

## Analyzing the Impact of Work Discipline on Employee Performance at PT. Wisata Lubana Sengkol Ciputat with Motivation as a Moderating Factor

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### ABSTRACT

This study focuses on PT Wisata Lubana Sengkol, a tourism company based in South Tangerang. The study seeks to investigate the indirect effect of motivation as a moderating variable in either boosting or diminishing the relationship between discipline and employee performance. Using linear regression analysis, the findings show that: 1) Discipline has a significant impact on employee performance, as indicated by a t-value (2.955) that exceeds the critical t-table value (1.997), with discipline accounting for 11.8% of the variation in performance. 2) Motivation also has a substantial moderating effect, which increases the influence of discipline on employee performance. This is proven by the F-value (5.756), which exceeds the F-table value (3.140). Combined, discipline and motivation contribute to 21.5% of the variance in employee performance.

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## **INTRODUCTION**

Essentially, human resources are a critical component of capital and play a significant role in the success of any organization or company. People serve as the core drivers and key decision-makers within an institution. Employees are fundamental to helping organizations achieve their goals efficiently and effectively. Companies not only seek employees who are skilled, competent, and well-qualified, but more importantly, they value individuals who are dedicated and motivated to deliver high-quality performance. The success of an organization largely depends on having capable and professional employees who also uphold a strong work ethic, ultimately contributing to satisfying job outcomes.

PT Wisata Lubana Sengkol is a tourism-based company located in South Tangerang. Founded in 2007, the company initially offered fishing activities but has since evolved into a family-friendly restaurant and recreational destination. It is known for its traditional Lampung, Sundanese, and other Indonesian cuisines, making it a popular spot for leisure and dining.

Employee performance—whether at the individual or group level—is essential for producing the goods or services expected by the company. One of the main objectives of employee development is to ensure that workers grow both personally and professionally, becoming more effective, efficient, and productive over time.

There are various factors that influence employee performance, among which motivation and work discipline are key variables discussed in this study. Motivation, in particular, plays a vital role in influencing employee behavior. As stated by Andika (2019), motivation acts as a force that drives behavior by fulfilling needs or desires, thus inspiring individuals to take purposeful action. This internal drive propels individuals to engage in behaviors that lead to desired outcomes. Furthermore, Febrianti N.R. (2020) cites Hasibuan in explaining that work motivation involves creating the energy that fuels an individual's enthusiasm to work. It fosters teamwork, enhances efficiency, and promotes alignment with collective goals to achieve a sense of fulfillment.

Meanwhile, work discipline is another important aspect that contributes to strong employee performance. According to Sutrisno (2021:103), discipline refers to behavior that aligns with regulations, established norms, and both written and unwritten organizational policies. In the workplace context, discipline reflects an employee's awareness and willingness to comply with company rules and standards. This adherence ensures that all organizational procedures are carried out consistently, whether voluntarily or through the implementation of corrective measures or sanctions.

Considering the background described above, the research is titled: "The Influence of Work Discipline on Employee Performance at PT. Wisata Lubana Sengkol Ciputat with Motivation as a Moderating Variable."

## LITERATURE REVIEW

### *Motivation*

According to Afandi in Tarigan B & Priyanto A. A (2021: 3), motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness in order to achieve good and quality results. According to Hafidzi et al. (2019: 53), motivation is the provision of a driving force that produces a person's job passion, allowing them to work jointly, successfully, and with integrity in all of their attempts to obtain satisfaction.

Afandi (2021:24) identifies various elements that influence work motivation, including:

1. Life needs.
2. Future needs.
3. Recognition of labor performance.
4. Promotion.

Suwantno and Donni Juni Priansa (2019) list work motivation factors based on Abraham Maslow:

1. Physical needs.
2. Security concerns
3. Social needs
3. Need for appreciation.
4. Need for Actualization.

### *Work Discipline*

According to Agustini (2019:89), work discipline is an attitude of compliance to the rules and conventions that govern a firm in order to boost employee motivation to achieve corporate/organizational goals. Sutrisno (2021:103) defines discipline as a person's behavior that complies with regulations, current work practices, or attitudes, as well as behavior and actions that comply with the organization's written and unwritten regulations.

