

The Influence of Commitment, Motivation, and Environment on Employee Productivity at Probolinggo Civil Registration Service

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ABSTRACT

This study aims to analyze the relationships between organizational commitment, work motivation, and the work environment, with the specific purpose of increasing employee productivity at the Population and Civil Registration Service in Probolinggo City. As the agency transitions from manual to digital services, understanding the internal factors driving workforce performance is crucial. This research employs a quantitative approach utilizing a causal-associative design to determine the effect of independent variables on the dependent variable. The sampling technique used is saturation sampling, which involves the entire population of employees at the agency to ensure a holistic view of the organizational dynamics without sampling bias. Data were collected through observations, interviews, and questionnaires, and subsequently analyzed using structural equation modeling software. The results of the study indicate that organizational commitment has a positive and significant effect on employee productivity. Furthermore, work motivation is proven to be a vital factor that significantly boosts employee output. The findings also demonstrate that a conducive work environment exerts a strong positive influence on productivity. Consequently, this study concludes that simultaneously improving commitment, motivation, and workplace conditions is essential for optimizing the performance of public sector employees.

Keywords: Organizational Commitment, Work Motivation, Work Environment, Employee Productivity, Public Service

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1. INTRODUCTION

Population management is a fundamental aspect crucial for Indonesia's growth, as it provides the essential data and information required to understand the state of the population and the surrounding environment (Setyabudi, 2023:1). In this context, the Population and Civil Registration Office (DUKCAPIL) of Probolinggo City serves as a vital government agency responsible for managing population data and recording significant life events within the region. As a regional apparatus organization, it is tasked with public service governance and the provision of accurate population data, implementing regional assessments and specific policies such as the "Three-in-One" service, which combines civil registration with population control to benefit residents.

Historically, the administrative processes at the Population and Civil Registration Office of Probolinggo City, such as processing birth certificates and identity cards, were conducted manually.



This traditional approach was often time-consuming and inefficient, leading to long queues and public dissatisfaction. However, responding to the rapid development of digital technology, the office has transitioned to providing registration services through the "Go-Online" (GOOL) website. This digital platform allows residents to apply for documents remotely, significantly reducing the need for physical presence and accelerating the application process. While this digital shift has positively impacted public convenience, it also brings into focus the internal dynamics of the agency, particularly how these changes interact with employee productivity (Maksin et al., 2023: 226).

Literature Review and Previous Research. Organizational commitment is defined as an employee's loyalty to their company, where the level of commitment is directly proportional to their belief in the organization's goals and their enthusiasm for continuing their service (Silaen et al., 2022:175). In the context of the Probolinggo City Population and Civil Registration Service, this variable is measured through indicators such as affective commitment, continuance commitment, and normative commitment (Sudaryo et al., 2018:142). Previous research regarding the impact of this variable has shown mixed results; for instance, Sukmawati (2022) found that organizational dedication positively and dramatically impacts work output, whereas Sandi (2020) stated that employee productivity is not influenced by organizational commitment, highlighting the need for further investigation in this specific government context.

Work motivation can be understood as an inner state or drive, whether internal or external, that ignites a person's enthusiasm and perseverance in achieving desired goals within the workplace (Khaeruman, 2021:27). For the employees at the Civil Registration Service, this variable is assessed using indicators such as the ability to direct oneself, the drive for influence or power, and the need for a sense of security (Khaeruman, 2021:32). Research supports the significance of this variable; for example, Nuraini (2023) supports the theory that staff at similar regional service departments, such as the Food Security and Agriculture Service, are significantly motivated to perform well, suggesting that high motivation is a critical predictor of productivity in public sector roles.

