International Journal of Education and Life Sciences (IJELS)
Vol. 2, No. 12, 2024 : 1459-1474

Job Satisfaction in Mediating Work Discipline and Work Stress on Employee Work Productivity

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A R T I C L E I N F O

Keywords: Work Productivity, Job Satisfaction, Work Discipline, Work Stress

Received : 12, Oktober
Revised : 20, November
Accepted: 3, December

A B S T R A C T

This study aims to analyze the effect of work discipline and stress on productivity through job satisfaction as an intervening variable at PT. XYZ. This quantitative research uses descriptive, verificative methods, path analysis, and Sobel test. Data collection was carried out through secondary and primary data from 80 employees using purposive sampling because the number of employees studied at the company was less than 100. The analysis was conducted using IBM SPSS25 software. The results of this study indicate that work discipline has a direct positive effect on job satisfaction, work stress has a direct negative effect on job satisfaction, work discipline has a direct positive effect on productivity, work stress has a negative effect on productivity, job satisfaction has a direct positive effect on.

INTRODUCTION

Human resources (HR) are a crucial aspect of organizational development. The success of a company depends on its ability to manage the various resources it possesses, one of which is human resources (Sofyandi, 2018). HR is an asset of the company that exists within the organization, and the rapid development of science and technology can bring about changes in human life. These changes lead to higher demands on individuals to improve employee productivity (Sofyandi, 2018). In this regard, employee productivity becomes a very important measure because there is a close relationship between individual productivity and organizational productivity. In other words, if employee productivity is good, the likelihood of good organizational productivity is high, and it is important to understand the factors that influence work productivity (Sedarmayanti, 2018).

Factors that affect work productivity include job satisfaction, work discipline, and work stress. To improve employee productivity, one of the ways to achieve this is by establishing job satisfaction within an organization. Job satisfaction is very important in organizations because it reflects a positive attitude from the workforce, including feelings and behaviors toward work, as well as the evaluation of a job as a sense of appreciation for achieving important work values and helping to foster productivity from within an employee (Afandi, 2018).

Furthermore, a decrease in work productivity is caused by work discipline factors. Work discipline refers to the awareness and willingness of individuals to comply with all company regulations. Awareness is the attitude of an individual who voluntarily follows all regulations and is conscious of their duties and responsibilities. When discipline decreases, employee productivity will also decline (Hasibuan, 2019). Work stress is also a factor that affects work productivity. If work stress is high, employee productivity will decrease (Sedarmayanti, 2018).

LITERATURE REVIEW

Work Productivity

Work productivity is the ratio between the output achieved and the contribution of employees in a given time period, or the amount of goods/services that can be produced by an individual/employee within a certain period. Therefore, employees need to strive for high productivity in order to provide results for the company. To improve employee productivity, it is essential to consider the factors that can influence it (Sedarmayanti, 2018). Some factors affecting work productivity include discipline, work motivation, workload, job satisfaction, work environment, work stress, relationships between superiors and subordinates, and social security (Sedarmayanti, 2018). Indicators

used to measure work productivity include ability, increased output, work enthusiasm, personal development, quality, and efficiency (Sedarmayanti, 2018).

Job Satisfaction

Job satisfaction is very important within an organization because it reflects a positive attitude from employees, including their feelings and behavior toward work. This is evaluated through job assessment as a form of appreciation for achieving important work values and contributing to the development of productivity within an employee (Afandi, 2018). Factors influencing job satisfaction include fulfillment of needs, differences, value achievement, fairness, and organizational culture (Afandi, 2018). Indicators of job satisfaction include job, wages and salary, promotions, supervision, and coworkers (Afandi, 2018).

Work Discipline

Work discipline refers to the awareness and willingness of an individual to comply with all company regulations and social norms. Awareness is the attitude of an individual who voluntarily adheres to all rules and is conscious of their duties and responsibilities. Therefore, they will follow or complete their tasks well, not out of obligation (Hasibuan, 2019). Factors that influence work discipline include the amount of compensation, whether the leader sets a good example, the level of supervision by leaders, and the attention given to employees, which can help reduce the issues employees may face and complain about to their superiors (Hasibuan, 2019). Indicators of work discipline include adherence to company rules, effective use of time, responsibility, and absenteeism rate (Hasibuan, 2019).