According to Agustini (2019:97-99) the factors that influence employee discipline are as follows:

1. Large/small compensation Large or small compensation can affect discipline enforcement
2. Presence/ Absence of Exemplary Leaders in the Company
3. There are certain rules that can be used as guidelines
4. The courage of leaders in taking action
5. Whether or not leaders pay attention to employees Employees are humans who have different characters from each other
6. The creation of habits that support the formation of discipline
7. Often involving employees in meetings related to their fate and work
8. Telling your coworkers when you want to leave the workplace, by telling them where and for what business, even to subordinates

Agustini (2019:104) identifies the following indicators of discipline:

1. Attendance level
2. Work procedures
3. Obedience to superiors
4. Work awareness

## 5. Responsibility

### *Employee Performance*

According to Rivai, A. (2020) performance is the work results that can be achieved by employees in a certain period, and compared to the targets assigned. According to Mangkunegara (2021:67), performance refers to an employee's work results in terms of quality and quantity accomplished while carrying out his duties in accordance with the obligations assigned him. According to Arisanti, Santoso, and Wahyuni (2019), performance is a person's or group's willingness to carry out and perfect actions in accordance with their duties and achieve the expected results.

According to Afandi (2021:86-87), there are two factors that influence performance achievement, namely:

1. Ability
2. Motivation

According to Mangkunegara in Desy Puspita, Sri Widodo (2020), the indicators of employee performance are as follows:

1. Quality of work
2. Quantity of work
3. Execution of tasks
4. Responsibility

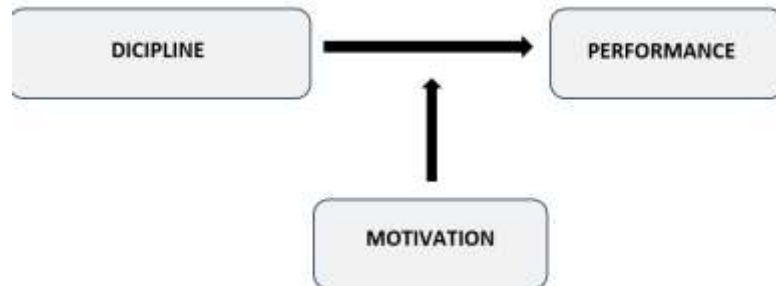
### *Previous Research*

One of the supporting data that according to researchers needs to be used as a separate item is previous research that is relevant to the problems being discussed in this research, including:

1. Made Aryata & I Gede Marendra (2023) published in Jurnal Mantik conducted a study titled "Effect of Work Discipline on Employee Performance with the Work Environment as a Moderating Variable at PT Sinergi Integra Service", utilizing the Structural Equation Modelling (SEM) method. The study found that work discipline significantly influences employee performance, evidenced by a p-value of 0.050. Meanwhile, the work environment alone does not have a direct impact on employee performance (p-value = 0.330). However, when considered as a moderating variable, the work environment significantly strengthens the relationship between work discipline and employee performance, as shown by a p-value of 0.003.
2. Marliza Ade Fitri and Nelly Devi Artanty (2021) in the Journal of Entrepreneurship and Science Management explored the topic "The Influence of Motivation and Work Discipline on Employee Performance at PT. Samudera Sarana Floresma (SSF) Bengkulu City." The research findings indicate that both motivation and work discipline have a positive and significant influence on employee performance at PT SSF. Specifically, motivation (X1) and work discipline (X2) each contribute meaningfully to enhancing employee outcomes.
3. Sherliel and Hikmah, in their study published in the Journal of Management and Business under the title "The Influence of Work

Discipline, Motivation, and Compensation on Employee Performance at PT. Benwin Indonesia, Batam City," revealed that all three variables—motivation, work discipline, and compensation—positively and significantly impact employee performance. The findings confirm that each of these factors plays a vital role in improving the performance of employees at PT Benwin Indonesia in Batam.

*Framework of Thinking*



**Figure 1. Framework of Thinking**

*Hypothesis Development*

Based on the discussion above, we can draw temporary conclusions in the form of research hypotheses, namely:

H01: Discipline Has No Significant Influence on Employee Performance at PT. Wisata Lubana Sengkol Ciputat.

Ha2 : Discipline has a significant impact on employee performance at PT. Wisata Lubana Sengkol Ciputat.

