

# The Effect of Leadership, Compensation, and Work Environment on Employee Work Spirit

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Received: 11 February 2026

Accepted: 1 March 2026

Published online: 3 March 2026

## Abstract

This study aims to analyze the influence of Leadership, Compensation, and Work Environment on Employee Work Spirit at CV. Subur Makmur Japan Village, Babadan District, Ponorogo. Based on the results of the discussion in accordance with the data managed with a multiple linear regression analysis model, it is concluded that; Based on the results of the t test of the independent variable of the influence of Leadership, the calculated t value  $< t$  table ( $1.956 < 2.042$ ), then  $H_0$  is accepted, meaning there is no influence of Leadership on Employee Work Spirit. Compensation, the calculated t value  $> t$  table ( $2.091 > 2.042$ ), then  $H_0$  is rejected, meaning there is an influence of Compensation on Employee Work Spirit. Work Environment, obtained the calculated t value  $> t$  table ( $2.072 > 2.042$ ), then  $H_0$  is accepted, meaning there is no influence of the Work Environment on Employee Work Spirit. Meanwhile, based on the results of the F test of the dependent variable Employee Work Spirit, the calculated F value  $> F$  table ( $6.229 > 2.87$ ), then  $H_0$  is rejected, meaning there is an influence of Leadership, Compensation, and Work Environment together/simultaneously on Employee Work Spirit.

**Keywords:** Leadership, Compensation, Work Environment, Employee Work Spirit, SPSS

## 1. Introduction

Human resources play a crucial role in every company's activities. Even with adequate facilities and infrastructure, without reliable human resources, company activities will not be completed effectively. Human resources are the only resources that cannot be imitated, such as reason, emotions, desires, abilities, skills, knowledge, and work. This demonstrates that human resources are a key factor that must be considered.

Agustini (2011: 59) states that work enthusiasm is an individual's attitude to cooperate with discipline and a sense of responsibility towards their activities. Many factors can influence employee work enthusiasm, such as leadership, compensation, and work environment. A leader who can influence others will provide their own work enthusiasm for employees to do something to achieve the desired goals. The same thing also applies to employee compensation at work. High compensation will increase employee work enthusiasm in completing every task assigned to them. Likewise, a supportive work environment will increase employee work enthusiasm in achieving the targets the company wants to achieve.

To further confirm this, researchers conducted a study entitled: "The Influence of Leadership, Compensation, and Work Environment on Employee Morale at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.



## 2. Literature Review

### 2.1. Human Resource Management (HRM)

Human Resource Management, or HRM, is a management discipline that specifically studies the relationships and roles of people within a company. The human element of HRM is the company's employees. The focus of HRM studies is solely on issues related to human employees. Manner in Hasibuan (2011: 10) states that human resource management is the science and art of managing employee relationships and roles so that they effectively and efficiently help achieve the goals of the company, employees, and society. Gomes (in Mathis, 2012: 4) states that Human resource management is the development and utilization of personnel (employees) for the effective achievement of individual, organizational, community, national, and international goals and objectives.

### 2.2. Spirit at Work

Spirit at work refers to an individual's positive attitude toward work, reflected in discipline, cooperation, responsibility, and commitment to assigned tasks. Agustini (2011: 59) defines spirit at work as an individual's willingness to work with discipline and a strong sense of responsibility in carrying out work activities. Employees with high work spirit tend to show consistency in following rules, actively collaborate with others, and demonstrate satisfaction in completing their duties, which ultimately supports organizational effectiveness and performance.

According to Zainun, as cited in Asnawi (2013: 87), several factors influence spirit at work, including harmonious relationships between superiors and subordinates, enthusiasm for assigned tasks, a friendly and supportive work climate, and a sense of usefulness in achieving organizational goals. In addition, fair economic and material rewards, as well as job security, peace of mind, and protection for employees' careers, also play a crucial role. Based on Agustini (2011: 59), the indicators of spirit at work in this study include discipline, cooperation, job satisfaction, and responsibility.

