



**THE INFLUENCE OF WORK DISCIPLINE, TOTAL QUALITY
MANAGEMENT (TQM), AND PUNISHMENT ON EMPLOYEE
PERFORMANCE AT PT. YUTO PACKAGING TECHNOLOGY INDONESIA**

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Abstract

This study aims to analyze the influence of work discipline, Total Quality Management (TQM), and punishment on employee performance at PT. Yuto Packaging Technology Indonesia. Human resources constitute a critical factor in organizational success, as humans serve as the primary driving force in achieving organizational goals even as technology continues to advance. Employee performance is an important indicator in assessing organizational success and must be supported by factors such as work discipline, TQM, and punishment. This research employed a quantitative approach involving 86 respondents who are employees of the company. Data were collected through a questionnaire designed with a Likert scale to measure the research variables. Data analysis was conducted using SPSS version 25, encompassing validity and reliability tests to ensure the quality of the research instruments. Multicollinearity tests were also



performed to examine the existence of relationships among independent variables. To test the hypotheses, multiple linear regression, t-tests, and the coefficient of determination (R^2) were used to determine the contribution of independent variables to the dependent variable. The results indicate that work discipline, TQM, and punishment each partially and simultaneously exert a positive and significant influence on employee performance. The model explains 64.2% of the variance in employee performance, indicating that the three variables substantially contribute to performance improvement at PT. Yuto Packaging Technology Indonesia.

Keywords: Work Discipline, Total Quality Management, Punishment, Employee Performance

INTRODUCTION

Human resources are a critical factor in achieving organizational goals, as humans serve as the primary driver in implementing technology and attaining objectives, regardless of how advanced technology becomes (Rismawati & Syafira, 2021). Employee performance represents a key indicator of organizational success, as optimal performance directly contributes to the achievement of organizational goals (Bimantoro & Rismawati, 2022). Therefore, organizations must identify factors that influence performance and implement appropriate strategies to improve it (Andini et al., 2024).

One of the essential factors influencing employee performance is work discipline. Work discipline reflects employees' compliance with organizational rules and established standards (Susanto et al., 2024). Low discipline can lead to reduced productivity and work quality, thereby affecting the company's achievement of targets (Febrian, 2024). Accordingly, disciplinary measures are necessary to enforce established standards and must be applied seriously and consistently.

Total Quality Management (TQM) also plays a vital role in improving employee performance. TQM is a management approach oriented toward continuous quality improvement through the involvement of all employees at every level of the organization (Indrawati et al., 2024). This approach utilizes strategies, data, and effective communication to integrate quality discipline into the organizational culture (Pancawati, 2022). Through TQM implementation, organizations can ensure that every employee contributes to quality objectives, thereby creating a more productive and customer-responsive work environment.



Punishment constitutes another important variable influencing employee performance. Punishment refers to an unpleasant sanction consciously given to employees upon violation of rules, with the aim of preventing recurrence (Santa et al., 2024). Leaders may administer punishment in the form of criticism, demotion, or contract termination (Wijaya et al., 2024). The proper application of punishment can enhance employee responsibility and compliance with organizational rules.

Based on empirical phenomena observed at PT. Yuto Packaging Technology Indonesia, employee attendance data from April to September 2024 revealed fluctuations in work discipline. The following table presents the employee attendance data:

Table 1.
Employee Attendance Data PT. Yuto Packaging Technology Indonesia (April–September 2024)

No.	Month	Total Employees	Late	Permit	Sick	Total	(%)
1	April	86	17	27	9	53	61.6
2	May	86	18	4	12	34	39.5
3	June	86	24	5	14	43	50.0
4	July	86	19	11	20	44	51.0
5	August	86	19	11	20	50	58.0
6	September	86	20	9	15	50	58.0

Source: PT. Yuto Packaging Technology Indonesia – Bekasi, 2024

The data above shows a persistent increase in employees who were late, absent with permission, or sick, with percentages ranging from 39.5% to 61.6%. The primary cause of this condition is the inconsistent enforcement of disciplinary rules and standards across departments. Such inconsistency creates confusion and reduces employee motivation, negatively impacting work efficiency and ultimately hindering the achievement of company targets. Furthermore, inadequate oversight and low employee awareness of the importance of discipline also serve as contributing factors.