H02: Employee performance at PT. Wisata Lubana Sengkol Ciputat is not influenced by motivation.

Ha2: Employee performance is influenced by motivation or discipline.

**METHODOLOGY**

This study utilizes a quantitative associative and descriptive approach. According to Sugiyono (2017:44), this type of research is intended to examine the influence or relationship between two or more variables. Associative research, therefore, aims to develop theories that can be used to explain, predict, and control a particular phenomenon.

Sugiyono (2021:162) defines the population as the entire group of generalization subjects that possess specific characteristics determined by the researcher, from which conclusions are drawn. In this research, the population includes all employees of PT Wisata Lubana Sengkol Ciputat in the year 2023, totaling 67 individuals.

Furthermore, Sugiyono (2021:127) explains that a sample is a subset of the population that shares its characteristics. Determining the sample size is an essential step in the research process. For this study, the sample consisted of all 67 employees at PT Wisata Lubana Sengkol Ciputat, meaning the research used a total population sampling technique.

Data analysis techniques used in this research include:

1. Descriptive Analysis
2. Normality Test
3. Validity and Reliability Test
4. Multicollinearity Test
5. Heteroscedasticity Test
6. Autocorrelation Test
7. Regression Analysis
8. Correlation Analysis and Determination Coefficient
9. Hypothesis Test

## RESEARCH RESULT

### *Descriptive Analysis*

From the table below, it is known that the majority of respondents or around 52% are male

Table 1. Gender

<b>Gender</b>	<b>Amount</b>
Man	35
Woman	32
<b>TOTAL</b>	<b>67</b>

From the table below, it is known that the majority of respondents or around 39% are aged 20-27 years.

Table 2. Respondent's Age

<b>Age</b>	<b>Amount</b>
20-27 Years	26
28-37 Years	16
38-47 Years	18
>47 Years	7
<b>TOTAL</b>	<b>67</b>

From the table below, it is known that the majority of respondents, or around 57%, have a high school/vocational school educational background

Table 3. Respondent's Education

<b>Education</b>	<b>Amount</b>
SMP	7
SMA/SMK	38
S1	22
<b>TOTAL</b>	<b>67</b>

From the table below, it is known that the majority of respondents or around 42% have worked for 2-9 years.

Table 4. Respondent's education

<b>Pendidikan</b>	<b>Jumlah</b>
<1 Tahun	25
2-9 Tahun	28
10-15 Tahun	14

**TOTAL** **67**

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**Normality Test**

According to the table below, the Asymp. Sig. (2-tailed) Kolmogorov Smirnov normality value for Equations 1 and 2 is  $0.200 > 0.05$ , implying that the data is normally distributed..

- a. Equation 1 (Direct Effect of Discipline on Performance)
- b. Equation 2 (Direct Effect of Discipline on Performance Moderated by Motivation)

Table 5. Normality Test

		Equation 1	Equation 1
N		67	67
Normal Parameters <sup>a,b</sup>	Mean	,0000000	,0000000
	Std. Deviation	3,3581	3,1685
Most Extreme Differences	Absolute Positive	,083	,051
	Negative	,061	,031
Test Statistic		-,083	-,051
Asymp. Sig. (2-tailed)		,083	,051
		.200 <sup>c,d</sup>	.200 <sup>c,d</sup>

**Validity and Reliability Test**

Based on the table below, it is clear that all assertions in the discipline variable are valid. If the Corrected Item-Total Correlation value is greater than the r table (0.24045), the data is considered credible and has a Cronbach's Alpha rating of 0.6 or higher.

Table 6. Validity and Reliability Test of Discipline Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DI_1	35,9104	36,355	,667	,912
DI_2	35,9403	35,390	,787	,905
DI_3	35,8358	36,261	,737	,908
DI_4	36,0299	34,938	,718	,909
DI_5	35,8657	35,512	,799	,904
DI_6	35,8806	35,834	,755	,907
DI_7	35,8955	35,610	,735	,908
DI_8	35,8209	37,786	,598	,915
DI_9	35,7761	37,328	,626	,914
DI_10	35,8358	37,564	,540	,919

The table below shows that all statements in the Motivation variable have been certified Valid. If the Corrected Item-Total Correlation value exceeds the r table (0.24045), it is judged reliable with a Cronbach's Alpha value of  $> 0.6$ .

