

THE IMPACT OF WORK DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. HJ BUSANA INDAH QUALITY CONTROL DIVISION SUKABUMI

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Abstract: This study aims to examine the impact of work discipline and work environment on employee performance at PT. HJ Busana Indah, particularly in the Quality Control (QC) division. The research employs a quantitative method with an associative approach to determine the relationship between these variables. Data was collected from 99 employees using a structured questionnaire and analyzed using multiple linear regression in SPSS. The results indicate that work discipline has a significant positive effect on employee performance, suggesting that employees with higher discipline tend to be more productive and efficient. Meanwhile, the work environment also affects employee performance, but its influence is relatively weaker than work discipline. Poor communication between superiors and subordinates, inadequate workplace facilities, and an uncomfortable atmosphere were identified as key challenges. The study concludes that improving work discipline and enhancing the work environment can optimize employee performance. Therefore, management should implement stricter discipline policies and improve working conditions to enhance productivity and company competitiveness.

Keywords: Work Discipline, Work Environment, Employee Performance

INTRODUCTION

The way businesses operate globally has changed as a result of globalization. When creating plans and strategies that support the organization's goals and objectives, this will alter the organizational structure. Maintaining a competitive advantage is also a difficult task for companies. The current corporate environment is becoming increasingly competitive, requiring high-caliber human resource management. An organization must be able to become more competitive to maintain its existence in the face of increasingly fierce competition.

An organization is established because there is a foundation and purpose. Achieving its objectives does not only mean individual satisfaction but also the welfare and mutual benefits for the group of people forming the organization. The most important goal of an organization is to improve the welfare of its members by implementing procedural control to achieve its vision and mission. If the organization fails to achieve its objectives, it can have negative impacts on society as a whole. The success or failure of an organization in reaching its goals can be seen from the overall organizational performance, one of the most crucial aspects being the company's human resources. When individuals within an organization work well and are supported by excellent human resources, the organization will succeed in achieving its goals. Largely due to the effectiveness of their human resources, many companies enjoy success. On the other hand, HR issues play a significant role in the failure of many companies. Therefore, individual or HR performance and organizational success or performance are interrelated. Hence, one of the efforts businesses must undertake is to recognize the importance of having quality human resources in the current global era.

The scope that HR management must face is highly challenging because rapid changes present broad problems. For a company to compete, it requires high-quality individuals. The success of a company in achieving its goals is measured by its performance. Well-executed performance is performance that meets organizational requirements and advances the achievement of organizational goals. Employee performance is the achievement of an individual in carrying out the tasks assigned to them. A high level of performance enables employees to work effectively and produce high-quality products. If organizational or company personnel can properly accept and accommodate the elements affecting their performance, then their work products can be further developed.

A study was conducted at PT. Hj Busana Indah, which operates in the garment industry and was established in 2009, located in the Benteng Kaller Industrial Area, Cicurug, Sukabumi. PT. Hj Busana Indah has 1,000 employees. Several divisions exist, including Quality Control (QC), Production, and Quality Assurance (QA). In this study, the author suspects that the Quality Control (QC) division, consisting of 120 employees, faces issues related to human resources employed there. The Quality Control division is responsible for supervising all operational production activities.

Human resource issues can impact employee performance and affect company operations, reducing work productivity. According to Muhamad Abid (2023:121), performance is the result of an employee's work in terms of quantity and quality, aligned with their role and responsibilities as planned and agreed upon with their superior within a certain period (day/week/month/year) in line with the company's goals, then assessed and measured using an agreed-upon performance research tool.