Work Stress

Work stress can also affect employee productivity. Work stress is a situation experienced by employees due to physical and psychological tension that can lead to discomfort or pain due to their work or certain work conditions (Afandi, 2019). Factors influencing work stress include personal conditions that make workers prone to illness, career development where every employee has expectations within a company (Afandi, 2019). Indicators of work stress include task demands, role demands, interpersonal demands, organizational structure, and leadership within the organization (Afandi, 2019).

Hypothesis Development

Based on the background, literature review, and research framework, the hypotheses formulated for this study are as follows:

1. Work Disciplie on Job Satisfaction

The understanding and willingness of an individual to adhere to all corporate policies and social norms is known as work discipline. An individual's willingness to freely follow all rules is known as awareness. As a result, a person with strong discipline will help a company succeed. The degree of job satisfaction among employees has an impact on the success of the organization. Therefore, in order to fulfill employee expectations and attain job satisfaction, work discipline needs to be strengthened. This conclusion is backed by prior research conducted by Yumhi et al. (2021), which reveals that work discipline directly improves job satisfaction. Similarly, Ong et al. (2021) discovered that work discipline had a direct effect on job satisfaction.

H1: Job satisfaction is directly impacted by work discipline.

2. The Effect of Work Stress on Job Satisfaction

Employee stress is typically brought on by their workplace, which eventually affects how satisfied they are with their jobs. A good emotional state brought on by an individual's evaluation of their work experience is known as job satisfaction. Job satisfaction tends to decline when work-related stress rises. According to research by Suartana et al. (2020), job happiness is directly impacted by work stress. According to a different study by Tentama et al. (2019), productivity is directly impacted by work stress.
H2: Job happiness is directly impacted by work stress.

3. The Effect of Work Discipline on Productivity

The term "work discipline" describes a person's awareness, preparation, and willingness to follow the laws and social mores of their workplace. Employee productivity will rise in tandem with increased work discipline. Previous research by Ariani et al. (2020) supports this claim by demonstrating that productivity is directly impacted by work discipline. According to a related study by Rulianti et al. (2021), production is positively impacted by work discipline.
H3: Productivity is positively impacted by work discipline.

4. The Effect of Work Stress on Work Productivity

Stress at work is a state or circumstance that an employee goes through. Leaders need to be able to handle employee complaints and meet their requirements in order to manage employee stress. When workers are at ease, they are more productive, which benefits the business. Research by Dhaneswari (2021) supports this claim by demonstrating that work stress has a direct impact on productivity. Furthermore, Suartana (2020) discovered that stress at work had a detrimental effect on output.

H4: Stress at work has a direct impact on output.

5. The Effect of Job Satisfaction on Work Productivity

Because it shows the caliber of workers, productivity is significant. Job happiness is one element that has a favorable effect on productivity since happier employees are more productive at work. Ordelia et al.'s (2022) research, which discovered a direct correlation between job happiness and productivity, lends credence to this assertion. According to a different study by Utari et al. (2021), job satisfaction directly affects productivity at work.
H5: Productivity at work is directly impacted by job happiness.

6. The Effect of Work Discipline on Work Productivity Through Job Satisfaction

Good work productivity is one that results in meaningful work for the company. High employee job satisfaction, supported by work discipline, will improve productivity. Work discipline is both a supporting factor and a barrier to productivity; with high work discipline, productivity will increase. This is supported by research by Putri et al. (2020), which shows that work discipline indirectly influences productivity through job satisfaction. Tsauri (2017) also conducted research that shows work discipline indirectly affects productivity through job satisfaction.

H6: Work discipline has a positive direct effect on work productivity through job satisfaction.

The Effect of Work Stress on Work Productivity Through Job Satisfaction

Work stress experienced by employees is a condition where employees face pressure from various demands. Employee job satisfaction also plays a role in work stress. When an employee feels high job satisfaction, it can increase their work productivity. This statement is supported by previous research by Harrisma et al. (2018), which found that work stress indirectly affects work productivity through job satisfaction. Suartana (2017) also conducted research that showed work stress has an indirect effect on work productivity through job satisfaction.

