



**THE EFFECT OF WORK DISCIPLINE AND EXTRINSIC MOTIVATION ON
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Abstract

The aim of this study is to examine how Work Discipline and Extrinsic Motivation, either partially (t) or simultaneously (f), influence the performance of employees at Surya Toserba Cirebon. The employees of Surya Toserba Cirebon constitute the subjects and population of this study. In this study, the sampling technique used was saturation sampling, which covered all 100 employees. The method used to collect data for this study was a questionnaire, whilst the analysis technique employed was multiple linear regression analysis. The results of this study indicate that extrinsic motivation has a significant positive influence on employee performance, as evidenced by the calculated t-value being greater than the critical t-value ($1.66 > 0.1966$), whilst organisational culture has a positive and significant influence, as seen from the calculated t-value being greater than the critical t-value ($1.66 > 1.966$); and simultaneously, the combined influence of the work discipline and extrinsic motivation variables on employee performance is demonstrated by the calculated F-value being greater than the critical F-value ($17.805 > 3.09$). All results, whether partial or simultaneous, have a significance level of less than or equal to 0.05.

Keywords: Work Discipline, Extrinsic Motivation, Employee Performance



INTRODUCTION

Employee performance is a strategic factor that determines an organisation's success in achieving both its operational and long-term objectives. Amid rising demands for productivity and business competition, companies are required to ensure that their human resources work effectively, efficiently, and in accordance with established standards. Therefore, driving factors that directly influence employee behaviour and work outcomes are essential. Two factors that have been most frequently studied and proven to be relevant to date are work discipline and extrinsic motivation.

Various recent empirical studies show that discipline and extrinsic motivation have been shown to have a positive relationship with employee performance. (Mulyadi et al., 2023) found that extrinsic motivation has a significant effect on employee performance in the digital administration services sector. Similar findings are reinforced by (Buana & Rahmayati, 2024), who explain that extrinsic motivation tangibly increases employee output, although intrinsic motivation continues to play a more dominant role in some cases.

Research (Sari et al., 2023) in the hospitality industry also confirms that extrinsic motivation is a significant factor that contributes directly to improved employee performance, particularly when balanced with fair compensation and a clear task structure. This is consistent with the findings of a study (Zuriana et al., 2024) which showed that extrinsic motivation has a positive effect on performance, although workload can strengthen or weaken this relationship depending on the circumstances. Furthermore, (Rina Sambuaga & Aprilia, 2023) revealed that extrinsic motivation continues to influence performance, but becomes more significant when job satisfaction acts as an intervening variable, meaning that employees' psychological aspects also become a key determinant in modern employee performance models.

In terms of work discipline, research (Abdullah et al., 2023) shows that discipline relating to punctuality and compliance with standard operating procedures has a positive correlation with the performance of employees at the Palembang branch of Telkom Indonesia. (Kantor et al., 2024) also reinforce these findings, noting that discipline and motivation simultaneously exert a positive influence on the performance of staff at regional hospitals, highlighting the importance of combining control with the provision of motivation.

The study (Abdullah et al., 2023) adds that discipline is a variable that consistently improves performance, even when combined with compensation as an external factor within financial services organisations. Furthermore,



(Kurniawan et al., 2025) found that both discipline and motivation contribute to improved factory worker performance, whilst work experience strengthens this relationship within the context of the manufacturing industry.

Recent research by (Zaeni et al., 2023) reaffirms that motivation and discipline together enhance employee performance, particularly when organisations implement a combination of fair rewards and consistent enforcement of rules.

Findings include the continued presence of employees who arrive late and are inconsistent in adhering to the working hours set by the company. This situation indicates a low level of awareness among some employees regarding the importance of punctuality as part of workplace discipline. Such lateness not only leads to delays in the completion of individual tasks but also disrupts team workflows and hinders the smooth running of operations as a whole, particularly in work where different departments are interdependent.

In addition, the lack of full compliance with work rules and procedures reflects the weak application of work discipline in the company environment. Some employees tend to ignore the provisions that have been set, both related to work rules and the implementation of daily tasks. This can be caused by a lack of supervision, a lack of strict sanctions, or a lack of employee understanding of the importance of work rules in supporting the achievement of company goals.

