

The Effect of Non-Physical Work Environment and Organizational Culture on Employee Performance and Commitment to the Organization as Intervening Variables

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Abstract

The phenomenon that occurs at PT Eka BogaInti in the Bogor area shows a significant decrease in employee performance. Based on data on the average achievement of employee Key Performance Indicator (KPI) in 2022 and 2023, there is a shortfall of 21.31% of the expected target. This problem is thought to be caused by a non-physical work environment that is not yet optimal, an organizational culture that has not gone well, and commitment to the organization that is still low. This study aims to analyze the effect of non-physical work environment and organizational culture on employee performance with commitment to the organization as an intervening variable. The research method used is quantitative with a survey approach. Data were collected through questionnaires distributed to employees of PT Eka BogaInti in the Bogor area. Data analysis was performed using multiple linear regression techniques. The results showed that the non-physical work environment and organizational culture have a positive and significant influence on employee performance. In addition, commitment to the organization is also proven to mediate the relationship between the non-physical work environment and organizational culture with employee performance. Thus, improving the non-physical work environment and strengthening organizational culture can increase commitment to the organization, which in turn will have a positive impact on employee performance.

Keywords: Non-Physical Work Environment, Organizational Culture, Employee Performance, Commitment

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INTRODUCTION

The development of the fast food restaurant industry in Indonesia has experienced significant growth in recent decades. This phenomenon is in line with the rapid changes in people's lifestyles, ongoing urbanization, and changing food consumption patterns. *Fast food* restaurants, often referred to as "*fast food*", have become an integral part of the culinary landscape in Indonesia. In the context of globalization and modernization, fast food restaurants were first introduced in Indonesia in 1979 with the arrival of leading international brands. However, rapid development occurred in the following years when fast food restaurants began to adapt their menus to local tastes and bring innovations to meet the demands of the domestic market. Since then, the industry has continued to grow, resulting in various local and international brands competing in providing fast food to Indonesians.

The growth and development of these fast food restaurants has also had a significant impact on the Indonesian economy, by creating large employment opportunities and driving the food supply chain and other related industries (Widayati *et al*, 2023). In

addition, fast food restaurants also influence people's consumption culture and lifestyles, including changes in eating patterns, leisure time use, and food preferences. However, along with this growth, challenges also arise, including in terms of human resource management. Employees in fast food restaurants often operate in stressful environments and have high demands on their performance.

Employee performance is an evaluation or measurement of the extent to which an individual working within an organization or company has successfully achieved the goals, tasks, and responsibilities that have been set for him. Employee performance includes all activities and work results that can be observed and measured in the context of the work performed by an employee during a certain period of time (Mulia, 2021). Employee performance can be influenced by various factors, including the non-physical work environment and organizational culture.

One of the brands that has carved out success in this industry is PT Eka BogaInti, a restaurant that specializes in Japanese dishes such as sushi and other forms. PT. Eka BogaInti has become one of the major players in the fast food industry in Indonesia and continues to grow by opening more branches in various cities.

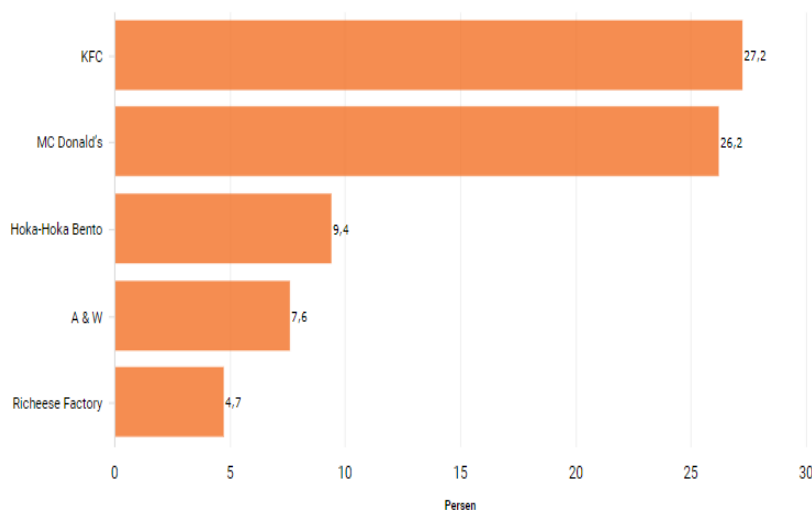


Figure 1. Most Popular Fast Food Restaurants in Indonesia 2022
Source: Dihni (2022)