Previous research has demonstrated varying findings regarding these variables. Febrian (2024) and Kencana & Chalisyah (2024) showed that work discipline has a positive and significant influence on employee performance. However, Rismawati & Saluy (2018) found that work discipline does not have a



positive and significant influence. This research gap necessitates further investigation. In the domain of TQM, Safrizal et al. (2024) established that TQM positively and significantly influences employee performance at palm oil processing plants. Regarding punishment, Nainggolan et al. (2024) and Santa et al. (2024) confirmed that punishment has a positive and significant influence on employee performance.

Based on the phenomena and research gaps identified above, this study examines the influence of work discipline, Total Quality Management (TQM), and punishment on employee performance at PT. Yuto Packaging Technology Indonesia. The novelty of this research lies in the integration of three key variables work discipline, TQM, and punishment within a single comprehensive research model, tested in the context of a manufacturing company.

LITERATURE REVIEW

Employee Performance

Employee performance is the result or overall level of success of a person during a specific period in completing their tasks (Bimantoro & Rismawati, 2022). Performance is an important indicator in assessing organizational success, as optimal performance directly contributes to the achievement of company objectives (Andini et al., 2024). Key indicators of employee performance include quality of work, quantity of output, timeliness, effectiveness, and independence in task completion.

Work Discipline

Work discipline reflects the compliance and responsibility of employees toward the rules and standards established by the organization (Susanto et al., 2024). Low discipline can lead to declining productivity and work quality, hampering the company's achievement of targets (Febrian, 2024). Disciplinary actions must be enforced consistently and sincerely to maintain organizational standards. A company can more easily achieve its goals when employees demonstrate strong disciplinary responsibility (Kencana & Chalisyah, 2024).

Total Quality Management (TQM)

Total Quality Management (TQM) is a management approach oriented toward customer satisfaction and continuous improvement, involving all employee levels in quality enhancement efforts (Indrawati et al., 2024). TQM utilizes strategies, data, and effective communication to integrate quality discipline into the organizational culture (Pancawati, 2022). Implementation of



TQM can increase work quality, efficiency, and customer satisfaction, ultimately improving employee performance (Safrizal et al., 2024).

Punishment

Punishment is an unpleasant action in the form of sanctions consciously given to employees who commit violations, with the aim of improving performance and preventing the repetition of violations (Santa et al., 2024). Leaders may administer punishment in various forms, including criticism, demotion, or contract termination (Wijaya et al., 2024). A restorative approach to punishment—focusing not only on sanctions but also on relationship restoration and learning from mistakes can help create a more positive work environment (Nainggolan et al., 2024).

Hypothesis Development

Based on theoretical foundations and previous research, the following hypotheses are proposed:

- H1 : Work discipline has a positive and significant influence on employee performance.
- H2 : Total Quality Management (TQM) has a positive and significant influence on employee performance.
- H3 : Punishment has a positive and significant influence on employee performance.
- H4 : Work discipline, TQM, and punishment simultaneously have a positive and significant influence on employee performance.

Conceptual Framework And Hypotheses

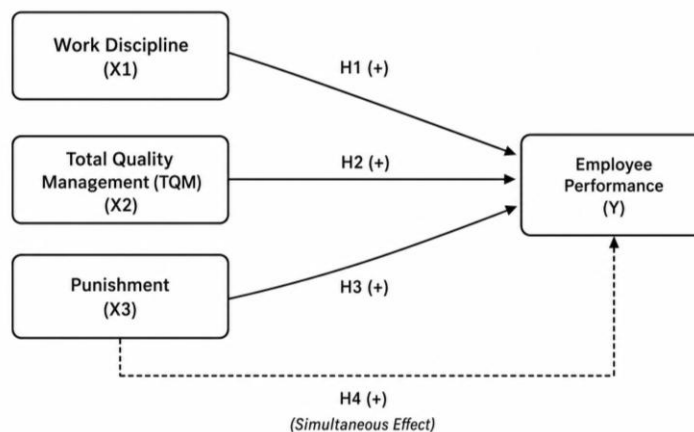


Figure 1



Figure 1 illustrates the conceptual framework of this study, which examines the influence of Work Discipline (X1), Total Quality Management (TQM) (X2), and Punishment (X3) on Employee Performance (Y) at PT. Yuto Packaging Technology Indonesia. The model proposes that each independent variable has a direct positive effect on employee performance, represented by hypotheses H1, H2, and H3. Furthermore, hypothesis H4 suggests that work discipline, TQM, and punishment simultaneously have a positive and significant influence on employee performance. This framework reflects the assumption that improving employee discipline, implementing quality management practices effectively, and applying appropriate punishment mechanisms can collectively enhance employee performance within the organization.