Based on these conditions, it can be concluded that the problem of work discipline is not only related to attendance and compliance with working hours, but also concerns the attitude and behavior of employees in carrying out their duties in accordance with the rules and procedures that have been set. Therefore, more serious efforts are needed from management to improve work discipline through consistent supervision, strict enforcement of rules, and increased employee understanding of the importance of implementing SOPs in supporting work effectiveness and efficiency. Therefore, research on the influence of work discipline and extrinsic motivation on employee performance is important, especially to provide a relevant empirical picture for organizations in designing effective human resource management policies. The results of the research are expected to be the basis for decision-making in improving employee performance through the application of clear work discipline and the provision of targeted external motivation.



LITERATURE REVIEW

Discipline is a management tool for enforcing rules and ensuring that work standards can be adhered to by employees. Discipline is not only related to the imposition of sanctions, but is a process to create conditions that cause employees to voluntarily comply with organizational regulations. (Kristanti et al., 2023). as a source of work discipline indicators: (1) Obey the rules of time (entry hours, homecoming, rest hours) (2) Obey company regulations (way of dressing, behavior) (3) Obey the rules of work behavior (carrying out tasks according to positions, responsibilities, relationships between work units) (4) Obey other regulations in the company ("what can and cannot be done")(Saswita, 2025).

Extrinsic motivation is factors that come from outside of a person, such as rewards, status, and work environment, which can affect morale and productivity. Overall, the theories of these experts show that extrinsic motivation plays an important role because it can improve employee performance through a structured reward-punishment mechanism. (Mangkunegara, 2017). According to Mangkunegara, work motivation can be measured through several main indicators. First, work quality, which is an internal drive that makes employees strive to produce good, neat, and standard work. Second, punctuality, which is shown through efforts to complete tasks on time without delay. Third, initiative, namely the ability and the willingness to take actions or decisions without waiting for orders from superiors. Fourth, work capacity, which is an encouragement to use abilities, skills, and work energy optimally. Fifth, communication, which is reflected in the willingness to communicate effectively with superiors and colleagues.

Employee performance is measured through the aspects of quantity, quality, punctuality, initiative, and work behavior. Performance models (Campbell & Wiernik, 2015) state that performance is influenced by ability, motivation, situational support, and opportunities to perform. Performance indicators include the amount of work (output that is in accordance with the target), work quality (accuracy and professionalism), punctuality (completion of tasks according to schedule), initiative (willingness to complete tasks independently without orders), and work behavior (compliance, cooperation, and ethics). Therefore, performance involves the results of work as well as behaviors that help achieve organizational goals.

RESEARCH METHOD

This study adopts a quantitative strategy with an associative research design. The design is designed to investigate the correlation between work



discipline (X1), extrinsic motivation (X2), and employee performance (Y). The selection of the quantitative approach was based on the measurement of all variables using a numerical instrument formatted as a Likert scale questionnaire, which facilitates statistical analysis to determine the direction and significance of the influence. The design of this research is in line with the view (Agustina, 2019) in the book Sugiyono (2019) which states that the purpose of associative research is to understand the relationship or impact between two or more variables in a structured manner.

RESULTS AND DISCUSSION

Descriptive Statistical Test

The results of descriptive statistical tests on independent and moderated dependent variables can be seen in the following table:

Table 1.
Descriptive Analysis Results

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
MEAN_X1	100	3.00	5.00	4.0300	.43705
MEAN_X2	100	3.00	5.00	4.1075	.42678
MEAN_Y	100	3.00	5.00	4.0525	.37148
Valid N (listwise)	100				

Source: Data Processed (2026)

The results of descriptive statistics show that the number of respondents is 100 people. The Work Discipline (X1) variable had an average score of 4.0300, Extrinsic Motivation (X2) of 4.1075, and Employee Performance (Y) of 4.0525. All variables have an average value that is in the good category. In addition, the standard deviation values of each variable were relatively small, suggesting that respondents' answers tended to be homogeneous or consistent. Thus, it can be concluded that good work discipline and extrinsic motivation are able to support the improvement of employee performance.