PT Eka BogaInti ranks 3rd in a survey conducted by Dihni (2022). The *Top Brand Award 2022* assessment is based on a survey of 8,500 respondents spread across 15 major cities in Indonesia. Respondents consisted of 6,000 random samples, 1,700 booster samples, and 800 B2B booster samples. There are 3 parameters used in this assessment. First, *Top of Mind* or the first product brand mentioned by respondents. Second, *Last Usage* or the last product brand used by respondents. Third, *Future Intention* or the respondent's desire to use the brand's products in the future (Dihni, 2022).

The survey results are in line with the results of the preliminary study that the researchers conducted by looking at the average Key Performance Indicator / KPI of PT Eka BogaInti employees in the Bogor area, which has not reached the 100% target. This is presented in the following table.

Table 1. Average Key Performance Indicator/KPI of Employees of PT Eka BogaInti in Bogor Region

No.	Year	Target (%)	Average Achievement (%)	Gap (%)
1	2022	100%	82,54%	17,46%
2	2023	100%	74,85%	25,15%
Average		100%	78,70%	21,31%

Source: PT Eka BogaInti in Bogor Region, 2024.

Based on Table 1, it shows that in 2022, the average employee KPI achievement was 82.54%, with a gap of 17.46% from the target. In 2023, the average KPI achievement decreased to 74.85%, with a shortfall of 25.15% from the target. The average KPI achievement during the 2022-2023 period was 78.70%, indicating an average gap of 21.31% from the expected target.

In addition, the researcher also conducted a preliminary survey to assess the performance of thirty employees based on assessments from their direct supervisors. The survey aimed to evaluate employees' performance achievements using five main indicators: quality, quantity, accuracy of work, effectiveness, and efficiency. The assessment was conducted through ten statements covering all five indicators. The results of the preliminary survey indicated problems in employee performance. For more information, please refer to table 2 below.

Table 2. Preliminary Study Survey related to Employee Performance

No.	Employee Performance Indicators	Problem Findings on Preliminary Survey (%)
1	Quality	41,6 %
2	Quantity	33,4 %
3	Accuracy of work	46,7 %
4	Effective	41,6 %
5	Efficient	46,7 %
Average		42,0 %

Source: Preliminary Survey, 2024.

The full results of the preliminary survey are as follows:

1. There are 41.6% of employees with problems in work quality in terms of taking the initiative to find ways to improve work quality and reviewing what has been done.
2. There are 33.4% of employees with problems in the quantity of work in terms of being responsible for completing work according to the target and meeting the quantity of work according to the target.
3. There are 46.7% of employees with problems in the accuracy of work in terms of being guided by Standard Operating Procedures / SOPs in working and carrying out work that is right on target.
4. There are 41.6% of employees with problems in effectiveness in terms of planning work so that goals are achieved and carrying out daily activities with discipline.
5. There are 46.7% of employees with problems in efficiency in terms of doing work carefully, carefully and carefully and using the budget in working according to the provisions.
6. There is an average of 42% problematic performance.

Researchers also made observations related to variables that affect problems in employee performance. Researchers suspect that the low performance of employees at PT Eka BogaInti in the Bogor area is thought to be influenced by three factors, namely: non-physical work environment that is not optimal, organizational culture that has not gone well, and commitment to the organization that is not strong. These three factors are thought to have both a direct and indirect effect on the performance of PT Eka BogaInti employees in the Bogor area.