Table 7. Validity and Reliability Test of Motivation Variables

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
MO_1	35,8806	29,258	,640	,886
MO_2	35,8657	29,088	,708	,881
MO_3	35,7463	29,889	,615	,887
MO_4	35,9701	29,969	,519	,894
MO_5	35,9254	28,949	,708	,881
MO_6	35,7910	28,259	,767	,877
MO_7	36,0299	29,181	,549	,893
MO_8	35,8060	29,856	,632	,886
MO_9	35,8209	29,422	,676	,883
MO_10	35,9552	29,589	,631	,886

The initial validity test revealed that one of the Performance Variable statements was invalid, with a Corrected Item-Total Correlation value  $< r$  table (0.24045). The invalid statement was removed from the calculation and recalculated for accuracy.

According to the table below, all statements in the Performance variable are classified as valid. If the Corrected Item-Total Correlation value is greater than the  $r$  table (0.24045), it is considered dependable and has a Cronbach's Alpha score of  $> 0.6$ .

Table 8 Validity and Reliability Test of Performance Variables

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
KI_2	23,8657	9,512	,486	,725
KI_3	23,7313	9,987	,492	,724
KI_4	24,0149	9,257	,472	,729
KI_5	23,9701	8,908	,614	,694
KI_6	24,0149	10,257	,379	,747
KI_7	23,9254	10,131	,451	,732
KI_8	23,8507	10,402	,436	,735

### **Multicollinearity Test**

The multicollinearity test results indicate a tolerance value of less than 0.1 and a VIF of more than 10. This is an indication of multicollinearity in the data investigated, as seen in the table below.

Table 9. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	42,914	8,544		5,023	,000		
DI_TOTAL	-,499	,261	-,929	1,912	,060	,053	18,937
MO_TOTAL	-,565	,233	-,945	2,419	,018	,082	12,246
DI_MO	,017	,006	2,123	2,784	,007	,021	46,697

Murniati et al. (2013: 95) propose mean-centering as a solution to the problem of multicollinearity when using moderation variables. Mean-centering revealed a tolerance value of >0.1 and a VIF of <10, indicating no evidence of multicollinearity.

Table 10. Mean Centering Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	27,376	,438		62,508	,000		
MC_DI	,175	,096	,326	1,815	,074	,387	2,584
MC_MO	,109	,113	,182	,966	,338	,350	2,854
MCDI_MCMO	,017	,006	,349	2,784	,007	,791	1,264

**Heteroscedasticity Test**

According to the table below, the direct influence of the discipline variable on employee performance indicates that the regression equation model does not exhibit heteroscedasticity or passes the heteroscedasticity test. Where the Sig. value (2-tailed) for the Unstandardized Residual is greater than 0.05.

Table 11. Heteroscedasticity Test of Discipline Variables on Employee Performance

		DI_TOTAL	Unstandardized Residual
Spearman's rho	DI_TOTAL	Correlation Coefficient	1,000
		Sig. (2-tailed)	,099
		N	67

Unstandardized Residual	Correlation Coefficient	,203	1,000
	Sig. (2-tailed)	,099	
	N	67	67

According to the table below, the indirect influence of the discipline variable, moderated by the motivation variable, on employee performance indicates that the regression equation model does not exhibit heteroscedasticity or passes the heteroscedasticity test. Where the Sig. value (2-tailed) for the Unstandardized Residual is greater than 0.05.

Table 12. Heteroscedasticity Test of Discipline and Motivation Variables on Employee Performance

			MC_ DI	MC_M O	MCDI_MC MO	Unstandar dized Residual
Spearman's rho	MC_DI	Correlation Coefficient	1,000	.718**	,135	,158
		Sig. (2-tailed)		,000	,274	,201
		N	67	67	67	67
	MC_MO	Correlation Coefficient	.718**	1,000	,139	,036
		Sig. (2-tailed)	,000		,260	,770
		N	67	67	67	67
	MCDI_MCM O	Correlation Coefficient	,135	,139	1,000	-,068
		Sig. (2-tailed)	,274	,260		,585
		N	67	67	67	67
	Unstandardized Residual	Correlation Coefficient	,158	,036	-,068	1,000
		Sig. (2-tailed)	,201	,770	,585	
		N	67	67	67	67

**Autocorrelation Test**

Based on the table below, the Durbin Watson value for Equation 1 is 1.110 and Equation 2 is 1.283, which is between -2 and +2, so it can be said that the regression equation model does not experience autocorrelation.