Classical Assumption Test

Validity Test

Variabel	Indikator	R tabel	R hitung	Status
Work Discipline (X1)	x1.1	0.197	0,640	VALID
	x1.2		0,709	



	x1.3		0,600	
	x1.4		0,701	
Extrinsic Motivation (X2)	x2.1		0,727	
	x2.2		0,720	
	x2.3		0,735	
	x2.4		0,777	
Employee Performance (Y)	y.1		0,657	
	y.2		0,724	
	y.3		0,733	
	y.4		0,553	

Based on the results of the validity test by comparing the r-count and r-table values of 0.197, it is known that all indicators in the variables Work Discipline (X1), Extrinsic Motivation (X2), and Employee Performance (Y) have r-count values greater than r-table. Thus, all research indicators are declared valid, so that they are able to measure the variables that are studied appropriately and can be used in future analysis.

Reliability Test

Variabel	Cronbach's Alpha	Status
Work Discipline (X1)	.833	RELIABEL
Extrinsic Motivation (X2)	.879	
Employee Performance (Y)	.835	

The results of the reliability test showed that the Cronbach's Alpha value in the Work Discipline variable was 0.833, Extrinsic Motivation was 0.879, and Employee Performance was 0.835. All of Cronbach's Alpha values are greater than 0.70, so it can be concluded that all research variables are declared reliable. This shows that the research instrument has a good level of internal consistency.



Normality Test

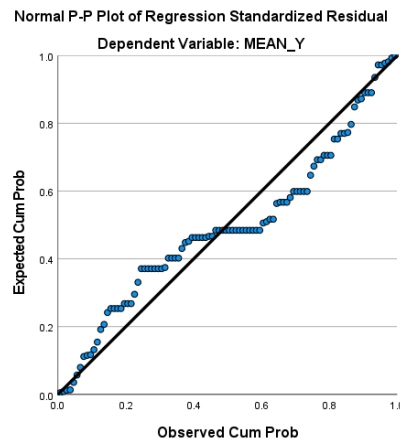


Figure 2.

Normality Test Results

Source: Data Processed (2026)

The results of the normality test in this study can be seen in the following image:

Hasil uji normalitas menggunakan Kolmogorov–Smirnov menunjukkan nilai signifikansi sebesar $< 0,001$, yang secara statistik mengindikasikan bahwa residual tidak berdistribusi normal. Namun demikian, berdasarkan hasil Normal P–P Plot, titik-titik residual terlihat menyebar di sekitar garis diagonal dan mengikuti arah garis tersebut. Oleh karena itu, secara visual distribusi residual dinyatakan mendekati normal dan asumsi normalitas dalam model regresi masih dapat diterima.

Heteroscedasticity Test

The results of the multicollinearity test can be seen in the following table:

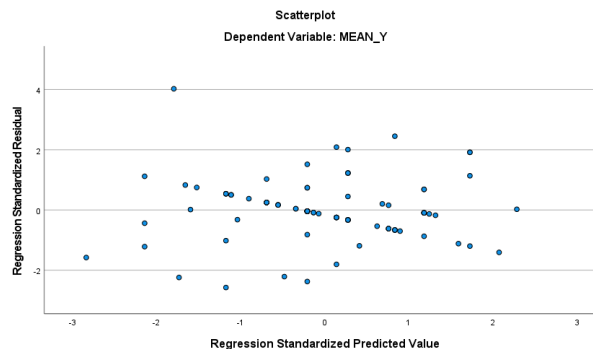


Figure 3.

Heteroscedasticity Test Results

Source: Data Processed (2026)



Based on the scatterplot graph between ZPRED and ZRESID, it can be seen that the residual points are randomly spread above and below the zero line and do not form a specific pattern. This shows that the regression model does not experience heteroscedasticity.