The first factor that is suspected is the non-physical work environment. The non-physical work environment in a company is very important for management to pay attention to. Although the non-physical work environment does not carry out the production process in a company, the non-physical work environment has a direct influence on the employees who carry out the production process. A conducive non-physical work environment provides a sense of comfort and allows employees to work optimally. If the employee likes the non-physical work environment where he works, then the employee will feel at home in his workplace, do his activities so that working time is used effectively. Conversely, an inadequate non-physical work environment will reduce employee performance (Fadlurrahma, 2020).

The second factor that is suspected is organizational culture. Organizational culture is a concept that reflects the dominant norms, values, beliefs, and behaviors adopted by members of an organization. This culture shapes the organization's unique identity and influences how individuals within the organization interact, work together, and make decisions. Organizational culture is a key aspect in understanding how an organization operates, and plays an important role in its success (Mangundjaya et al, 2023).

The third suspected factor is commitment to the organization. Commitment to the organization is a concept in organizational psychology that refers to the level of attachment, loyalty, and identification of employees to the organization where they work. This includes their loyalty to the organization, desire to remain part of the organization, and motivation to contribute positively to the goals and success of the organization (Suwarno, 2023).

Previous research related to this study has been conducted by several researchers, including Santoso, et al (2019) and Ramadan, et al (2023) which state that there is a positive and significant influence between the non-physical work environment on employee performance. Meanwhile, Al-Omari and Okasheh (2017) state that the physical work environment has a negative effect on employee performance. Rivai (2020) and Jufrizen & Rahmadhani (2020) state that organizational culture has a positive and significant effect on employee performance. Meanwhile, Khasanah (2019) states that organizational culture has a significant negative effect on employee performance.

Based on the description and phenomena above, the title set in this study is " the effect of non-physical work environment, organizational culture on employee performance and commitment to the organization as an intervening variable (case study at PT. Eka BogaInti Bogor region) ".

RESEARCH METHOD

In this study, the population is the *crew store* of PT Eka BogaInti in the Bogor area, with a population of 132 employees with a sample size of 100 respondents. This research uses a quantitative approach research method (Sugiyono, 2020: 8). This primary data was obtained from a Google Form questionnaire distributed to employees of PT Eka BogaInti in the Bogor area. Secondary data used includes employee statistics, performance appraisal reports, annual reports of PT Eka BogaInti, scientific journals, books, research articles on work environment, organizational culture, and employee performance. The technique used to test validity is the Pearson Product Moment Correlation technique. This test uses the SPSS version 26 program which is carried out by correlating each question with the total score. The total score is the sum of the total items. Reliability test is determined by Cronbach's Alpha. This test determines the consistency of respondents' answers to a research instrument. The reliability test in this study was tested using SPSS version 26.

Table 3. Results of the Work Environment Validity Test (X1)

Variables	No. Item	Counter	Critical	Description
Work Environment (X) ₁	1	0,566	0,3	Valid
	2	0,739	0,3	Valid
	3	0,692	0,3	Valid
	4	0,639	0,3	Valid
	5	0,557	0,3	Valid
	6	0,428	0,3	Valid
	7	0,361	0,3	Valid
	8	0,614	0,3	Valid
	9	0,606	0,3	Valid

Table 4. Organizational Culture Validity Test Results (X2)