The work environment describes everything around workers that can affect their level of job satisfaction and productivity, including facilities intended to enable employees to perform their jobs effectively (Enny, 2019:56). In this study, the work environment is evaluated through visible indicators such as lighting, color, cleanliness, airflow, noise, and safety (Sudaryo et al., 2018). While general theories by Sudaryo et al. (2018) emphasize the importance of physical conditions, empirical studies generally agree that a favorable environment correlates with higher output, as employees can function without physical hindrances or discomfort, thereby directly influencing the productivity metrics of competence, personal development, and workplace efficiency (Silaen et al., 2022:157).

Gap Analysis and Novelty Statement. Despite the extensive literature on employee productivity, a significant gap exists regarding the specific interplay of these variables within the context of a government agency undergoing digital transformation in a specific regional setting like Probolinggo City. Most previous studies focus on general corporate sectors or different regional departments, failing to capture the unique challenges and dynamics of a Population and Civil Registration Office that has recently shifted from manual to digital "Go-Online" (GOOL) services. There is a lack of comprehensive research that simultaneously tests organizational commitment, work motivation, and work environment against productivity specifically within the saturation sample of this particular agency in Probolinggo.

This study offers novelty by addressing this gap through a quantitative approach that focuses exclusively on the Population and Civil Registration Service in Probolinggo City. By employing a saturation sampling method that involves all forty-six employees, this research provides a holistic



view of the internal organizational factors driving productivity in the post-digitization era. The study uniquely combines the variables of organizational commitment, work motivation, and work environment to determine their causal-associative relationship with productivity, offering specific insights that can inform local government policy and human resource management strategies in Probolinggo.

Research Objectives. The primary objective of this research is to analyze the relationships between organizational commitment, job motivation, and the work environment with the specific purpose of increasing employee productivity at the Population and Civil Registration Service in Probolinggo City. The study aims to empirically test whether these factors individually and collectively exert a significant influence on the productivity of the agency's employees, thereby providing a basis for recommendations to improve public service performance.

Hypothesis. Based on the theoretical framework and literature reviewed, this study proposes three key hypotheses to be tested. It is hypothesized that Organizational Commitment has a significant effect on employee work productivity at the Population and Civil Registration Service of Probolinggo City. Furthermore, it is hypothesized that Work Motivation significantly affects employee work productivity within the same agency. Finally, it is hypothesized that the Work Environment also has a significant effect on employee work productivity, suggesting that improvements in these three areas will lead to a tangible increase in the overall output and efficiency of the Probolinggo City Population and Civil Registration Service.

2. METHOD

This study employs a quantitative research design utilizing a causal-associative methodology to rigorously examine the relationships between the proposed variables and determine the influence of independent variables on the dependent variable (Rahmansyah et al., 2021, 2022). This specific method was selected to identify cause-and-effect links, as the causal associative technique is research that has a causal component, as explained by Sugiyono (2019:66). In defining the scope of the study, the researcher focused on a specific group of individuals within the organization to serve as the data source. The term "population" describes all objects or people with characteristics selected by the researcher for study in order to make decisions (Sujarweni, 2021:80). Based on this theoretical definition, the population of this study consisted of forty-six employees of the Population and Civil Registration Office of Probolinggo City, encompassing the entire workforce to ensure a holistic view of the organizational dynamics. Regarding the sampling technique, because the population size was relatively small and manageable, the study did not select a partial sample but rather included everyone to avoid sampling errors. The approach chosen in this study was saturated sampling, which is a non-probability sampling technique. Sujarweni (Sujarweni, 2021:88) states that with saturated sampling, every member of the population is sampled, ensuring that the data reflects the views of the entire department without bias. To gather the necessary data effectively, the researcher utilized specific instruments including interviews and questionnaires distributed to the respondents to obtain primary data. After the information was collected from all sources, including respondents, data analysis could be conducted to interpret the findings and draw conclusions. In analyzing the obtained data, the data used descriptive analysis with a quantitative approach (Sugiyono, 2019:206), which allowed for a structured evaluation of the results numerically. The technical analysis was performed using SmartPLS 4 software (Dhany & Rahmansyah, 2022; Hudzafidah, Dhany, et al., 2023; Rahmansyah, Hudzafidah, et al., 2024), where the study carried out three rounds of data processing, namely Outer Model Evaluation to assess validity and reliability, Inner Model evaluation for structural accuracy, and Hypothesis



Testing to validate the proposed relationships between variables (Dhany et al., 2025; Hudzafidah, Rahmansyah, et al., 2023; Rahmansyah, Dhany, et al., 2024; Rahmansyah & Dhany, 2023).