H7: Work stress indirectly affects work productivity through job satisfaction.

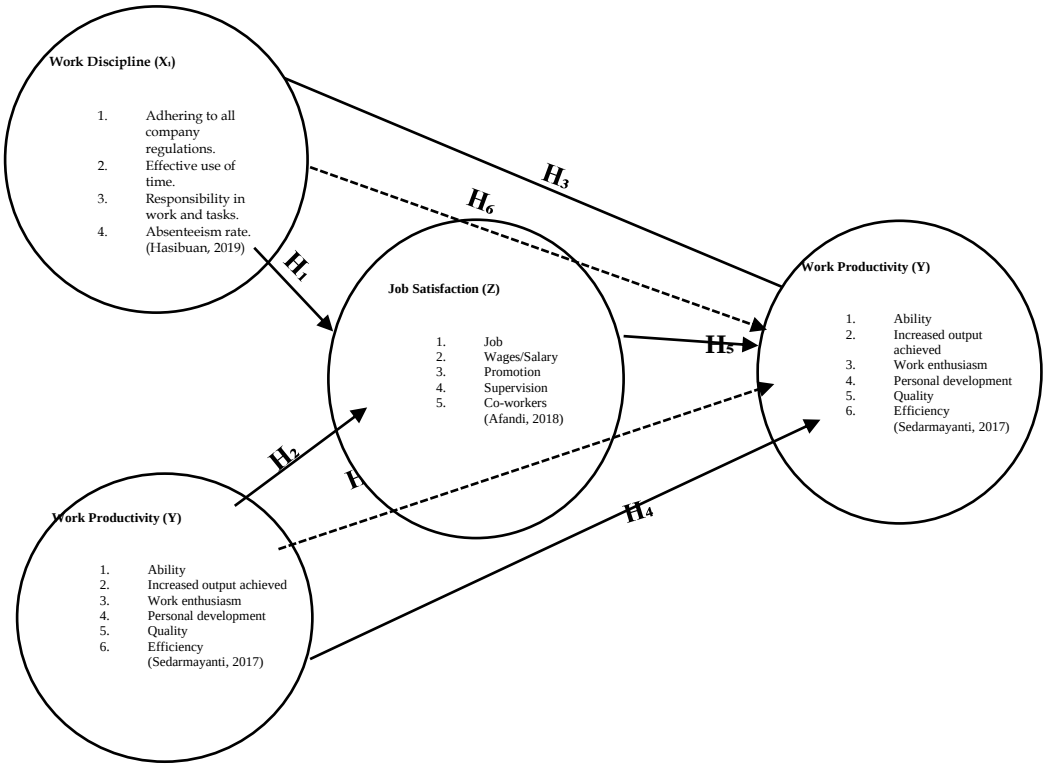

Figure 1: Conceptual Framework

METODOLOGY

Research Methodology

The research methods used in this study are descriptive and verificative methods, path analysis, and the Sobel test. In this study, the descriptive research method is used to understand how employees respond. The verificative research method is a study conducted on a specific population and sample with the aim of testing the hypotheses that have been set (Sugiyono, 2019).

The population in this study is the employees of PT. Japfa Comfeed Indo Tbk, Parungkuda Farm Unit, totaling 80 people. A sample is a part of the population's total number and characteristics. If the population is fewer than 100 people, the sample is taken as the entire population, which is 80 employees using the total sampling technique, where all members of the population are used as the sample (Sugiyono, 2019). Data collection in this study uses quantitative data, utilizing both primary and secondary data sources with several procedures, including field studies and literature studies (Sugiyono, 2019).