RESEARCH METHOD

This study employs a quantitative research approach with a survey design. Quantitative research is a form of research that uses numerical data collection systems and analytical techniques to test hypotheses, draw conclusions, and understand relationships among variables (Susanto et al., 2024). The sampling technique applied was saturated sampling (census), involving all 86 employees of PT. Yuto Packaging Technology Indonesia as respondents.

Data were collected using questionnaires employing a Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to measure the variables of work discipline, TQM, punishment, and employee performance (Andini et al., 2024). The questionnaires consist of 15 items for work discipline (X1), 15 items for TQM (X2), 9 items for punishment (X3), and 15 items for employee performance (Y).

Data analysis was conducted using SPSS version 25 and included: (1) descriptive statistical analysis; (2) validity and reliability tests; (3) classical assumption tests (normality, multicollinearity, and heteroscedasticity); and (4) multiple linear regression analysis, t-test, F-test, and coefficient of determination (R^2) to examine the partial and simultaneous influence of independent variables on the dependent variable.

RESULTS AND DISCUSSION

Descriptive Analysis of Respondents

A total of 86 questionnaires were distributed to all employees of PT. Yuto Packaging Technology Indonesia. The profile of respondents is presented in Table 2.



Table 2.
Respondent Characteristics

Category	Total	Percentage (%)
Gender		
Male	54	63
Female	32	37
Total	86	100
Age		
20–25 Years	36	42
26–30 Years	30	35
31–40 Years	13	15
41–50 Years	7	8
Total	86	100
Last Education		
Senior High School (SMA)	58	67
Diploma	11	13
Bachelor's Degree (S1)	17	20
Total	86	100

Source: Primary Data Processed by SPSS, 2025

Based on Table 2, the majority of respondents are male (54 employees, 63%). Most respondents fall within the 20–25 age group (36 employees, 42%), indicating a predominantly young workforce. Regarding education level, the majority hold a Senior High School diploma (58 employees, 67%), reflecting the manufacturing labor composition of the company.

Validity Test

The validity test was conducted by comparing the r-count values with the r-table value. With $n = 86$ and a significance level of 0.05 ($df = 84$), the r-table value is 0.2120. The results are presented in Table 3.



Table 3.
Validity Test Results

Variable	Item	r-Count	r-Table	Remark
Work Discipline (X1)	X1.1	0.668	0.2120	Valid
	X1.2	0.749	0.2120	Valid
	X1.3	0.768	0.2120	Valid
	X1.4	0.802	0.2120	Valid
	X1.5	0.808	0.2120	Valid
	X1.6	0.817	0.2120	Valid
	X1.7	0.740	0.2120	Valid
	X1.8	0.834	0.2120	Valid
	X1.9	0.846	0.2120	Valid
	X1.10	0.757	0.2120	Valid
	X1.11	0.852	0.2120	Valid
	X1.12	0.829	0.2120	Valid
	X1.13	0.831	0.2120	Valid
	X1.14	0.825	0.2120	Valid
	X1.15	0.821	0.2120	Valid
Total Quality Management (X2)	X2.1	0.758	0.2120	Valid
	X2.2	0.665	0.2120	Valid
	X2.3	0.795	0.2120	Valid
	X2.4	0.741	0.2120	Valid
	X2.5	0.690	0.2120	Valid
	X2.6	0.705	0.2120	Valid
	X2.7	0.837	0.2120	Valid
	X2.8	0.858	0.2120	Valid



	X2.9	0.678	0.2120	Valid
	X2.10	0.685	0.2120	Valid
	X2.11	0.721	0.2120	Valid
	X2.12	0.846	0.2120	Valid
	X2.13	0.705	0.2120	Valid
	X2.14	0.756	0.2120	Valid
	X2.15	0.827	0.2120	Valid
Punishment (X3)	X3.1	0.746	0.2120	Valid
	X3.2	0.725	0.2120	Valid
	X3.3	0.711	0.2120	Valid
	X3.4	0.817	0.2120	Valid
	X3.5	0.650	0.2120	Valid
	X3.6	0.804	0.2120	Valid
	X3.7	0.782	0.2120	Valid
	X3.8	0.863	0.2120	Valid
	X3.9	0.722	0.2120	Valid
Employee Performance (Y)	Y1	0.683	0.2120	Valid
	Y2	0.763	0.2120	Valid
	Y3	0.771	0.2120	Valid
	Y4	0.799	0.2120	Valid
	Y5	0.585	0.2120	Valid
	Y6	0.826	0.2120	Valid
	Y7	0.783	0.2120	Valid
	Y8	0.797	0.2120	Valid
	Y9	0.688	0.2120	Valid
	Y10	0.810	0.2120	Valid