3. RESULTS AND DISCUSSION

RESULTS

Table 1. Average Variance Extracted (AVE) Test Results

No	Variable	AVE	Description
1	Organizational Commitment (X1)	0.736	Valid
2	Work Motivation (X2)	0.726	Valid
3	Work Environment (X3)	0.742	Valid
4	Employee Productivity (Y)	0.71	Valid

Based on the convergent validity test results presented in Table 1, the data quality for all variables is confirmed to be valid. The Average Variance Extracted (AVE) values for Organizational Commitment, Work Motivation, Work Environment, and Employee Productivity are 0.736, 0.726, 0.742, and 0.710, respectively. Since every variable possesses an AVE value greater than the required threshold of 0.50, it indicates that the indicators used in this study successfully measure the latent constructs they are intended to represent, thereby allowing the research to proceed to the next stage of evaluation.

Table 2. Heterotrait-Monotrait Ratio (HTMT) Test Results

No	Variable Relationship	HTMT	Description
1	Work Motivation (X2) <-> Organizational Commitment (X1)	0.476	Discriminant Valid
2	Work Environment (X3) <-> Organizational Commitment (X1)	0.237	Discriminant Valid
3	Work Environment (X3) <-> Work Motivation (X2)	0.183	Discriminant Valid
4	Employee Productivity (Y) <-> Organizational Commitment (X1)	0.789	Discriminant Valid
5	Employee Productivity (Y) <-> Work Motivation (X2)	0.44	Discriminant Valid
6	Employee Productivity (Y) <-> Work Environment (X3)	0.553	Discriminant Valid

The discriminant validity of the model was assessed using the Heterotrait-Monotrait (HTMT) ratio to ensure that each variable is empirically distinct. The results show that the correlation ratios between all variables—such as Work Motivation and Organizational Commitment (0.476) or Productivity and Organizational Commitment (0.789)—are consistently below the critical threshold of 0.90. This confirms that there is no issue of multicollinearity or overlap between the constructs, meaning that Organizational Commitment, Work Motivation, Work Environment, and Employee Productivity function as separate and distinct latent variables within the model.

Table 3. Cronbach's Alpha and Composite Reliability Test Results

No	Variable	Cronbach's Alpha	Composite Reliability (rho_c)	Description
1	Organizational Commitment	0.82	0.893	Reliable
2	Work Motivation	0.806	0.887	Reliable
3	Work Environment	0.931	0.945	Reliable
4	Employee Productivity	0.918	0.936	Reliable

The reliability test results demonstrate that the research instrument employed is highly consistent and dependable. Organizational Commitment achieved a Cronbach's Alpha of 0.820 and a Composite Reliability of 0.893, while Work Motivation recorded 0.806 and 0.887, respectively. Furthermore, the Work Environment and Employee Productivity variables showed exceptionally



high reliability, with Cronbach's Alpha values of 0.931 and 0.918, and Composite Reliability scores of 0.945 and 0.936. As all values for both metrics significantly exceed the recommended cut-off of 0.70, it can be concluded that the questionnaire used in this study is reliable for measuring the intended variables.

Table 4. R-Square (R²) Test Results

No	Variable	R-Square	R-Square Adjusted
1	Employee Productivity (Y)	0.681	0.658

The structural model evaluation using the R-Square test reveals the extent to which the independent variables explain the variance in the dependent variable. The obtained R-Square value for Employee Productivity is 0.681, which implies that 68.1% of the variation in employee productivity at the Population and Civil Registration Service is jointly influenced by Organizational Commitment, Work Motivation, and Work Environment. This value indicates a moderate to strong model, while the remaining 31.9% of the influence is attributed to other external factors or variables that were not included in this specific research framework.