### 2.3. Leadership

Leadership plays a crucial role in organizational success, particularly in shaping employee involvement and cooperation. According to Simamora (2014: 16), good leadership is characterized by the ability to involve employees in decision-making processes, providing opportunities for them to express ideas, opinions, and concepts that support organizational goals (Dipoatmodjo, 2025). Through effective cooperation, leaders can foster a sense of family and togetherness among employees, creating a supportive work environment that encourages collaboration and shared responsibility in achieving company success.

Robbins (2010: 46) classifies leadership styles into transactional and transformational leadership. Transactional leadership focuses on clarifying roles and tasks through contingent rewards, active and passive management by exception, and laissez-faire behavior (Dipoatmodjo et al., 2025). In contrast, transformational leadership inspires followers to go beyond self-interest through charisma, inspiration, intellectual stimulation, and individual consideration. In this study, leadership is measured using indicators proposed by Simamora (2014: 16), which include having clear goals, creating a conducive atmosphere, demonstrating tolerance, providing direction, supporting employee development, practicing democratic

leadership, assisting employees in problem-solving, and giving recognition to high-performing employees.

#### **2.4. Compensation**

Compensation refers to all forms of rewards received by employees in return for the work they perform. Sedarmayanti (2011: 239) explains that compensation includes financial rewards as well as goods and services provided by the company, serving as a form of appreciation so employees feel valued for their contributions. Proper compensation not only fulfills employees' economic needs but also motivates them to improve performance and maintain loyalty to the organization.

According to Rivai (2015: 89), compensation is divided into financial and non-financial compensation. Financial compensation includes direct compensation such as salaries, wages, incentives, commissions, bonuses, and profit sharing, as well as indirect compensation in the form of allowances, insurance, pensions, leave, and other benefits. Non-financial compensation includes career-related rewards such as job security, promotion opportunities, and recognition, as well as a supportive and comfortable work environment. In this study, compensation indicators are based on Hasibuan (2016: 125), which include timely salary based on work results, incentives and bonuses, adequate facilities, cash allowances, and insurance against occupational risks.

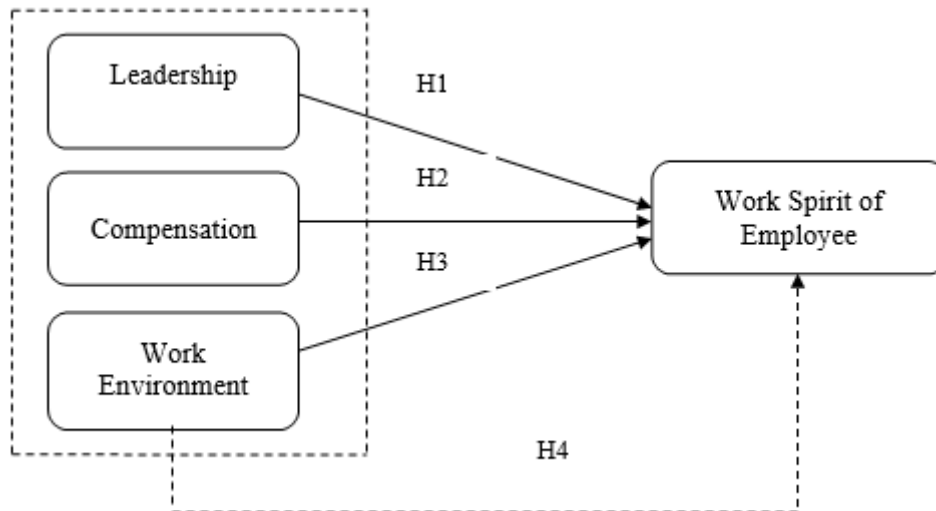
#### **2.5. Work Environment**

The work environment refers to all conditions surrounding employees that can influence how they carry out their duties. According to Alex S. Nitisemito (2012: 183), the work environment includes everything around workers that may affect them in performing assigned tasks. A supportive work environment plays an important role in improving comfort, motivation, and productivity, as employees are more likely to work effectively when both physical and psychological conditions are favorable.

