

The Influence of Job Satisfaction, Work Motivation and Job Loyalty on Organizational Citizenship Behavior (OCB) at Pt Unichem Indonesia

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Abstract. This research is motivated by competition in the business world which is currently increasing, that results in each company required to prepare itself to have a higher competitive advantage - which means that the company has more value to be able to compete with other companies. The problem in this research is "Do job satisfaction, work motivation and job loyalty influence Organizational Citizenship Behavior (OCB) at PT. Unichem Indonesia?". This study aims to analyze the influence of each variable, job satisfaction (X1), work motivation (X2), job loyalty (X3) Organizational Citizenship Behavior (OCB) (Y). In this study the data were collected using a questionnaire which was distributed to 51 respondents who were all the employees of PT Unichem Indonesia. The results of the research, involving the 51 respondents, were processed using regression analysis and assisted by the SPSS version 22 program. The results showed that there was a positive and significant influence among job satisfaction, work motivation and job loyalty that carried an influence on Organizational Citizenship Behavior (OCB at PT Unichem. Indonesia, which partially through the application of good job satisfaction, current growing motivation, and high loyalty to Organizational Citizenship Behavior (OCB) at PT Unichem Indonesia.

Keywords: *Job Satisfaction, Work Motivation, and Job Loyalty.*

1. INTRODUCTION

The development of industrialization and innovation requires companies to be more responsive in facing competition in the market. Companies must be able to develop every potential to achieve a competitive advantage. The success factor of a company lies in its human resources who are required to carry out all management activities properly and make most out of the other resources owned by the company.

[1] states that the low slackness in making work reports is influenced by work morale, discipline, and work performance as well as the general attitude of an employee towards his job. It is strengthened by researcher [2] who states that job satisfaction refers to the concept of a positive emotional state in which the employees obtain satisfaction after assessing their own work experience in themselves. Thus, what reflects one's satisfaction with his job is a match between abilities, skills and expectations of the job at hand. [3]

Excitement can arise from the existence of motivation coming from a collection of energetic forces that comes from inside and outside a worker and that drive work effort in determining direction, intensity, and persistence [4]. Employees of PT.

Unichem Indonesia had a lack of motivation from outside the employees and this could affect the motivation from within. Motivation nurtured by the management of PT. Unichem Indonesia was considered not entirely significant by its employees. These employees hoped that not only did the company know what motivated its employees, but also understood what levels of factors motivated employees in every generation group [5]. This phenomenon is reinforced by researchers [6] who state that work motivation refers to an ability or desire to adopt a higher level of personal effect justified by the achievement of organizational goals, namely goals in the form of satisfying certain individual needs. Job loyalty can affect the achievement of institution's goals in a positive way [7] which is reinforced by [8]. In other words, loyalty is a feeling of devotion, duty, attachment to a goal, a person, a country, or a group. Loyalty can occur between two people or from one person to a group of people.

2. LITERATURE REVIEW

The successful attainment of an individual loyalty behavior not regulated by the organization and not reckoned in a formal reward system – but played role as volunteers who do something for the

benefit of the group – and oriented more towards new employees of the organization, cannot be separated from the activities that nurture voluntary individual behavior, that is not directly or explicitly related to the reward system and that can enhance the highly effective functioning of the organization. [9] and reinforced by researchers [10] stated that organization citizenship behavior is defined as behavior that is outside the formal organization and that is related to work aimed at individuals or the organization as a whole. This behavior aims to promote the efficiency and effective operation of the organization. Every day, PT. Unichem Indonesia carries out activities to mobilize orders, receive and deliver goods due to the high demand for chemicals. This makes work process increasing and many company targets such as unattainable stock of unsafe goods increasing, demand delivery rarely on time, pending invoices and low employee motivation due to low motivation and many gaps between individuals. This then results in job satisfaction and company loyalty being reconsidered [11]

The results of research conducted by [12] show that job satisfaction that is emotional in nature must be joyful and must contain a love for the work. This is in line with the research conducted by [13] and reinforced by [14] who argue that job satisfaction can affect the abilities, skills and expectations of the job at hand. This is reinforced by researchers [15] who state that job satisfaction refers to the concept of positive emotional states that employees get after they assess their work experience in themselves. Thus, the employee's attitude towards their job will show job satisfaction if it reflects a positive mood; meanwhile, job dissatisfaction reflects a negative mood. The impulse or energy is the movement of soul and body, so that the motivation can trigger humans to behave and that action has a specific purpose. [16]