Based on Mangkunegara (2017:67), an employee's performance is determined by the quality and volume of work they perform in fulfilling their assigned duties. According to Pabundu in Busro (2018:88), employee performance is the result of the work they produce, interpreted to fulfill the predetermined objectives. In order to achieve organizational goals within a certain timeframe, the tasks or job activities of an individual or group within an organization can also be considered as performance. Based on the above explanation, it is concluded that employee performance reflects their capacity when applying their roles and responsibilities in the workplace. Employee performance includes productivity evaluation, efficiency, work quality, and employee contributions to company goals. In this study, the author suspects that the performance of employees at PT. Hj Busana Indah is categorized as poor, as can be seen in the table below:

Table 1. Employee Attendance Data

Year	Number of Employees	WHD (Working Days)	Absent	Sick	Leave	Late	Total	Percentage
2021	150	240	145	98	28	77	348	1.00%
2022	140	240	155	97	36	98	386	1.10%
2023	120	240	140	99	35	102	376	1.30%

Based on the attendance data above, it shows the results of work discipline and employee attendance in the QC division over the three-year period of 2021-2023. The number of employees in the QC division decreased from 150 in 2021 to 120 in 2023. This decline can affect the workload and performance of the team. In 2021, the total absenteeism was 348, with a percentage of 1.0%. The number of absences (alpha) was quite high (145), followed by sick leave (98), leave (28), and tardiness (77). In 2022, the total absenteeism increased to 386, with a percentage of 1.1%. Absences increased to 155, sick leave slightly decreased to 97, leave increased to 36, and tardiness increased to 98. And in 2023, total absenteeism slightly decreased to 376, with a percentage of 1.3%. Absences decreased to 140, sick leave increased to 99, leave slightly decreased to 35, and tardiness increased to 102. The decrease in the number of employees was followed by an increase in absenteeism, which can affect team work effectiveness. A lack of attendance can lead to a heavier workload for present employees, ultimately reducing productivity and work quality.

The company needs to consider that, besides attendance issues, the work environment can also impact employee performance. This is because a productive workplace encourages workers to complete their tasks. Undoubtedly, a pleasant workplace can increase worker productivity. When the workplace is enjoyable and well-maintained, it shows that the organization values its employees, has improved the quality of their work, and has built a supportive atmosphere.

According to Alwi Ardiansyah and Sherly Artadita (2021), the work environment is a place where employees perform most of their job-related tasks, making it crucial for the company to consider carefully. Based on Edi Winata's (2022) opinion, the work environment consists of the physical, social, and psychological aspects of an organization that influence worker productivity and performance. According to Sunarto (2023), the work environment is defined as the entirety of tools, materials, surroundings, working methods, and work arrangements, both individually and in groups. Meanwhile, according to the author, the work environment includes both physical and non-physical aspects of the workplace that can provide a sense of comfort, safety, and satisfaction for employees. This statement is derived from several perspectives presented above. As a result, the workplace has a significant impact on how long someone can continue working.

Based on the author's observations, employees at PT. Hj Busana Indah frequently fail to complete their tasks on time. According to the author, it is possible that a poor work environment makes employees uncomfortable, but inadequate work discipline may also play a role. Aside from the phenomena mentioned above, this is also related to employee work relationships. There is a lack of communication between superiors and subordinates in the Quality Control (QC) division and with other divisions, such as the

production division. In this case, employee performance will decline due to poor collaboration. At PT. Hj Busana Indah, efforts are needed to improve employee performance because the efficiency of human resources plays a major role in determining the company's success.

Based on findings and observations, several working conditions are not optimal, which can cause employees to frequently complain and feel disturbed by an uncomfortable work atmosphere. This is considered one of the obstacles to improving employee performance. The work environment encompasses everything surrounding employees that can influence their behavior and attitude at work. A conducive work environment can enhance employee performance, whereas an inadequate work environment can decrease performance. Below, the author attaches the work environment conditions in the Quality Control (QC) Division.