Sedarmayanti (2015) classifies the work environment into physical and non-physical environments. The physical work environment includes all tangible conditions such as workspaces, furniture, equipment, lighting, temperature, air circulation, noise, and other factors that directly or indirectly affect employees. Meanwhile, the non-physical work environment relates to interpersonal relationships at work, including interactions with superiors, coworkers, and subordinates, which should reflect a family atmosphere, good communication, and mutual respect (Kurniawan et al., 2023; Nitisemito, 2012). In this study, work environment indicators are based on Nitisemito (2012: 164), consisting of physical facilities and infrastructure, availability of employee facilities, work atmosphere, and relationships with coworkers.

### 2.6. Research Framework

According to Nawawi (2012), for research to provide a clear starting point for thinking in solving problems, a conceptual framework of main ideas is prepared.



**Figure 1. Research Framework**

A hypothesis is a temporary or provisional answer to a research problem whose validity still needs to be tested empirically. It is considered temporary because it is formulated based on relevant theories and logical reasoning, not yet supported by factual evidence obtained through data collection. Slamet (2014) defines a hypothesis as a temporary conclusion regarding a proposed research problem, while Sugiyono (2012) states that a hypothesis is a temporary answer to the research formulation, where the research problem has been expressed in the form of a statement. Based on the formulation of the research problems, the hypotheses in this study are proposed as follows:

1. H1: Leadership is suspected to have a significant influence on employee spirit of work at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.
2. H2: Compensation is suspected to have a significant effect on the employee's spirit of work at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.
3. H3: The work environment is suspected to have a significant influence on employees' spirit of work at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.
4. H4: Leadership, compensation, and work environment are simultaneously suspected to have a significant influence on employee spirit of work at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.

## 3. Method

### 3.1. Scope of Research

This research is a quantitative research, where the results of the research are in the form of data descriptions in the form of numbers. The scope of the research focuses on Employee Work Spirit at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo, which is assumed to be influenced by Leadership, Compensation, and Work Environment.

### 3.2. Data Collection

Data is a collection of facts, figures, and anything that can be verified and used as a basis for concluding. In business terms, data is a collection of information needed for decision-making (Kuncoro, 2003:124). The type of data in this study is quantitative data, namely data that can be calculated or in the form of numbers, in the form of primary data, namely data obtained directly from the source, which comes from respondents' answers from the results of distributing questionnaires and interviews conducted on employees at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.

### 3.3. Data Collection Techniques

The data collection technique in this study was carried out using the questionnaire technique, which is a method of collecting data by providing a list of questions to respondents with the hope that they will respond to these questions.

### 3.4. Operational Definition of Variables

#### a) Independent Variable (X)

An independent variable is a variable that explains or influences another variable. The independent variables in this study are: Leadership (X1), Compensation (X2), and Work Environment (X3).

#### b) Dependent Variable (Y)

The dependent variable is a type of variable that is explained or influenced by the independent variable. The dependent variable in this study is Employee Work Spirit at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo (Y).

### 3.5. Data Analysis Techniques

The method used to analyze the research problems in this study is multiple linear regression analysis with the assistance of the SPSS statistical software. This method is applied to examine the influence of Leadership, Compensation, and Work Environment on Employee Spirit of Work at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo. The data analysis techniques used in this study are as follows:

#### a) Multiple Linear Regression Analysis

Multiple linear regression analysis is used to predict changes in the dependent variable when two or more independent variables are manipulated (Sugiyono, 2014). This analysis is intended to determine whether there is a functional relationship between Leadership, Compensation, and Work Environment as independent variables and Employee Spirit of Work as the dependent variable. The regression equation used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where Y represents Employee Spirit of Work, a is a constant,  $b_1$ ,  $b_2$ , and  $b_3$  are regression coefficients,  $X_1$  is Leadership,  $X_2$  is Compensation,  $X_3$  is Work Environment, and e is the error term.