Organization Citizenship Behavior gets some influence from job satisfaction and job loyalty. The effectiveness and performance of a team are determined by the ability of members in the work team, where employees not only have to do work in accordance with the demands of the task, but also have the initiative to do extra work outside the demands of their duties, which is known as organization citizenship behavior [9]. Organizational culture and job satisfaction affect organization citizenship behavior. Organization Citizenship Behavior plays a role as a work-related behavior aimed at individuals or the organization, which is outside formal organizational behavior, to encourage efficiency and effective organizational operations. [10]

Employee performance determines the success of the institution or organization's performance; therefore, this research is important because every institution or organization needs to pay attention to the level of job satisfaction, motivation and job loyalty in order to increase Organizational Citizenship Behavior.

3. METHODS

The research on the influence of job satisfaction, work motivation and job loyalty on Organizational Citizenship Behavior (OCB) utilized a quantitative research method. Quantitative research can be defined as a research method based on the philosophy of positivism, which is used to study a particular population or sample. Data were collected using research instruments. The data analyzes was quantitative or statistical, with the aim of testing the set hypothesis [17].

From the research that was carried out, the influence of job satisfaction, work motivation and job loyalty on Organizational Citizenship Behavior (OCB) at PT. Unichem Indonesia can be seen in the following diagram:

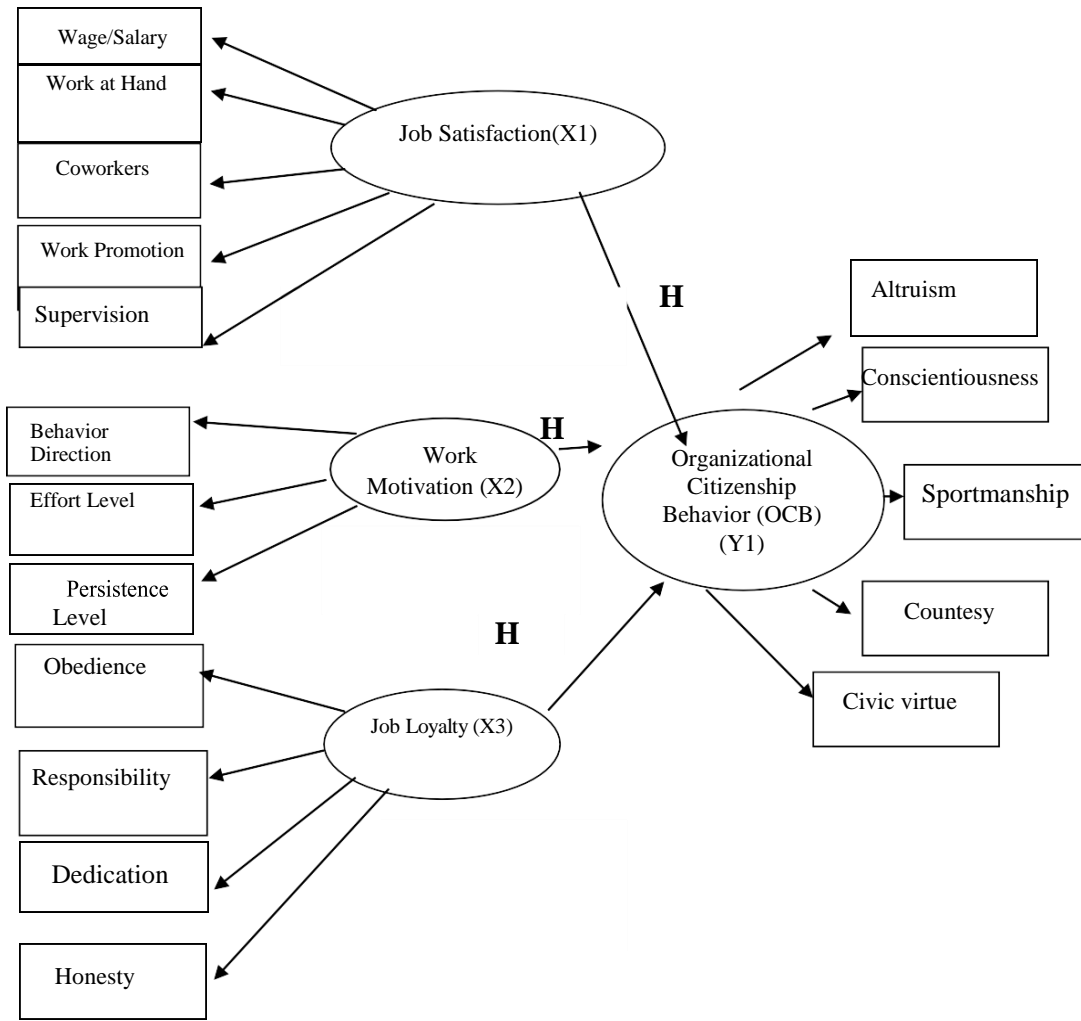


FIGURE 1. work motivation and job loyalty on Organizational Citizenship Behavior (OCB)

The population in this study involved all employees of PT. Unichem Indonesia, which were 51 people. The sample for this study was taken using a saturated sampling method, namely using all people in the population. The stages in data collection of this research were conducting observation, distributing questionnaires, and organizing Focus Group Discussions and literature studies. The research instrument used in this study was analyzed using SPSS 22.

The number of respondents required to conduct validity test was 30 respondents. The calculation results of the product moment correlation value (r count) were then compared with the r table value. The value of r table was obtained from the product moment statistical table at the degrees of freedom $n-2$ and alpha 5% of 0.3610 for the number of respondents as many as 30 people. A construct or variable is said to be reliable if it has a Cronbach Alpha value > 0.60 . The multiple linear regression model in this study could be called a good model, so this model must be tested with normality, multicollinearity, and heteroscedasticity tests in order to see whether the multiple linear regression model in this study was free from classical statistical assumptions.

Multiple regression analysis was used to determine the effect of two or more independent variables with one dependent variable displayed in the form of a regression equation [18]. The multicollinearity test aimed to test whether the regression model found a correlation between the independent variables (independent). Multicollinearity testing was carried out by looking at the Inflation Factor Value (VIF) of each independent variable, namely:

1. If the VIF value < 10 and tolerance is more than 0.1, it can be concluded that the data are free of multicollinearity indicators in the regression model.
2. If the VIF value is > 10 and the tolerance is more than 0.1, it can be concluded that there is a multicollinearity indicator in the regression model.

There are several ways to detect the presence or absence of heteroscedasticity, for instance, by looking at the plot graph between the predicted value of the dependent variable, namely ZPRED and the SRESID residual. The observation of the presence or absence of the heteroscedasticity can be done by looking at the presence or absence of a certain pattern on the scatterplot graph between SRESID and ZPRED where the Y axis is the predicted Y and the X axis is the residual (Y

prediction-real Y) that has been studentized. In principle, White's test regresses the residual squared by the independent variables in the model. White test criteria are if: $\text{Prob Obs} * R^2 > 0.05$, then there is no heteroscedasticity. Basic analysis:

- If there is a certain pattern, such as dots forming a certain regular pattern (wavy, widened then 70 narrowed), it means there has been heteroscedasticity.
- If there is no clear pattern and the dots spread above and below the 0 on the Y axis, it means there is no heteroscedasticity.

Hypothesis testing aims to determine whether there is a clear and trusted influence between the independent variables (job stress, work motivation and job satisfaction on the dependent variable (employee performance).

Partial t test in multiple regression analysis aims to determine whether the independent variables (X_1 , X_2 , and X_3) partially (alone) have a significant effect on the variable (Y).

If the value of T count $> T$ table, the independent variable individually affects the independent variable (H_0 is rejected and H_1 is accepted), on the other hand, if the T value $< T$ table, the independent variable individually affects the independent variable (H_0 is accepted and H_1 is rejected). This is to determine whether each independent variable has a significant effect on the dependent variable partially with $\alpha = 0.05$.

The coefficient of determination (R^2) basically measures how far the model's ability is able to explain the variation in the dependent variable. The coefficient of determination is between zero and one. The small value of R^2 means that the ability of the independent variables explains that the variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation in the dependent variable. In general, the coefficient of determination for cross-sectional data is relatively low because of the large variation between each observation; meanwhile, it usually has a high coefficient of determination in time series data. The smallest adjusted R^2 value means that the ability of the independent variables to explain the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variable. This test used the SPSS 20.0 series for windows. This test was used to determine how well the proportion of independent variables can explain the dependent variable.