Table 2. Working Environment Conditions

No	Work Environment Indicator	Condition		Quantity	Description
		Good	Poor		
1	Work Atmosphere:				
	Lighting in the Workplace		√	50	Each QC workstation has one lamp, but some lamps have dimmed.
	Temperature or Air Quality	√		-	The temperature equipment functions properly.
	Cleanliness		√	5	There is a lack of trash bins in the QC work area, leading to low awareness of proper waste disposal.
2	Relationship with Colleagues:				
	Communication between superiors and subordinates		√	-	Lack of attention from superiors toward subordinate communication.
	Communication among employees		√		Lack of openness and trust among colleagues.
3	Work Facilities:				
	Equipment		√	50	Each production line has only two tables, and the tables are small, making movement very restricted.
	Worship facilities		√	2	The prayer room is small, with only one mushola for men and one for women.
	Toilets		√	16	There are clogged water drains and broken doors, rendering some toilets unusable.
	Parking facilities		√	1	There is only one parking area outside the factory, which is far and narrow, unable to accommodate all employees' vehicles.

Based on the data above, the researcher concludes that the work environment at PT. Hj Busana Indah still requires several improvements by the company. One of the issues is inadequate lighting conditions in the workspace, which can affect employees' health and work comfort. Similarly, a clean and well-organized work environment can create a more pleasant and peaceful atmosphere. Additionally, work relationships and communication methods between superiors, subordinates, and colleagues can be considered inadequate. Some employees are often reluctant to communicate with their superiors, while some superiors are indifferent toward their subordinates, leading to less-than-optimal cooperation between them.

METHODS

This research utilizes a quantitative method with an associative approach, aimed at testing relationships between variables. According to Juliyansyah Noor (2016), quantitative research is used to

examine specific theories by investigating the relationship between variables, measured using research instruments and analyzed through statistical procedures. Nikolaus Duli (2019) further defines quantitative research as the collection, processing, analysis, and presentation of data based on quantity, aimed at solving problems or testing hypotheses. The research takes place at PT. Hj Busana Indah, located in the Benteng Kaller Industrial Area, Cicurug, Sukabumi, West Java. The research will be conducted gradually, starting in January and continuing until sufficient data and information are gathered.

The operational variables are defined to test hypotheses and examine the relationship between theory and empirical facts. The independent variables in this research are work discipline and work environment, which influence the dependent variable, employee performance. Work discipline is defined as the awareness and willingness to adhere to company regulations and norms (Hasibuan, 2020), while work environment refers to the primary setting where employees perform their tasks, which significantly impacts their productivity (Alwi Ardiansyah and Sherly Artadita, 2021). Employee performance is assessed by the quality and quantity of work, punctuality, attendance, and teamwork (Muhamad Abid, 2023).

The population for this study consists of 120 employees from the Quality Control (QC) division at PT. Hj Busana Indah, and the sample will be determined using simple random sampling. According to the Slovin formula, 99 employees will be chosen as the sample for this study. Data will be collected through primary and secondary sources. Primary data will be obtained directly from the respondents via observation and questionnaires. Secondary data will include historical company data, such as the number of employees and other supporting information, sourced from company records. Data analysis will include descriptive statistics, using Likert scales to measure responses and interval scales to determine the average response values. The validity of the instruments will be tested using Pearson's product-moment correlation to ensure that the data accurately measures the intended variables. The research will rely on SPSS software to perform these analyses.

RESULT AND DISCUSSION

A. Profile

PT. Hj Busana Indah is a company located in Kp. Benteng Kaler Rt 02/04, Desa Kutajaya, Kecamatan Cicurug (43359), Kota Sukabumi, West Java Province. The company operates in the ready-made textile (garment) industry and was established in 2006 based on Deed of Establishment No. 49, dated April 27, 2006, prepared and submitted by Notary Dewi Himijati Tandika, SH., with the approval of the Minister of Law and Human Rights of the Republic of Indonesia No. C-13233 HT.01.01.TH.2006.

PT. Hj Busana Indah upholds a clear vision of ensuring on-time delivery with zero defects in its products. This vision is supported by the company's mission, which is encapsulated in the principle of "3M"—Menerima (Receiving), Membuat (Producing), and Memberi (Delivering). The company is committed to receiving only high-quality materials, ensuring that the garment production process is carried out with precision to maintain excellent product quality, and delivering finished products that meet the highest standards. Through this approach, PT. Hj Busana Indah strives to uphold its commitment to quality and customer satisfaction.