RESEARCH RESULTS

Validity Test

The validity test measures whether the questionnaire is valid. It is considered valid if the calculated value is ≥ the table value, meaning it is suitable for hypothesis testing. If the recalculated value is < the table value, the questionnaire is deemed invalid, meaning it is not suitable for use. The instrument test was conducted on 30 respondents (Sugiyono, 2019). The validity test in this study was carried out on 30 respondents, with the results shown in Table 1 as follows:

Table 1: Validity Test

No	Variable	Highest	Lowest	Table	Information
1	Productivity (Y)	0.855	0.511	0.3	Valid
2	Job Satisfaction (Z)	0.749	0.531	0.3	Valid
3	Work Discipline (X1)	0.813	0.533	0.3	Valid
4	Work Stress	0.686	0.194	0.3	Valid

Source: Primary Data Processed (2024)

Based on Table 1, the Productivity (Y) variable uses ten instruments, which are considered valid, with the highest correlation value of 0.855 and the lowest correlation value of 0.511. The Job Satisfaction (Z) variable uses eleven instruments, which are considered valid, with the highest correlation value of 0.749 and the lowest correlation value of 0.531. The Work Discipline (X1) variable uses six instruments, which are considered valid, with the highest correlation value of 0.813 and the lowest correlation value of 0.533. Meanwhile, the Work Stress variable uses ten instruments, which are considered valid, with the highest correlation value of 0.686 and the lowest correlation value of 0.194. Based on these results from all four variables, the study can proceed to the reliability testing stage.

Reliability Test

The reliability test is used to assess whether the research instrument is reliable and trustworthy. The reliability test is conducted using Cronbach's Alpha. An instrument is considered reliable if it has a Cronbach Alpha greater than 0.60. The reliability test in this study can be seen in Table 2 as follows:

Table 2: Reliability Test

Variable	Cronbach Alpha	Condition (α)	Information
Workload (X1)	0.828	0.60	Reliable
Work Stress (X2)	0.700	0.60	Reliable
Work Motivation (Z)	0.991	0.60	Reliable
Nurse Performance (Y)	0.860	0.60	Reliable

Source: Primary Data Processed (2024)

Table 2 shows that each variable has a Cronbach Alpha value greater than or equal to 0.6. This indicates that all the instruments for each variable in this study are considered reliable.

Classical Assumption Test

1. **Normality Test** The normality test was conducted using the Kolmogorov-Smirnov test, with the decision rule being that if the significance value is > 0.05, the distribution is normal, while if the significance value is < 0.05, the distribution is not normal. The results of the normality test in this study can be seen in Table 3 as follows:

Table 3: Normality Test Results for the First Equation with Kolmogorov-Smirnov

N	**80**
Normal Parameters	**Mean**: 0.0000000
	Std. Deviation: 1.31412109
Most Extreme Differences	**Absolute**: 0.096
	Positive: 0.068
	Negative: -0.096
Test Statistic	0.096
Asymp. Sig. (2-tailed)	0.068

Source: Primary Data Processed (2024)

Based on the data, it shows that the distribution is normal with a significance value of 0.200, meaning the significance value is greater than 0.05. The results of the normality test for the first equation are as follows:

Table 4: Normality Test Results for the Second Equation with Kolmogorov-Smirnov

N	**80**
Normal Parameters	**Mean**: 0.0000000
	Std. Deviation: 1.42164071
Most Extreme Differences	**Absolute**: 0.089
	Positive: 0.072
	Negative: -0.089
Test Statistic	0.089
Asymp. Sig. (2-tailed)	0.181

Source: Primary Data Processed (2024)

2. **Multicollinearity Test**

Finding correlations between independent variables (exogenous) is the goal of the multicollinearity test. Sugiyono (2019). The Variance Inflation Factor (VIF) and Tolerance Value are useful tools for identifying multicollinearity. Multicollinearity does not exist if the VIF is less than 5 and the tolerance value is greater than 0.05. Multicollinearity is indicated if VIF is more than 5. Table 5 displays the multicollinearity test findings as follows:

Table 5: Multicollinearity Test Results for the First Equation

Type	Tolerance	VIF	Decision
Work Discipline	0.947	1.056	No Multicollinearity
Work Stress	0.947	1.056	No Multicollinearity

Source: Primary Data Processed (2024)

Table 6: Multicollinearity Test Results for the Second Equation

Type	Tolerance	VIF	Decision
Work Discipline	0.853	1.172	No Multicollinearity
Work Stress	0.905	1.105	No Multicollinearity
Job Satisfaction	0.839	1.191	No Multicollinearity

Source: Primary Data Processed (2024)

Based on the first and second equations, it can be seen that the VIF values are less than 5 and the tolerance values are greater than 0.05, so it can be concluded that there is no multicollinearity problem in the regression model.