4. RESULT AND DISCUSSION

From the research data regarding the characteristics of respondents based on the Work Department, it can be seen that of the 51 respondents there were 2 respondents or 4% in the HRD work department, 2 respondents or 4% in the Finance & Accounting work department, 2 respondents or 4% in the Staff work department, 1 respondent or 2% from the personnel work department, and 44 respondents or 86% from the production work department. This shows that the respondents based on the work department in this study mostly came from the production work department. This was because the production section of this company had the most job requirements.

The research instrument test was carried out by conducting the validity test to ensure that the

questionnaire prepared could be understood by the respondents and had measurement consistency. Further analysis was carried out by using Reliability Analysis using SPSS 22for Windows Software.

Multicollinearity test was used to test the regression of whether a correlation between independent variables is found. A good regression model should not have a correlation between the independent variables.

- a. The basis for making decisions is as follows:
 - Tolerance > 0,10 multicollinearity does not occur
 - Tolerance < 0,10 multicollinearity occurs
- b. Based on VIF
 - VIF < 10,00 multicollinearity does not occur
 - VIF > 10,00 multicollinearity occurs

TABLE 1. Multicollinearity Test
COEFFICIENTSA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,176	8,661		3,637	,003
Job Satisfaction	,077	,168	,056	4,455	,042
Work Motivation	1,011	,234	,551	3,318	,000
Job Loyalty	,005	,213	,003	2,024	,031

a. Dependent Variable: Organizational Citizenship Behavior (OCB)
Source: Processed data, 2019

From the multicollinearity test results in the table above, it can be concluded that the job satisfaction variable does not show multicollinearity based on the tolerance value 4.455 > 0.10 and the VIF value 0.042 < 10.00; the work motivation variable does not show multicollinearity based on the tolerance value 3.318 > 0, 10 and the VIF value 0.000 < 10.00 and the work loyalty variable does not show multicollinearity based on

the tolerance value 2.024 > 0.10 and the VIF value 0.31 < 10.00.

A. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of job satisfaction, work motivation and job loyalty on Organizational Citizenship Behavior (OCB). The results of multiple linear regression analysis are shown in the following table:

TABLE 2. Multiple Linear Regression Test
COEFFICIENTSA

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	14,176	8,661	
Job Satisfaction	0,077	0,168	0,056

	Work Motivation	1,011	0,234	0,551
	Job Loyalty	0,005	0,213	0,003

Dependent Variable: Organizational Citizenship Behavior (OCB)

Source: Processed data, 2019

Interpretation:

1. The constant 14.176 shows that if the variables of job satisfaction, job loyalty and work motivation equal to zero, the Organizational Citizenship Behavior (OCB) is 14.176.
2. The coefficient value on job satisfaction is 0.077. It indicates that every change in the job satisfaction variable (X1) of one unit will result in a change in Organizational Citizenship Behavior (OCB) of 0.077 units. Conversely, one unit in the job satisfaction variable (X1) will reduce the Organizational Citizenship Behavior (OCB) by 0.077 with other assumptions that are fixed.
3. The coefficient value on work motivation is 1.011. It indicates that any change in the work motivation variable (X2) of one unit will result in a change in Organizational Citizenship Behavior (OCB) of 1.011 units. Conversely, one unit in the work motivation

- variable (X2) will reduce the Organizational Citizenship Behavior (OCB) by 1.011 with other assumptions that are fixed.
4. The coefficient value on job loyalty is 0.005. It indicates that every change in the job loyalty variable (X3) of one unit will result in a change in Organizational Citizenship Behavior (OCB) of 0.005 units. Conversely, one unit in the job loyalty variable (X3) will reduce Organizational Citizenship Behavior (OCB) by 0.005 with other assumptions that are fixed.

The basis for the decision making for the t test is as follows:

- a. If the value of t count > t table, the independent variable affects the dependent variable.
- b. If the value of t count < t table, the independent variable has no effect on the dependent variable.