#### b) Hypothesis Testing

Hypothesis testing is conducted to determine whether the proposed hypotheses are accepted or rejected. According to Firdaus in Sugiyono (2014: 61), hypothesis testing

is a procedure used to decide whether a null hypothesis ( $H_0$ ) should be accepted or rejected based on sample data.

a. T-Test

The t-test is used to examine the partial effect of each independent variable on the dependent variable. The test statistic is calculated as follows:

$$T = b / s_b$$

- $H_0: \beta = 0$ , meaning the independent variable has no significant effect on the dependent variable.
- $H_1: \beta \neq 0$ , meaning the independent variable has a significant effect on the dependent variable.

b. F-Test

The F-test is used to examine the simultaneous effect of all independent variables on the dependent variable. The formula for the F-test is as follows:

$$F = (R^2 / k) / [(1 - R^2) / (n - k - 1)]$$

The decision criteria are:

- If  $F_{count} \geq F_{table}$ ,  $H_0$  is rejected and  $H_1$  is accepted, indicating that the independent variables simultaneously have a significant effect on the dependent variable.
- If  $F_{count} < F_{table}$ ,  $H_0$  is accepted and  $H_1$  is rejected, indicating that the independent variables do not simultaneously have a significant effect on the dependent variable.

## 4. Results and Discussion

### 4.1. Respondent Profile

a) Respondent by Gender

Table 1 presents the distribution of respondents based on gender. This classification is intended to provide an overview of the gender composition of employees at CV. Subur Makmur, which is important for understanding the demographic characteristics of the research sample.

**Table 1. Respondents by Gender**

|       |        | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Male   | 24        | 63,2    | 63,2          | 63,2               |
|       | Female | 14        | 36,8    | 36,8          | 100,0              |
|       | Total  | 38        | 100,0   | 100,0         |                    |

As shown in Table 1, the majority of respondents are male, totaling 24 employees (63.2%), while female respondents account for 14 employees (36.8%). This indicates that the workforce at CV. Subur Makmur is dominated by male employees, suggesting that operational activities within the company may require a higher proportion of male labor.

b) Respondents by Age

Table 2 presents the distribution of respondents based on age. This classification aims to describe the age structure of employees at CV. Subur Makmur, which is useful for understanding the workforce profile in terms of productivity and work experience.

**Table 2. Respondents by Age**

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | < 25 years    | 9         | 23,7    | 23,7          | 23,7               |
|       | 25 - 40 years | 17        | 44,7    | 44,7          | 68,4               |
|       | > 40 years    | 12        | 31,6    | 31,6          | 100.0              |
|       | Total         | 38        | 100.0   | 100.0         |                    |

Based on Table 2, most respondents are in the 25–40 years age group, totaling 17 employees (44.7%), indicating that the majority of employees are in their productive working age. Respondents aged over 40 years amount to 12 employees (31.6%), while those aged under 25 years total 9 employees (23.7%). This distribution suggests a balanced age composition, with a dominance of mature and productive workers within the company.

c) Respondents by Educational Background

Table 3 illustrates the distribution of respondents based on their educational backgrounds. This information is presented to provide an overview of the respondents' level of formal education, which may influence their knowledge, skills, and work behavior within the organization.

**Table 3. Respondents by Educational Backgrounds**

|       |                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------|-----------|---------|---------------|--------------------|
| Valid | Senior High School | 30        | 78.9    | 78.9          | 78.9               |
|       | Bachelor           | 8         | 21.1    | 21.1          | 100.0              |
|       | Total              | 38        | 100.0   | 100.0         |                    |

As shown in Table 3, the majority of respondents have a Senior High School educational background, totaling 30 employees (78.9%), while 8 employees (21.1%) hold a Bachelor's degree. This indicates that the workforce at CV. Subur Makmur is predominantly composed of employees with secondary education, reflecting the operational nature of the company's activities.

d) Respondents by Length of Service

Table 4 presents the distribution of respondents based on their length of service at CV. Subur Makmur. This classification is important to describe employees' work experience and their level of familiarity with the organization.