Table 13. Autocorrelation Test

	Durbin Watson
Equation 1	1,110
Equation 2	1,283

**Regression Analysis**

*Equation 1 (Direct Effect of Discipline on Performance)*

From the results of the linear regression analysis carried out, the linear regression equation function for equation 1 is as follows:

$$Y = 20,528 + 0,185 X_1 + 0,895e \dots \dots \dots (1)$$

Y = Performance

X<sub>1</sub> = Dicipline

Table 14. Linear Regression Analysis Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	20,528	2,527		8,123	,000
DI_TOTAL	,185	,063	,344	2,955	,004

*Equation 2 (Direct Effect of Discipline on Performance Moderated by Motivation)*

From the results of the linear regression analysis carried out, the linear regression equation function for equation 2 is as follows:

$$Y = 27,376 + 0,175X_1 + 0,109X_2 + 0,017M + 0,822e \dots \dots \dots (2)$$

Y = Performance

X<sub>1</sub> = Dicipline

X<sub>2</sub> = Motivation

M = Moderating Variable Motivation

Table 15. Linear Regression Analysis Equation 2

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	27,376	,438		62,508	,000
MC_DI	,175	,096	,326	1,815	,074
MC_MO	,109	,113	,182	,966	,338
MCDI_MCMO	,017	,006	,349	2,784	,007

### **Correlation Analysis and Determination Coefficient**

#### **Equation 1**

Equation 1 shows that Discipline has a correlation value (r) of 0.344. The coefficient of determination value obtained  $r^2$  is 0.118 or 11.8%, indicating that discipline has an 11.8% influence, with the remaining 88.2% influenced by other factors.

#### **Equation 2**

A correlation test revealed a value of 0.464 between Discipline and Motivation. The resultant coefficient of determination value,  $r^2$ , is 0.215 or 21.5%, indicating that Discipline and Motivation have a 21.5% influence, with the remaining 78.5% influenced by other factors.

### **Hypothesis Testing**

#### **Equation 1**

The hypothesis test found a substantial correlation between discipline and employee performance, with a calculated t value of 2.955 (greater than the t table value of 1.997) and a significance level of  $<0.05$ .

Table 16. Hypothesis Test t

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	20,528	2,527			8,123	,000
DI_TOTAL	,185	,063	,344		2,955	,004

#### **Equation 2.**

The hypothesis test results show that Motivation, as a moderating variable, has a considerable influence on Discipline towards Employee Performance, with a computed F value (5.756) higher than the F Table (3.140) and a significance value  $<0.05$ .

Table 17. F Hypothesis Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	181,627	3	60,542	5,756	.002 <sup>b</sup>
Residual	662,641	63	10,518		
Total	844,269	66			

## **DISCUSSION**

#### **Equation 1**

The analysis results suggest that discipline has a significant effect on employee performance, with an estimated t value (2.955) bigger than the t table (1.997). Where punishment has an 11.8% impact on employee performance. Using the Linear Regression function,  $Y = 20.528 + 0.185 X_1 + 0.895e$

### **Equation 2**

Motivation Strengthens Discipline's Influence on Employee Performance, with a calculated F value of 5.756, above the F Table (3.140). Where discipline and motivation have a combined effect of 21.5%. Using Linear Regression,  $Y = 27.376 + 0.175X_1 + 0.109X_2 + 0.017M + 0.822e$

### **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the research conducted, it can be concluded that:

- a. Discipline has a significant influence on employee performance so that  $H_01$  is rejected and  $H_{a1}$  is accepted
- b. Motivation as a moderating variable has an influence where motivation strengthens the influence of discipline on employee performance so that  $H_02$  is rejected and  $H_{a2}$  is accepted

### **ADVANCED RESEARCH**

The many factors that may influence the performance of employees of PT. Wisata Lubana Sengkol Ciputat and the limited time in conducting research so that further research is needed to determine other factors that have not been researched in order to determine whether these factors have a significant influence on the performance of employees of PT. Wisata Lubana Sengkol Ciputat.

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