Multicollinearity Test

The results of the multicollinearity test in this study can be seen in the following table:

Table 3.
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Discipline	0.996	1,004
Extrinsic Motivation	0.996	1,004

Source: Data Processed (2026)

Based on the results of the multicollinearity test shown in the Coefficients table, it is known that the variables Work Discipline (X1) and Extrinsic Motivation (X2) have a Tolerance value of 0.996 and VIF of 1.004, respectively. Tolerance values greater than 0.10 and VIF values smaller than 10 indicate that there is no multicollinearity between independent variables in the regression model.

Multiple Linear Regression

Table 4.
Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	5,820	1,783	
Work Discipline	0.372	0.074	0.438
Extrinsic Motivation	0.267	0.076	0.307

Source: Data Processed (2026)

Based on the data in the table above, the regression equation is as follows:

$$Y = 5.820 + 0.372X_1 + 0.267X_2 + e$$

From the results of the equation above, it can be explained as follows:



- The Constant Value obtained is 5.820, which means that if the Work Discipline Variable (X1) and Extrinsic Motivation X2) constant values are assumed to be 0, then the Employee Performance value (Y) is 5.820.
- This Work Discipline variable (X1) has a positive regression coefficient value of 0.372, indicating an increase in the extrinsic motivation variable and resulting in an increase of 0.372 in Employee Performance.
- The Organizational Culture variable (X2) has a positive regression coefficient value of 0.267, which indicates that an improvement in the organizational culture variable results in an increase of 0.267 in employee performance.

From the above statement, there is a positive value of the X1 variable, which indicates that employee performance will increase in response to an increase in the work discipline variable, and the positive value of the X2 variable indicates that employee performance will increase in response to an increase in extrinsic motivation. When work discipline and extrinsic motivation both increase, employee performance also increases.

Determination Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518 ^a	.269	.253	1.284

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y1

Based on the results of multiple linear regression analysis in the Model Summary table, a correlation coefficient value (R) of 0.518 was obtained which shows a fairly strong relationship between work discipline (X1) and extrinsic motivation (X2) on employee performance (Y). The R-Square value of 0.269 indicates that 26.9% of employee performance variations can be explained by these two independent variables, while the remaining 73.1% are influenced by factors outside the research model. Meanwhile, the Adjusted R Square value of 0.253 indicates that after the model adjustment, the contribution of work discipline and extrinsic motivation to employee performance remains quite good, with a Standard Error of the Estimate of 1.284 indicating that the model's prediction error rate is still within acceptable limits.

Hypothesis Testing

t-test

The results of the t-test by comparing the t-table with the calculated t-table can be seen in the following table:



Table 4.

Model	t	Sig.	Conclusion
Work Discipline	3,899	0,000	Influential
Extrinsic Motivation	2,872	0,000	Influential

Source: Processed Data (2025)

Based on the results of the t-test in the table above can be concluded:

1. In the Work Discipline variable (X1), the value of sig. is $0.000 < 0.05$, so H_0 is rejected and H_1 is accepted, which means that the work discipline variable (X1) has an effect on the employee performance variable (Y).
2. In the extrinsic motivation variable (X2), the value of sig. is $0.000 > 0.05$, so H_1 is rejected and H_0 is accepted, which means that the extrinsic motivation variable (X2) has an effect on the employee performance variable (Y).

The results of the t-test showed that the Work Discipline variable had a significance value of < 0.001 with a positive regression coefficient, so that Work Discipline had a positive and significant effect on Employee Performance. Thus, H_1 is accepted. Furthermore, the Extrinsic Motivation variable also has a significance value of < 0.001 with a positive regression coefficient, so that Extrinsic Motivation has a positive and significant effect on Employee Performance. Thus, H_2 is accepted.