Table 5. f-Square (f²) Test Results

No	Relationship	f-Square	Effect Size
1	Organizational Commitment (X1) -> Productivity (Y)	0.597	Strong
2	Work Motivation (X2) -> Productivity (Y)	0.168	Moderate
3	Work Environment (X3) -> Productivity (Y)	0.577	Strong

The f-Square test was conducted to determine the specific magnitude of influence each independent variable has on the dependent variable. The results indicate that Organizational Commitment has the strongest effect size with a value of 0.597, followed closely by the Work Environment with a value of 0.577, both of which fall into the category of a strong effect (greater than 0.35). Meanwhile, Work Motivation shows a value of 0.168, which is categorized as a moderate effect (greater than 0.15), suggesting that while all variables are relevant, commitment and environment are the primary drivers of productivity in this context.

Table 6. Hypothesis Testing Results

No	Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
1	X1 -> Y	0.495	4.45	0	Accepted
2	X2 -> Y	0.259	2.773	0.003	Accepted
3	X3 -> Y	0.454	4.136	0	Accepted

The final hypothesis testing confirms that all proposed relationships in the model are statistically significant. Organizational Commitment has a positive and significant effect on productivity (T-statistic 4.450; P-value 0.000), Work Motivation positively influences productivity (T-statistic 2.773; P-value 0.003), and Work Environment also exerts a significant positive impact (T-statistic 4.136; P-value 0.000). Since all T-statistics are greater than 1.96 and all P-values are less than 0.05, the three hypotheses proposed in this study are accepted, proving that improvements in commitment, motivation, and environment will directly lead to higher employee productivity.

DISCUSSION

The Influence of Organizational Commitment on Employee Productivity. Based on the results of the hypothesis testing conducted in this study, it is empirically proven that organizational commitment has a positive and significant effect on employee productivity at the Population and Civil Registration Service of Probolinggo City. The statistical analysis yielded a T-statistic value of 4.450, which is significantly higher than the required T-table value of 1.96, and a P-value of 0.000, which is well below the significance threshold of 0.05. These results indicate that the first hypothesis is accepted, confirming that higher levels of organizational commitment directly correlate with



increased work productivity. This finding implies that when employees feel a strong emotional and psychological bond with their organization, they are more inclined to exert extra effort in their daily tasks. In the context of this government agency, commitment is not merely about attendance but involves a deep sense of loyalty and alignment with the agency's goals to serve the public effectively. According to Silaen et al. (2022), organizational commitment reflects the extent to which an employee identifies with an organization and is committed to its goals. Sudaryo et al. (2018) further elucidate that this commitment manifests through affective, continuance, and normative dimensions, meaning employees stay because they want to, because they need to, or because they feel they ought to.

The positive correlation found in this study aligns with and strengthens the findings of previous research, suggesting a consistent pattern across different sectors. Specifically, this study supports the research conducted by Sukmawati (2022), which stated that organizational commitment has a positive and significant effect on work productivity. When employees at the Population and Civil Registration Service possess high organizational commitment, they demonstrate a greater responsibility towards their duties, resulting in faster service delivery and more accurate administrative processing. Conversely, if commitment levels decline, productivity is likely to suffer as the drive to contribute to the organization's success diminishes. This contradicts the findings of Sandi (2020), who argued that commitment does not influence productivity; however, in the specific context of the Probolinggo City government, the data clearly shows that loyalty is a key driver. Therefore, fostering a culture that enhances commitment is essential for maintaining high performance standards in public service.