3. **Heteroscedasticity Test**

Using a scatterplot of the expected values of the dependent variable (endogenous), namely ZPRED and SRESID, the heteroscedasticity test in this study analyzes the SPSS data. The following standards form the basis of the heteroscedasticity test analysis:

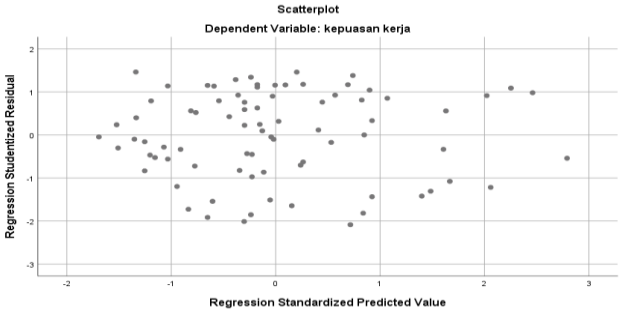

Figure 2: Scatterplot Diagram for the First Equation
Source: Primary Data Processed (2024)

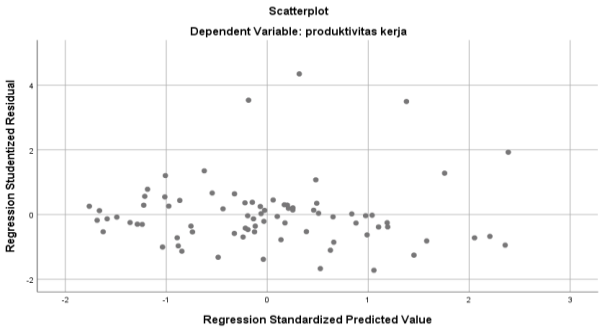

Figure 3: Scatterplot Diagram for the Second Equation
Source: Primary Data Processed (2024)

The scatterplot's points, both above and below the 0 line on the Y-axis, are dispersed in an ambiguous pattern, as shown in the two figures above. Consequently, it can be said that the second equation's regression model is appropriate for predicting each variable in this investigation because it does not exhibit heteroscedasticity.

Coefficient of Determination for the First Equation
Table 7: Coefficient of Determination for the First Equation

Model Summary	Type	R	R Square	Adjusted R Square	Standard Error of Estimate
1	.453a	.205	.185	1.331	

Source: Primary Data Processed (2024)

There is a substantial association between job satisfaction and work discipline and stress, as indicated by the correlation coefficient of 0.453, or 45.3%. To ascertain the degree to which workload and work stress are related, the correlation in the first equation was analyzed.
The R2 (R Square) value in the first equation is 0.205, or 20.5%. This shows that work discipline (X1) and work stress (X2) account for 20.5% of the total percentage of work motivation (Z), with other factors not included by this research model influencing the other 79.5%.

Coefficient of Determination of the Second Equation
Table 8. Coefficient of Determination of the Second Equation

Model Summary

Type	R	R Square	Adjusted R Square	Estimation Error
1	.875a	.766	.756	.47860

Source: Processed Primary Data (2024)

With a correlation level of 0.875, or 87.5%, between work discipline, job stress, and job happiness, there is a substantial association with nursing performance. To ascertain the degree of the association between work discipline, job stress, and job satisfaction in the context of employees, the findings of the double correlation analysis for the two equations were conducted.
The R2 (R Square) value in the second equation is 0.756, or 75.6%. This suggests that work discipline (X1), job stress (X2), and job happiness (Z) account for 75.6% of the percentage contribution of these factors to employee productivity (Y), with additional variables not covered in this study influencing the remaining 23.4%.