F test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.698	2	29.349	17.805	.000 ^b
	Residual	159.892	97	1.648		
	Total	218.590	99			

a. Dependent Variable: y1

b. Predictors: (Constant), x2, x1

- a. Calculate the calculated F-value from the table above; the result is 17.805.
- b. Calculating the F-table requires a significance level of 0.05 with degrees of freedom (df1) in the numerator = number of variables – 1, or 3 – 1, and degrees of freedom (df2) in the denominator = number of cases – number of variables = 100 – 2 = 98. Based on these criteria, the F-table value is 3.09.
- c. The null hypothesis (H_0) is rejected if $F_{\text{calculated}} > F_{\text{table}}$, indicating that X1 and X2 jointly (simultaneously) influence Y. The null hypothesis H_0 is accepted



if $F_{\text{calc}} \leq F_{\text{table}}$ (3.09). Consequently, H_0 is rejected while H_a is accepted, indicating that employee performance is significantly influenced by discipline and extrinsic motivation.

The Effect of Work Discipline (X1) on Performance (Y)

The researchers entered the data into statistical analysis software to obtain a calculated t-value of 1.66 and a critical t-value with degrees of freedom (df) = $100 - 2 = 98$, both at a significance level of 0.05 (two-tailed test), which was 1.66055. The research results indicate that employees at Surya Toserba Cirebon derive significant benefits from extrinsic motivation, as the calculated t-value exceeds the critical t-value ($2.872 > 1.66055$).

Based on the findings and discussion, it can be concluded that work discipline has a significant influence on employee performance. Work discipline, as reflected in compliance with regulations, punctuality, and responsibility in performing tasks, has been proven to improve the quality and quantity of employees' work output (Ariesni & Asnur, 2021).

The Effect of Extrinsic Motivation (X2) on Employee Performance (Y1)

The research results, calculated using IBM SPSS version 26 for Windows, yielded a t-calculated value of 1.66. However, $1.66 > 0.1966$ according to the t-table with degrees of freedom (df) = $100 - 3 = 97$ at a significance level of 0.05 (two-tailed test). Thus, the calculated t-value being greater than the critical t-value indicates that organizational culture significantly and positively influences the performance of employees at Surya Toserba Cirebon.

The Effect of Extrinsic Motivation (X2) on Employee Performance (Y1)

The research results, calculated using IBM SPSS version 26 for Windows, yielded a t-statistic value of 2.872. This value exceeds the t-table value of 1.66071 (determined with degrees of freedom [df] = $100 - 2 = 98$ at a significance level of 0.05 for a two-tailed test). Thus, the finding that $t\text{-statistic} > t\text{-table}$ indicates that extrinsic motivation significantly and positively influences the employee performance at Surya Toserba Cirebon.

The Effect of Work Discipline (x1) and Extrinsic Motivation (x2) on Employee Performance

The F-test, also known as the (simultaneous) ANOVA test, is used to determine how all independent factors collectively influence the dependent variable in relation to the findings of this study. Through the degrees of freedom (df_1).

The numerator is the number of variables (1) or $3 - 1$, and the denominator (df_2) is the number of cases minus the number of variables ($100 - 2$), IBM SPSS



Windows Version 26 was used to calculate the calculated F-value, which resulted in 2.872 at a significance level of 0.05. The F-table value of 3.09 is displayed in the test results and aligns with the criteria. Since $2.872 > 3.09$, it can be concluded that $F_{\text{calculated}} > F_{\text{table}}$, indicating that work discipline and extrinsic motivation have a significant impact on the performance of employees at Surya Toserba Cirebon. These results are consistent with previous studies on the combined effects on employee performance; the research findings indicate that work discipline and extrinsic motivation both significantly influence the dependent variable of employee performance. This is because the significance threshold is less than 0.05 or 0.000.

CONCLUSION

Based on the data analysis and findings of the study on how Work Discipline and Extrinsic Motivation influence employee performance at Surya Toserba Cirebon, the researcher has reached the following conclusions:

- a. Work Discipline has a positive and significant effect on employee performance. This indicates the presence of a good working relationship, whereby employees receive external factors that support their performance and are able to improve their performance.
- b. Extrinsic Motivation has a positive and significant effect on employee performance. This indicates that the higher the level of organizational culture within the company for its employees, the higher the resulting performance.
- c. Work Discipline and Extrinsic Motivation simultaneously or collectively influence employee performance. Thus, the implementation of both variables together improves employee performance

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