The Influence of Work Motivation on Employee Productivity. The second hypothesis proposed in this study, which states that work motivation affects employee productivity, has been accepted based on the structural model evaluation. The data analysis produced a T-statistic of 2.773, exceeding the critical value of 1.96, and a P-value of 0.003, which is statistically significant. This positive influence indicates that motivation acts as a catalyst for employee performance. Work motivation is essentially the driving force that encourages individuals to work with enthusiasm and persistence. As defined by Khaeruman (2021), motivation is a mental state that encourages an individual to strive for the achievement of desires, whether originating from within (intrinsic) or from external factors (extrinsic). In the daily operations of the Population and Civil Registration Service, motivated employees are those who take initiative without constant supervision, showing a genuine desire to complete population data entry and civil registration tasks efficiently. The significance of this variable highlights that technical skills alone are insufficient; employees must possess the "will" to utilize their skills effectively to achieve organizational targets.

The findings of this research are consistent with the theoretical framework and empirical evidence from prior studies. The results parallel the work of Nuraini (2023), who found that work motivation significantly influences the performance and productivity of employees in similar regional sectors. Furthermore, Segoro & Pratiwi (2021) also emphasize that motivation serves as a fundamental element in driving productivity. When the leadership at the Population and Civil Registration Service provides the right motivators—whether through recognition, clear career paths, or a supportive atmosphere—employees respond by increasing their output and quality of work. The moderate effect size observed in this variable suggests that while motivation is crucial, it works best when combined with other factors. Nevertheless, the statistical evidence is clear: an increase in work motivation leads to a real and measurable increase in employee productivity, making it a vital area of focus for human resource management strategies within the agency.

The Influence of Work Environment on Employee Productivity. The third hypothesis, regarding the influence of the work environment on employee productivity, is also accepted with strong statistical backing. The analysis resulted in a T-statistic of 4.136 and a P-value of 0.000, demonstrating a highly significant positive relationship. This confirms that the physical and non-physical conditions of the workplace play a substantial role in determining how productive



employees are. A conducive work environment is defined by Enny (2019) as everything around workers that can affect them in carrying out the tasks assigned to them. This includes factors such as lighting, air circulation, noise levels, and the availability of necessary facilities. For the staff at the Probolinggo City Population and Civil Registration Service, who handle sensitive data and interact with the public, a comfortable and well-organized environment is critical for maintaining focus and reducing fatigue. Sudaryo et al. (2018) reinforce this by stating that the physical work environment directly impacts the ease with which tasks are performed.

This study's findings corroborate earlier research by Segoro & Pratiwi (2021) and Silaen et al. (2022), which both concluded that the work environment has a positive and significant effect on productivity. The strong effect size observed in this study suggests that environmental factors are among the most critical predictors of performance in this agency. If the office space is cramped, hot, or noisy, it inevitably slows down the processing of documents and increases the error rate. On the other hand, a modern, clean, and safe workspace facilitates smoother workflows and higher employee satisfaction. Given the agency's transition to digital services like the "Go-Online" system, the physical environment must also support these technological advancements. Thus, the management must ensure that the work environment is continuously maintained and improved, as the statistical evidence proves that a better environment leads directly to higher productivity among the forty-six employees studied.

4. CONCLUSION

Based on the results of the data analysis and discussion, it can be concluded that organizational commitment has a positive and significant effect on employee productivity, meaning that higher loyalty and emotional attachment to the agency directly result in better performance and service delivery. Additionally, work motivation significantly influences employee productivity, indicating that employees who are driven by strong internal and external incentives demonstrate greater enthusiasm and efficiency in completing their daily tasks. Furthermore, the work environment exerts a significant positive impact on productivity, proving that a comfortable, safe, and supportive physical workspace allows employees to work without hindrances and maximize their output. For future research, it is recommended to expand the scope of the study by incorporating other potential variables such as organizational culture, leadership style, or digital literacy, and to involve a broader range of government agencies to provide a more comprehensive understanding of the factors driving public sector productivity.

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