**Table 4. Respondent by Length of Service**

|       |              | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|---------|---------------|--------------------|
| Valid | < 5 tahun    | 18        | 47,4    | 47,4          | 47,4               |
|       | 5 - 10 tahun | 15        | 39,5    | 39,5          | 86,8               |
|       | > 10 tahun   | 5         | 13,2    | 13,2          | 100,0              |
|       | Total        | 38        | 100,0   | 100,0         |                    |

Based on Table 4, the largest proportion of respondents has a length of service of less than 5 years, totaling 18 employees (47.4%). This is followed by employees with 5–10 years of service, amounting to 15 employees (39.5%), while only 5 employees (13.2%) have worked for more than 10 years. These findings indicate that most employees have relatively moderate tenure, suggesting a workforce that is still developing long-term organizational experience.

**4.2. Multiple Linear Regression Analysis**

Table 5 presents the results of the partial hypothesis testing using the t-test. This test is conducted to examine the individual effect of each independent variable (Leadership, Compensation, and Work Environment) on Employee Work Spirit.

**Table 5. T -Test**

| Model |                  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                  | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)       | 4,992                       | 2,837      |                           | 1,759 | ,087 |
|       | Leadership       | ,150                        | ,077       | ,292                      | 1,956 | ,059 |
|       | Compensation     | ,169                        | ,081       | ,312                      | 2,091 | ,044 |
|       | Work environment | ,168                        | ,081       | ,286                      | 2,072 | ,046 |

a. Dependent Variable: Employee Work Spirit

Based on Table 5, Leadership has a positive regression coefficient ( $B = 0.150$ ), indicating a positive relationship with employee work spirit; however, its significance value (0.059) is greater than 0.05, meaning that leadership does not have a statistically significant partial effect on employee work spirit. Compensation shows a positive and significant effect on employee work spirit with a regression coefficient of 0.169 and a significance value of 0.044, which is below 0.05. Similarly, the work environment has a positive and significant effect on employee work spirit, indicated by a regression coefficient of 0.168 and a significance value of 0.046. These results suggest that, partially, compensation and work environment significantly influence employee work spirit, while leadership does not show a significant individual effect.

Based on the results of the t-test in Table 5, the multiple linear regression equation can be formulated as follows:

$$Y = 4.992 + 0.150X_1 + 0.169X_2 + 0.168X_3$$

This regression equation indicates that employee work spirit increases by 0.150 units for every one-unit increase in leadership, by 0.169 units for every one-unit increase in compensation, and by 0.168 units for every one-unit increase in work environment, assuming the other variables remain constant. Meanwhile, Table 6 presents the results of the simultaneous hypothesis testing using the F-test. This test is conducted to determine whether Leadership, Compensation, and Work Environment jointly have a significant effect on Employee Work Spirit.

**Table 6. F-Test**

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 36,627         | 3  | 12,209      | 6,229 | ,002 <sub>b</sub> |
|       | Residual   | 66,636         | 34 | 1,960       |       |                   |
|       | Total      | 103,263        | 37 |             |       |                   |

a. Dependent Variable: Employee Work Spirit

b. Predictors: (Constant), Work Environment, Leadership, Compensation

As shown in Table 6, the F-test results indicate an F value of 6.229 with a significance level of 0.002, which is less than 0.05. This means that Leadership, Compensation, and Work Environment simultaneously have a significant influence on Employee Work Spirit. Therefore, the alternative hypothesis is accepted, indicating that the independent variables collectively play an important role in shaping employee work spirit at CV. Subur Makmur.

### 4.3. Discussion

#### a) Influence of Leadership (X1) on Employee Work Spirit

From the results of data analysis, it was found that the Work Spirit of CV. Subur Makmur Employees in Japan Village, Babadan District, Ponorogo were not influenced by the Leadership factor, where, based on the results of statistical tests with SPSS version 26.00 (t-test), the independent variable of Leadership obtained a calculated t value < t table ( $1.956 < 2.042$ ) with a regression coefficient of 0.150.

The success of organizational development efforts is largely determined by the quality of leadership or management and the commitment of top management to the necessary investment of energy and personal efforts. The leadership at CV. Subur Makmur Ponorogo strives to accommodate any problems experienced by employees, although employees still frequently violate existing regulations; they are often late and like to act without thinking first. In completing the work and tasks that have been entrusted, employees often do not carry them out wholeheartedly and do not complete the work within the specified time. Employees lack enthusiasm and often slack off when carrying out their work. Undercompensation, and they seem to have no motivation to carry out their obligations.