B. Respondent Characteristics

The research data was collected through the distribution of questionnaires to 99 respondents, categorized based on age, gender, length of service, and educational background. In terms of gender distribution, the respondents were divided into male and female categories. The results indicate that the proportion of female respondents was significantly higher, accounting for 82.8% of the total, while male respondents comprised only 17.2%. This finding suggests that the majority of employees in the studied division are women. Regarding the age distribution of respondents, they were classified into four different age groups. The analysis revealed that the largest portion, amounting to 69.7% of respondents, fell within the 21–25 years age range. This proportion was significantly higher compared to the 7.1% of respondents aged below 20 years, 20.2% who were between 26 and 30 years old, and only 3% who were in the 31–35 years age group. These results suggest that the workforce in this study is predominantly composed of young adults.

In terms of educational background, respondents were categorized into three levels of education: junior high school (SMP) or equivalent, senior high school (SMA) or equivalent, and undergraduate degree (S1). The findings indicate that the majority of respondents, accounting for 82.8%, had completed senior high school education. Meanwhile, 6.1% of respondents had attained education at the junior high school level, and 11.1% held an undergraduate degree. This distribution suggests that most employees in the study area have a secondary-level education. Furthermore, the respondents' length of service was categorized into three groups. The findings show that the majority of respondents, accounting for 40.4%, had been working for three to five years. This percentage was higher compared to those with a work tenure of one to two years, which accounted for 30.3%, and those with less than one year of experience, comprising 29.3% of the total

respondents. These results highlight that a significant portion of employees has accumulated a moderate length of service within the company.

The demographic characteristics of the respondents provide insights into the composition of the workforce at PT. Hj Busana Indah, indicating a predominance of female employees, a relatively young workforce, a high proportion of senior high school graduates, and a substantial percentage of employees with three to five years of work experience.

C. Validity and Reliability Test

Table 3. Work Discipline Validity Test

Statement	R Count	R table	Decision
X1i1	0,893	0,197	Valid
X1i2	0,879	0,197	Valid
X1i3	0,901	0,197	Valid
X1i4	0,923	0,197	Valid
X1i5	0,877	0,197	Valid
X1i6	0,901	0,197	Valid
X1i7	0,829	0,197	Valid
X1i8	0,898	0,197	Valid
X1i9	0,892	0,197	Valid
X1i10	0,898	0,197	Valid

Table 4. Work Environment Validity Test

Statement	R Count	R table	Decision
X2i1	0,853	0,197	Valid
X2i2	0,940	0,197	Valid
X2i3	0,928	0,197	Valid
X2i4	0,942	0,197	Valid
X2i5	0,911	0,197	Valid
X2i6	0,911	0,197	Valid
X2i7	0,929	0,197	Valid
X2i8	0,909	0,197	Valid
X2i9	0,926	0,197	Valid
X2i10	0,917	0,197	Valid

Table 5. Employee Performance Validity Test

Statement	R Count	R table	Decision
Yi1	0,906	0,197	Valid
Yi2	0,921	0,197	Valid
Yi3	0,916	0,197	Valid
Yi4	0,925	0,197	Valid
Yi5	0,954	0,197	Valid
Yi6	0,930	0,197	Valid
Yi7	0,948	0,197	Valid
Yi8	0,861	0,197	Valid
Yi9	0,853	0,197	Valid
Yi10	0,877	0,197	Valid

Based on the results, all calculated r-values are greater than the table r-value of 0.197. This indicates that all statement items for each research variable are valid. No items were removed, and all items met the validity assumptions, making them applicable for the next stage of testing.