	Y11	0.849	0.2120	Valid
	Y12	0.765	0.2120	Valid
	Y13	0.670	0.2120	Valid
	Y14	0.765	0.2120	Valid
	Y15	0.700	0.2120	Valid

Source: Primary Data Processed by SPSS, 2025

Table 3 shows that all statement items for each variable—work discipline (X1), TQM (X2), punishment (X3), and employee performance (Y)—are declared valid, as all r-count values exceed r-table (0.2120). This indicates that all items can be used to measure the respective variables.

Reliability Test

Reliability was tested using Cronbach's Alpha. A variable is considered reliable if its Cronbach's Alpha value exceeds 0.60. The results are presented in Table 4.

Table 4.
Reliability Test Results

Variable	Cronbach's Alpha	Remark
Work Discipline	0.958	Reliable
Total Quality Management	0.945	Reliable
Punishment	0.904	Reliable
Employee Performance	0.941	Reliable

Source: Primary Data Processed by SPSS, 2025

Table 4 confirms that all variables are reliable, with Cronbach's Alpha values of 0.958 (work discipline), 0.945 (TQM), 0.904 (punishment), and 0.941 (employee performance), all of which far exceed the 0.60 threshold. These results indicate that the measurement instrument is consistent and dependable.

Classical Assumption Tests

The normality test using P-P Plot showed that the data points were distributed along the diagonal line, indicating that the residuals follow a normal distribution. The heteroscedasticity test using a scatterplot confirmed that data points were scattered randomly above and below zero on the Y-axis, indicating



no heteroscedasticity. Results of the multicollinearity test are presented in Table 5.

Table 5.
Multicollinearity Test Results

Model	B	Std. Error	Beta	t	Sig.	VIF
(Constant)	12.338	4.113		3.000	.004	
Work Discipline (X1)	.408	.097	.437	4.199	.000	2.477
TQM (X2)	.224	.091	.259	2.464	.016	2.521
Punishment (X3)	.296	.099	.233	3.003	.004	1.372

Source: Primary Data Processed by SPSS, 2025

Table 5 shows that Tolerance values for work discipline (0.404), TQM (0.397), and punishment (0.729) are all above 0.10, and VIF values for all variables are below 10. This indicates no multicollinearity among the independent variables, confirming that the regression model is free from multicollinearity problems.

Multiple Linear Regression Analysis

The multiple linear regression analysis was conducted to determine the influence of each independent variable on employee performance. The results are presented in Table 6.

Table 6.
Multiple Linear Regression and t-Test Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	12.338	4.113		3.000	.004
Work Discipline (X1)	.408	.097	.437	4.199	.000
TQM (X2)	.224	.091	.259	2.464	.016
Punishment (X3)	.296	.099	.233	3.003	.004

Dependent Variable: Employee Performance (Y)

Source: Primary Data Processed by SPSS, 2025

Based on Table 6, the regression equation is derived as follows:

$$Y = 12.338 + 0.408X_1 + 0.224X_2 + 0.296X_3 + e$$

The constant value of 12.338 indicates that if all independent variables equal zero, employee performance stands at 12.338. The regression coefficient of work discipline (0.408) means that a 1-unit increase in work discipline will



increase employee performance by 0.408 units. The coefficient of TQM (0.224) indicates that a 1-unit increase in TQM will increase employee performance by 0.224 units. Similarly, the coefficient of punishment (0.296) indicates that a 1-unit increase in punishment will increase employee performance by 0.296 units.

Partial Hypothesis Testing (t-Test)

Based on Table 6, the t-test results demonstrate the following:

Work Discipline (X1): $t\text{-count} = 4.199 > t\text{-table} = 1.66365$, $\text{Sig.} = 0.000 < 0.05$. H1 is accepted.

TQM (X2): $t\text{-count} = 2.464 > t\text{-table} = 1.66365$, $\text{Sig.} = 0.016 < 0.05$. H2 is accepted.

Punishment (X3): $t\text{-count} = 3.003 > t\text{-table} = 1.66365$, $\text{Sig.} = 0.004 < 0.05$. H3 is accepted.

These results confirm that each independent variable partially has a positive and significant influence on employee performance at PT. Yuto Packaging Technology Indonesia.