Path Analysis

Table 9. Path Analysis Test Results

Variable	Effect	Job Satisfaction	Productivity	Total
Work Discipline	Direct	0.376	0.477	1.028
	Indirect	0.175	-	0.652
Job Stress	Direct	-0.495	-0.200	-0.520
	Indirect	-0.175	-	-0.025

Source: Processed Primary Data (2024)

The following is an explanation of the path testing results using SPSS: 1. Work discipline has an impact on job satisfaction both directly and indirectly. The magnitudes of the direct effect (0.376, or 37.6%) and indirect effect (0.175, or 17.5%) demonstrate this. In the meantime, job satisfaction is influenced by work discipline in a total of 1.028, or 102.8%.
2. Job stress has an impact on job satisfaction both directly and indirectly. The size of the indirect effect, which is -0.175 or -17.5%, and the direct effect, which is -0.495 or -49.5%, demonstrate this. The overall impact of occupational stress on job satisfaction, however, is -0.520, or -52%.

t-Test (Partial Test)

Since the work discipline and job stress variables have a substantial impact on the job satisfaction variable, the t-test is performed to determine whether the significance value is less than 0.05. Table 5 provides the following explanation for the t-test results:

Table 10. t-Test Results for the First Equation

Model	**Unstandardized Coefficients**	**Standardized Coefficients**	**t**	**Sig.**
	B	Std. Error	Beta	
(Constant)	42.910	1.453		29.536
Work Discipline	.187	.041	.447	4.510
Job Stress	-.048	.024	-.200	-2.018

Source: Processed Primary Data (2024)

1. The work discipline variable yields 1.664 with a degree of freedom of 80-2-1 = 77, a tcal of 4.510, and a ttable = α 0.05. Ho is rejected while Ha is approved since tcal (4.510) is higher than ttable (1.664) with a significance level of 0.000 < 0.05. This indicates that job happiness is significantly impacted by work discipline.
2. The job stress variable yields 1.664 with a degree of freedom of 80-2-1 = 77, a tcal of -2.018, and a ttable = α 0.05. Ho is rejected while Ha is approved since tcal (-2.018) is less than ttable (-1.664) with a significance level of 0.047 < 0.05. This indicates that job stress directly affects job performance.

Table 11. t-Test Results for the Second Equation

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	31.553	2.183		14.457
Work Discipline	.090	.020	.376	4.545
Job Stress	-.069	.010	-.495	-6.566
Job Satisfaction	.101	.049	.175	2.069

Source: Processed Primary Data (2024)

1. The work discipline variable yields 1.664 with a degree of freedom of 80-2-1 = 77, a tcal of 4.545, and a ttable = α 0.05. Ho is rejected while Ha is approved since tcal (4.545) is bigger than ttable (1.664) with a significance level of 0.000 < 0.05. This indicates that employee productivity is directly impacted by job discipline.

2. With a degree of freedom of 80-2-1 = 77, the job stress variable has a tcal of -6.566 and a ttable = α 0.05, yielding 1.664. Ho is rejected while Ha is approved since tcal (-6.566) is less than ttable (-1.664) with a significance level of 0.000 < 0.05. This indicates that employees are directly impacted by job stress efficiency.

3. With a degree of freedom of 80-2-1 = 77, the work satisfaction variable has a tcal of 2.069 and a ttable = α 0.05, yielding 1.664. Ho is rejected while Ha is approved since tcal (2.069) is bigger than ttable (1.664) with a significance level of 0.042 < 0.05. This indicates that employee productivity is directly impacted by job satisfaction.

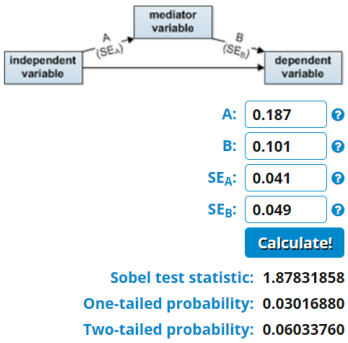

Figure 4. Results of Sobel Test Calculator Calculation for the Work Discipline Variable
Source: Sobel Test Output Calculator for the significance of mediation, (2024)

The calculated Z value (Zcal) is greater than the Z table value (1.87 > 1.65), proving that job satisfaction is able to mediate the effect of workload on nurse performance.