Table 6. Reliability Test

No	Variable	Cronbach's Alpha	Decision
1	Work Discipline (X1)	0.971	Highly Reliable
2	Work Environment (X2)	0.979	Highly Reliable

3	Employee Performance (Y)	0.977	Highly Reliable
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Based on the results, each variable—work discipline, work environment, and employee performance—has a Cronbach's alpha value greater than 0.70. This indicates that the reliability test results for all variables are highly dependable, meaning that all questionnaire items are trustworthy and suitable for future research applications.

D. Classic Assumption Test

1. Normality Test

Table 7. One Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		99
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	7.02666328
Most Extreme Differences	Absolute	.144
	Positive	.088
	Negative	-.144
Test Statistic		.144
Asymp. Sig. (2-tailed)		.200 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The results showed an asymp. sig. of 0.200, which is greater than 0.05, indicating that the data follows a normal distribution and further analysis can proceed. Additionally, the histogram and normal probability plot visually confirm that the data is symmetrically distributed, with no skewness, further supporting the conclusion of normality.

2. Multicollinearity Test

According to Ghozali (2017:105), the purpose of the multicollinearity test is to determine whether there is correlation among the independent variables in the regression model. In this study, the tolerance and Variance Inflation Factor (VIF) values were used to assess multicollinearity.

Table 8. Multicollinearity Test

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta	t	Sig.		
1	(Constant)	7.171	2.610		2.747	.007		
	Work Discipline	.630	.179	.615	3.528	.001	.163	6.116
	Work Environment	.112	.167	.117	.671	.504	.163	6.116

a. Dependent Variable: Employee Performance

The tolerance value for both the work discipline and work environment variables was 0.163, which is greater than 0.10, and the VIF value was 6.116, which is below 10. These results indicate that there is no multicollinearity present in the data.

3. Autocorrelation Test

The purpose of the autocorrelation test is to examine the relationship between the disturbance errors at time t-1 in a linear regression model. Autocorrelation is an issue when observations over time are correlated with each other. A regression model without autocorrelation is considered a good model. In this study, the Durbin-Watson (DW) test was used, with a result of 1.553, which falls within the range of 1.550 to 2.460. This indicates that there is no autocorrelation present in the model.

4. Heteroscedasticity Test

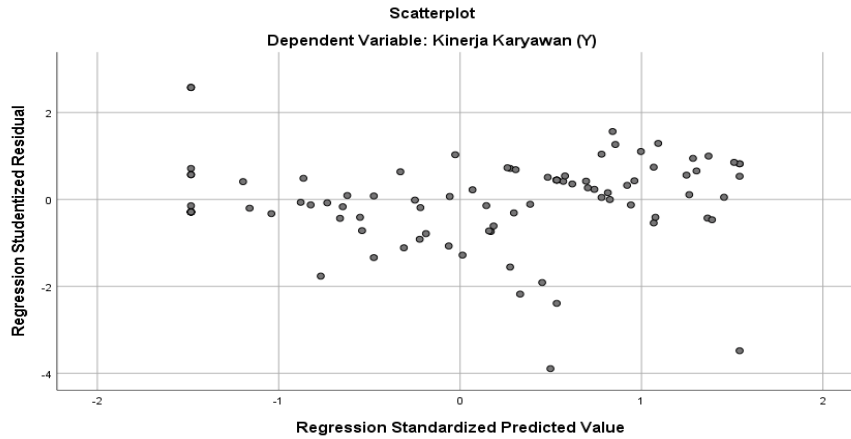


Figure 1. Heteroscedasticity Test

Based on the results, the scatterplot showed that the data points were spread out without a clear pattern, indicating that there is no heteroscedasticity present in the model.