#### b) Influence of Compensation (X2) on Employee Work Spirit

From the results of data analysis, it was found that the Work Spirit of CV. Subur Makmur Employees in Japan Village, Babadan District, Ponorogo were influenced by the Compensation factor, where, based on the results of statistical tests with SPSS version 26.00 (t-test), the independent variable Compensation obtained a calculated t value > t table ( $2.091 > 2.042$ ) with a regression coefficient of 0.169.

Compensation is one of the implementations of HR functions related to all types of individual awards in exchange for carrying out organizational tasks. Currently CV. Subur Makmur Ponorogo no longer has work enthusiasm because of limited working hours, so work is not completed on time. The reduced percentage of employees who are allowed to handle a job at a time causes work to be delayed, and the non-distribution of several products that have an expired date results in the products piling up and being damaged. This fact has an impact on the decline in profits obtained by the company, thus affecting the compensation received.

#### c) Influence of Work Environment on Employee Work Spirit

From the results of data analysis, it was found that the Work Environment affected the Work Spirit of CV. Subur Makmur Employees in Japan Village, Babadan District, Ponorogo, where based on the results of statistical tests with SPSS version 26.00 (t-test), the independent variable of the Work Environment, obtained a calculated t value > t table ( $2.072 > 2.042$ ) with a regression coefficient of 0.168.

The work environment within an organization is one of the most important factors to consider. Although the work environment is not directly related to the production process within an organization, it directly impacts the employees who carry out that production process. An adequate work environment for employees can boost morale. Conversely, an inadequate work environment can lower morale and ultimately decrease employee morale.

The work environment at CV. Subur Makmur Ponorogo, particularly related to employee relations, is less supportive and less harmonious. This is evidenced by the existence of cliques and poor communication among employees, particularly related to unhealthy competition for leadership. This reality has disrupted employee morale at CV. Subur Makmur Ponorogo ultimately impacted the company's performance. Furthermore, there are issues related to the work facilities provided by the company.

d) Simultaneously Influence of Leadership, Compensation, and Work Environment on Employee Work Spirit

From the results of the data analysis, it was found that Leadership, Compensation, and Work Environment together/simultaneously influenced the Work Spirit of Employees of CV. Subur Makmur, Japan Village, Babadan District, Ponorogo, where, based on the results of the F test, the calculated F value was obtained  $> F$  table ( $6.229 > 2.87$ ).

Agustini (2011: 59) states that work enthusiasm is an individual's attitude to cooperate with discipline and a sense of responsibility towards their activities. Many factors can influence employee work enthusiasm, such as leadership, compensation, and work environment. A leader who can influence others will provide their own work enthusiasm for employees to do something to achieve the desired goals. The same thing also applies to employee compensation at work. High compensation will increase employee work enthusiasm in completing every task assigned to them. Likewise, a supportive work environment will increase employee work enthusiasm in achieving the targets the company wants to achieve.

Work enthusiasm is considered a positive psychological state when it creates a sense of pleasure that drives a person to work diligently and consistently to achieve the company's goals. To survive and succeed, human resource management absolutely requires attention and development. Unlike machines that consistently perform the same activities, humans experience development and change, which pose challenges that must be addressed effectively.

## 5. Conclusion

Based on data analysis using a multiple regression model, the following conclusions were obtained:

- a) From the results of data analysis, it is proven that leadership does not have a significant effect on employee work enthusiasm at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.
- b) From the results of data analysis, it is proven that compensation has a significant effect on employee morale at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.
- c) From the results of data analysis, it is proven that the work environment has a significant influence on employee morale at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.
- d) From the results of data analysis, it is proven that Leadership, Compensation, and Work Environment simultaneously have a significant influence on Employee Work Spirit at CV. Subur Makmur, Japan Village, Babadan District, Ponorogo.

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