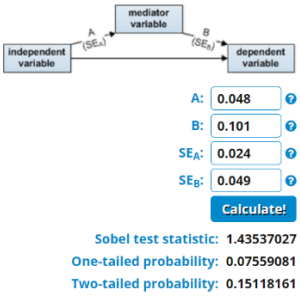

Figure 5. Results of Sobel Test Calculator Calculation for the Job Stress Variable
Source: Sobel Test Output Calculator for the significance of mediation, (2024)

The Z table value (1.43 < 1.65) is greater than the computed Z value (Zcal), indicating that job satisfaction cannot mediate the impact of working stress on worker productivity.

DISCUSSION

H1: Job satisfaction is directly impacted by work discipline.

The relationship between work discipline (X1) and job happiness (Z) is less than 0.05, with a value of 0.000. Therefore, it can be concluded that Ha is accepted and Ho is denied. This indicates that job happiness is directly impacted by work discipline. This result is consistent with the research conducted by Ariansyah (2023).

H2: Job Satisfaction Is Directly Affected by Job Stress

The relationship between job stress (X2) and job satisfaction (Z) is less than 0.05, with a value of 0.047. Therefore, it can be concluded that Ha is accepted and Ho is denied. This indicates that occupational stress has a direct impact on job satisfaction. This result is consistent with the research conducted by Azhari (2023).

H3: Job Productivity Is Directly Affected by Work Discipline

The relationship between work discipline (X1) and job productivity (Y) is less than 0.05, with a value of 0.000. Therefore, it can be concluded that Ha is accepted and Ho is denied. This indicates that job productivity is directly impacted by work discipline. This result is consistent with the research conducted by Andini (2019).

H4: Stress at Work Affects Productivity

The relationship between job stress (X2) and job productivity (Y) is less than 0.05, with a value of 0.000. Therefore, it can be concluded that Ha is accepted and Ho is denied. This indicates that occupational stress has a direct impact on workers' output. This result is consistent with the research conducted by Ariansyah (2023).

H5: Job satisfaction has a direct impact on worker productivity

The relationship between job happiness (Z) and employee productivity (Y) is less than 0.05, with a value of 0.042. Therefore, it can be concluded that Ha is accepted and Ho is denied. This indicates that employee productivity is directly impacted by job satisfaction. This result is consistent with the research conducted by Angunsari (2018).

H6: Job satisfaction is an indirect way that work discipline affects employee productivity.

The Z value (Zcal), as determined by the Sobel test findings, is 1.87. The fact that Zcal is higher than Ztable (1.87 > 1.65) indicates that work discipline's impact on worker productivity is mediated by job satisfaction. This result is consistent with the research conducted by Angunsari (2018).

H7: Job satisfaction has no indirect effect on employee productivity due to job stress.

According to the findings of the Sobel test, the computed Z value (Zcal) is less than Ztable (1.43 < 1.65), demonstrating that job satisfaction does not operate as a mediator between job stress and worker productivity. This result is consistent with the research conducted by Angunsari (2018).

CONCLUSION

1. Work discipline has a direct positive influence on job satisfaction.
2. Job stress has a direct negative influence on job satisfaction.
3. Work discipline has a direct positive influence on employee productivity.
4. Job stress has a direct negative influence on employee productivity.
5. Job satisfaction has a direct positive influence on employee productivity.
6. Job satisfaction mediates the influence of work discipline on employee productivity.
7. Job satisfaction does not mediate the influence of job stress on employee productivity.

RECOMMENDATIONS

Based on the research results and hypothesis testing conducted, the following recommendations can be made:

1. PT. XYZ can utilize an agricultural information system to manage data on animal health production, feed, and other resources. The company should also use IoT (Internet of Things) to monitor environmental conditions in barns. These methods can optimize employee performance and help achieve the company's targets. Additionally, PT. XYZ can provide bonus benefits to employees, such as more comprehensive health insurance and attractive pension programs to enhance job satisfaction. Counseling services can also be offered to reduce employee job stress.
2. Future researchers might consider adding other variables to improve and extend this study.

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