E. Multiple Linear Regression Analysis

Table 9. Multiple Linear Regression Analysis Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	7.171	2.610		2.747	.007
	Work Dicipline	.630	.179	.615	3.528	.001
	Work Environment	.112	.167	.117	.671	.504

a. Dependent Variable: Employee Performance

The regression equation derived from the analysis is: $Y = 7.171 + 0.630X_1 + 0.112X_2$. This means that the constant of 7.171 represents the baseline performance of employees when both work discipline and the work environment remain unchanged. A positive regression coefficient of 0.630 indicates that if work discipline increases, employee performance will improve by 0.630, assuming the work environment remains constant. Similarly, a positive coefficient of 0.112 suggests that if the work environment improves, employee performance will increase by 0.112, assuming work discipline remains the same.

Table 10. Coefficient of Determination Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723 ^a	.523	.513	7.099

a. Predictors: (Constant), Work environment, Work discipline

Based on the results, the coefficient of determination (R Square) is 0.523, indicating that the variables of work discipline (X1) and work environment (X2) contribute 52.3% to employee performance

(Y) simultaneously. The remaining 47.7% is influenced by external variables that may contribute to employee performance but are not discussed in this study.

Table 11. F Test ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5310.985	2	2655.492	52.686	.000 ^b
	Residual	4838.652	96	50.403		
	Total	10149.636	98			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Discipline

Based on the results, the calculated F-value of 52.686 is greater than the F-table value of 3.09, with a significance level of $0.000 < 0.05$. This indicates that the hypothesis stating that work discipline and work environment simultaneously influence employee performance in the Quality Control division at PT. Hj Busana Indah in Sukabumi is supported.

D. Discussion

The results of this study indicate that work discipline has a significant influence on employee performance at PT. Hj Busana Indah, particularly in the Quality Control Division. Employees with high work discipline tend to perform better in carrying out their duties and responsibilities. Improved work discipline contributes to increased productivity, punctuality in completing tasks, and a lower rate of errors in the production process. These findings align with previous studies, which affirm that good work discipline enhances the efficiency and effectiveness of employees within an organization.

In addition to work discipline, the work environment also has a significant impact on employee performance. A conducive work environment, in terms of facilities, comfort, and relationships between employees and supervisors, contributes to increased motivation and work enthusiasm. Employees who work in a comfortable environment tend to be more focused and productive. Conversely, a less supportive work environment can lead to work-related stress and lower employee performance. The findings of this study reinforce previous research that highlights how a positive work environment fosters better working conditions and encourages optimal performance.

Furthermore, when work discipline and the work environment were analyzed simultaneously, both factors were found to have a strong relationship in influencing employee performance. The combination of good work discipline and a supportive work environment creates more effective working conditions, enhances employee satisfaction, and drives the achievement of company targets. In the context of PT. Hj Busana Indah, these two factors play a crucial role in maintaining work quality in the Quality Control Division, which is responsible for overseeing products before they reach consumers.

These findings suggest that company management should pay greater attention to improving work discipline and enhancing the work environment to optimize employee performance. Measures such as developing more structured work policies, providing training on work discipline, and upgrading workplace facilities can be effective solutions in creating better working conditions. By doing so, the company can enhance productivity, efficiency, and product quality, ultimately leading to improved competitiveness in the garment industry.

CONCLUSION

This study analyzes the impact of work discipline and work environment on employee performance in the Quality Control Division of PT. Hj Busana Indah. The results indicate that work discipline has a significant influence on employee performance. Employees with high levels of discipline tend to be more productive, complete tasks on time, and make fewer errors in the production process. Improving work discipline contributes to greater efficiency and effectiveness within the company. Additionally, the work environment also affects employee performance, although its impact is not as strong as work discipline. A comfortable work environment, including adequate facilities, a positive work atmosphere, and good relationships among employees, can enhance motivation and work enthusiasm. However, this study found several issues within the company's work environment, such as inadequate facilities and suboptimal communication between supervisors and subordinates. The analysis results show that the combination of work discipline and work environment plays a role in improving employee performance. Therefore, the company is advised to strengthen work discipline policies and improve the work environment to create more

conducive conditions for employees. Enhancing facilities and internal communication is expected to optimize performance and increase the company's competitiveness in the garment industry.

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