis is rejected and H0 is accepted, meaning that work discipline does not have a significant partial effect on work productivity.

The positive direction shows that work discipline can have an impact on increasing work productivity, in other words when there is an increase in work discipline with indicators of attendance, compliance with regulations., adherence to work standards, high level of vigilance and ethical work, work productivity will increase. The results of this study are the same as the results of the study (Saleh and Utomo, 2018) which stated that work discipline did not have a significant effect on work productivity. The results of the study are in accordance with the research objectives to find out whether work discipline affects work productivity. The results of this study answer problems related to work discipline in companies.

4. The simultaneous influence of motivation, commitment and work discipline on work productivity

Based on various theories and results of previous research, researchers have proposed a hypothesis that leadership, motivation and work discipline simultaneously have a positive and significant effect on work productivity. The results of this study explain that leadership, motivation and work discipline have a positive and significant effect simultaneously on work productivity.

This can be seen from the calculated F value of 4.402 which is greater than the F table 2.89 and the significant value of 0.000 is smaller than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that motivation, commitment and work discipline have a significant effect simultaneously on work productivity. The positive direction indicates that every



increase that motivation, commitment and work discipline will lead to an increase in work productivity at the same time.

The results of this study are in accordance with the purpose of the research carried out, which is to find out whether the influence that motivation, commitment and work discipline simultaneously have a positive and significant effect on productivity has been implemented. The results of this study have solved problems related to work productivity that is not optimal.

Conclusion

1. The test results for the leadership variable showed a tcount value of 61.619 > a ttable of 2.034 with a significant value of 0.000 < 0.05, then the H1 hypothesis was accepted and H0 was rejected, meaning that motivation had a positive and partially significant effect on work productivity.
2. The test results for the motivation variable showed a tcal value of 24.703 > a ttable of 2.034 with a significant value of 0.005 < 0.05, then the H2 hypothesis was accepted and H0 was rejected, meaning that commitment had a positive and partially significant effect on work productivity.
3. The test results for the work discipline variable showed a tcount value of 0.954 < a ttable of 2.034 with a significant value of 0.954 > 0.05, then the H3 hypothesis was rejected and H0 was accepted, meaning that work discipline did not have a significant partial effect on work productivity.
4. The results of the simultaneous test with a calculated F value of 62.168 which is greater than the F table of 4.402 and a significant value of 0.000 are smaller than 0.05 so that it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so that it can be concluded that motivation, commitment and work discipline have a significant effect simultaneously on work productivity.

Suggestion

1. Companies should be able to increase effective motivation by scheduling regular team meetings to share information and strengthen relationships. Encourage employees to give and receive feedback openly and constructively. Provide training for employees to improve their interpersonal motivation and presentation skills.
2. Companies must be able to improve work discipline by creating clear and easy-to-understand work rules. Communicate the expectations and responsibilities of each employee. Organize training to improve employee skills and knowledge. Investing in development can increase employee commitment. Leaders must be role models in work discipline. Show a professional attitude and discipline at work.
3. Companies must be able to increase employee commitment by recognizing and appreciating employee contributions. Provide positive feedback, bonuses, raises, or other forms of rewards fairly and in a timely manner. Involve employees in



decision-making and organizational development processes. Ask for their opinions and consider their ideas.

4. Companies must be able to improve employee performance by providing training to improve employee skills and competencies. Companies must provide career development programs.

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