Simultaneous Hypothesis Testing (F-Test)

Table 7.
F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3932.614	3	1310.871	48.935	.000
Residual	2196.595	82	26.788		
Total	6129.209	85			

Dependent Variable: Y; Predictors: (Constant), X3, X1, X2

Source: Primary Data Processed by SPSS, 2025

Table 7 shows that $F\text{-count} = 48.935 > F\text{-table} = 2.716$ ($df_1 = 3$, $df_2 = 82$), with a significance value of $0.000 < 0.05$. Consequently, H4 is accepted, indicating that work discipline, TQM, and punishment simultaneously have a positive and significant influence on employee performance.

Coefficient of Determination (R^2)

Table 8.
Coefficient of Determination Results

Model	R	R Square
1	.801	.642

Source: Primary Data Processed by SPSS, 2025



Table 8 reveals that the R^2 value equals 0.642, meaning that work discipline, TQM, and punishment collectively explain 64.2% of the variance in employee performance. The remaining 35.8% is influenced by other variables outside this research model.

The Influence of Work Discipline on Employee Performance

The results confirm that work discipline has a positive and significant influence on employee performance ($t = 4.199$, $\text{Sig.} = 0.000 < 0.05$). This finding implies that when work discipline improves, employee performance at PT. Yuto Packaging Technology Indonesia will also improve. A company can more easily achieve its organizational goals when employees exercise strong disciplinary responsibility. These findings are consistent with Aulia (2024) and Kencana & Chalisyah (2024), who demonstrated that work discipline positively influences employee performance. However, they contrast with Rismawati & Saluy (2018), who found no significant effect, possibly due to contextual differences in the organizational setting. In the context of PT. Yuto Packaging Technology Indonesia, the fluctuating attendance data presented in Table 1 underscores the urgency of strengthening work discipline to sustain performance levels.

The Influence of TQM on Employee Performance

The results show that TQM has a positive and significant influence on employee performance ($t = 2.464$, $\text{Sig.} = 0.016 < 0.05$). This means that effective implementation of TQM will correspondingly increase employee performance. TQM emphasizes continuous quality improvement and the involvement of all employees in achieving quality objectives (Indrawati et al., 2024). These findings are consistent with Safrizal et al. (2024) and Santa et al. (2024), whose research demonstrated that TQM positively and significantly influences employee performance. For PT. Yuto Packaging Technology Indonesia, full-scale TQM implementation across all departments is recommended as a strategy to enhance work quality and efficiency.

The Influence of Punishment on Employee Performance

The results indicate that punishment has a positive and significant influence on employee performance ($t = 3.003$, $\text{Sig.} = 0.004 < 0.05$). This finding implies that the appropriate and proportional application of punishment will increase employee performance. Punishment functions as a behavioral control mechanism that promotes rule compliance and prevents repeated violations (Santa et al., 2024). These findings are consistent with Wijaya et al. (2024) and



Nainggolan et al. (2024). A restorative approach to punishment—focusing not only on sanctions but also on relationship repair and organizational learning—is recommended for PT. Yuto Packaging Technology Indonesia, as it can foster a more positive and productive work environment.

CONCLUSION

Based on the analysis and discussion, the following conclusions are drawn:

1. Work discipline has a positive and significant partial influence on employee performance at PT. Yuto Packaging Technology Indonesia ($t = 4.199$, Sig. = 0.000). Companies should develop training programs focused on time management and understanding company regulations to strengthen work discipline.
2. Total Quality Management (TQM) has a positive and significant partial influence on employee performance ($t = 2.464$, Sig. = 0.016). Comprehensive implementation of TQM principles across all departments is recommended as a strategy for continuous quality improvement.
3. Punishment has a positive and significant partial influence on employee performance ($t = 3.003$, Sig. = 0.004). A restorative approach to punishment, emphasizing learning and relationship restoration alongside sanctions, is advised.
4. Work discipline, TQM, and punishment simultaneously have a positive and significant influence on employee performance ($F = 48.935$, Sig. = 0.000), explaining 64.2% of the variance in employee performance ($R^2 = 0.642$).

These findings have important managerial implications for PT. Yuto Packaging Technology Indonesia and similar manufacturing companies. Strengthening work discipline systems, implementing comprehensive TQM, and applying proportional punishment are integral strategies for sustainable improvement in employee performance. Future research is recommended to incorporate additional variables such as motivation, compensation, and leadership style, as well as extending the study to broader industrial contexts.

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