TABLE 3. Coefficients A

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	14,176	8,661		3,637	0,003
Job Satisfaction	0,077	0,168	0,056	4,455	0,042
1					
Work Motivation	1,011	0,234	0,551	3,318	000
Job Loyalty	0,005	0,213	0,003	2,024	0,031

a. Dependent Variable: Organizational Citizenship Behavior (OCB)

Source: Processed data, 2019

The explanation for the results of the t test for each independent variable is as follows:

1. Job Satisfaction (X1)
Job satisfaction variable has a significance level of 0.042. The results of the t test on the job satisfaction variable indicate that the significance

of the t test is less than 0.05 and the regression coefficient has a positive value of 0.077. Meanwhile, the t value obtained is 4.455 greater than the t table value which is 1.677. Based on these results, the hypothesis which states "there is a partially positive influence between the independent variable job satisfaction (X1) on the

dependent variable Organizational Citizenship Behavior (OCB) (Y)" is accepted.

2. Work Motivation (X2)

The work motivation variable has a significance level of 0.000. The results of the t test on the work motivation variable indicate that the significance of the t test is less than 0.05 and the regression coefficient has a positive value of 1.011. Meanwhile, the t value obtained is 3.318 greater than the t table value which is 1,677. Based on these results, the hypothesis which states "there is a partially positive influence between the independent variable work motivation (X1) on the dependent variable Organizational Citizenship Behavior (OCB) (Y)" is accepted.

3. Job Loyalty (X3)

The work motivation variable has a significance level of 0.031. The results of the t test on the work motivation variable indicate that the significance of the t test is less than 0.05 and the regression coefficient has a positive value of 0.005. Meanwhile, the t value obtained is 2.024 greater than the t table value which is 1.677. Based on these results, the hypothesis which states "there is a partially positive influence between the independent variable work loyalty (X1) on the dependent variable Organizational Citizenship Behavior (OCB) (Y)" is accepted.

Determination Coefficient Test R²

TABLE 4. Correlation Coefficient (R) Dan Determination Coefficient (R²)
MODEL SUMMARYB

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,654a	,618	,275	4,006

- a. Predictors: (Constant), Job Loyalty, Job Satisfaction, Work Motivation
- b. Dependent Variable: Organizational Citizenship Behavior (OCB)

Source: Processed data, 2019

The results of the table above show that the influence of job satisfaction (X1), work motivation (X2), and job loyalty on Organizational Citizenship Behavior (OCB) (Y) can be seen through the correlation coefficient. The result of the correlation coefficient (R) is 0.654. This shows that the influence of job satisfaction (X1), work motivation (X2), and job loyalty on Organizational Citizenship Behavior (OCB) (Y) has an unidirectional and strong relationship that is equal to 65.4%.

The calculation results using the help of the SPSS program show that the coefficient of determination (R²) is 0.618, which indicates that 61.8% of Organizational Citizenship Behavior (OCB) is influenced by job satisfaction, work motivation, and job loyalty, while the remaining 38.2% is influenced by other variables not examined in this study.

5. CONCLUSION

This research was conducted to determine the influence of job satisfaction, work motivation, and job loyalty on Organizational Citizenship Behavior (OCB). Based on the results of proven research and its discussion, the researchers can draw conclusions as follows:

- 1. Good job satisfaction will influence Organizational Citizenship Behavior (OCB) as shown by how it influenced the OCB of the employees of PT. Unichem Indonesia by 7%.

This indicates that the influence was low. This low influence was indicated by job satisfaction which was considered not to include enough voluntary work. This was also supported by employees' answers on the questions distributed through a qualitative questionnaire which stated that employees were not rewarded for the work they had achieved.

- 2. The current work motivation influences Organizational Citizenship Behavior (OCB) as shown by how it influenced the employees of PT. Unichem Indonesia by 10%. This indicates that the influence was low. This low influence was indicated by motivation at work that was considered insufficient. This was also supported by the answers of employees on the questions distributed through questionnaires qualitatively showing that there was still a lack of employee persistence.
- 3. High job loyalty will affect Organizational Citizenship Behavior (OCB) as shown by how it influenced the employees of PT. Unichem Indonesia by 5%. This shows that the influence was very low. This very low influence was indicated by high loyalty which was considered insufficient, because there was no special attention to its employees. This was also supported by the employees' answers on the questions distributed through a qualitative questionnaire which stated that employees

needed more special feedback from their leaders.

4. Organizational Citizenship Behavior (OCB) is strongly influenced by job satisfaction, work motivation, and job loyalty. PT. Unichem Indonesia, therefore, must have more ability to increase job satisfaction in its company. This can indicate that the Organizational Citizenship Behavior (OCB) in the company was influenced by job satisfaction, work motivation, and job loyalty. The results can be seen from the coefficient of determination (R^2) of 61.8%.

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