Variables	No. Item	Counter	Critical	Description
	1	0,735	0,3	Valid
	2	0,444	0,3	Valid
	3	0,354	0,3	Valid
	4	0,206	0,3	Invalid
	5	0,036	0,3	Invalid
	6	0,077	0,3	Invalid
	7	0,204	0,3	Invalid
	8	0,323	0,3	Valid
	9	0,410	0,3	Valid
	10	0,513	0,3	Valid
	11	0,269	0,3	Invalid
	12	0,101	0,3	Invalid
	13	0,163	0,3	Invalid
	14	0,129	0,3	Invalid
	15	0,325	0,3	Valid
	16	0,23	0,3	Invalid
	17	0,046	0,3	Invalid
	18	0,176	0,3	Invalid
	19	0,173	0,3	Invalid
	20	0,351	0,3	Valid
Organizational Culture (X) ₂	21	0,285	0,3	Invalid
	22	0,239	0,3	Invalid
	23	0,251	0,3	Invalid
	24	0,225	0,3	Invalid
	25	0,067	0,3	Invalid
	26	0,335	0,3	Valid
	27	0,007	0,3	Invalid
	28	0,676	0,3	Valid
	29	0,355	0,3	Valid
	30	0,158	0,3	Invalid
	31	0,161	0,3	Invalid
	32	0,302	0,3	Valid
	33	0,000	0,3	Invalid
	34	-0,013	0,3	Invalid
	35	0,08	0,3	Invalid
	36	0,166	0,3	Invalid
	37	0,137	0,3	Invalid
	38	0,332	0,3	Valid
	39	0,554	0,3	Valid
	40	0,565	0,3	Valid
	41	0,420	0,3	Valid

	42	0,060	0,3	Invalid
	43	0,396	0,3	Valid
	44	0,175	0,3	Invalid
	45	0,247	0,3	Invalid
	46	0,087	0,3	Invalid
	47	0,339	0,3	Valid

Table 5. Validity Test Results Commitment to Organization (Z)

Variables	No. Item	Counter	Critical	Description
Commitment to Organization (Z)	1	0,479	0,3	Valid
	2	0,508	0,3	Valid
	3	0,676	0,3	Valid
	4	0,208	0,3	Invalid
	5	0,527	0,3	Valid
	6	0,378	0,3	Valid
	7	0,435	0,3	Valid
	8	0,122	0,3	Invalid
	9	0,105	0,3	Invalid

Table 6. Performance Validity Test Results (Y)

Variables	No. Item	Counter	Critical	Description
Performance (Y)	1	0,420	0,3	Valid
	2	0,445	0,3	Valid
	3	0,058	0,3	Invalid
	4	0,130	0,3	Invalid
	5	0,554	0,3	Valid
	6	0,588	0,3	Valid
	7	0,500	0,3	Valid
	8	0,239	0,3	Invalid
	9	0,662	0,3	Valid
	10	0,230	0,3	Invalid
	11	0,416	0,3	Valid
	12	0,135	0,3	Invalid
	13	-0,068	0,3	Invalid
	14	0,091	0,3	Invalid
	15	0,620	0,3	Valid
	16	0,135	0,3	Invalid
	17	0,096	0,3	Invalid

18	0,508	0,3	Valid
19	0,316	0,3	Invalid
20	0,140	0,3	Invalid
21	0,240	0,3	Invalid
22	0,669	0,3	Valid
23	0,558	0,3	Valid
24	0,629	0,3	Valid
25	0,064	0,3	Invalid
26	0,561	0,3	Valid
27	0,539	0,3	Valid
28	0,279	0,3	Invalid
29	0,060	0,3	Invalid
30	0,433	0,3	Valid
31	0,235	0,3	Invalid
32	0,597	0,3	Valid
33	0,405	0,3	Valid
34	0,400	0,3	Valid
35	0,326	0,3	Invalid
36	0,404	0,3	Valid
37	0,400	0,3	Valid
38	0,638	0,3	Valid
39	0,553	0,3	Valid
40	0,294	0,3	Invalid

Table 7. Reliability Test Results

Variables	<i>Cronbach's Alpha</i>	Critical	Description
Non-physical Work Environment (X) ₁	0,734	>0,60	Reliable
Organizational Culture (X) ₂	0,651	>0,60	Reliable
Commitment to Organization (Z)	0,658	>0,60	Reliable
Performance (Y)	0,829	>0,60	Reliable

RESEARCH RESULTS AND DISCUSSION

Hypothesis testing in this study aims to determine whether the hypothesis that has been made can be accepted or rejected. This test can be seen from the t-statistics and p-values contained in the path analysis between variables through the bootstrapping method. The results of hypothesis testing in this study can be seen in Figure 2.

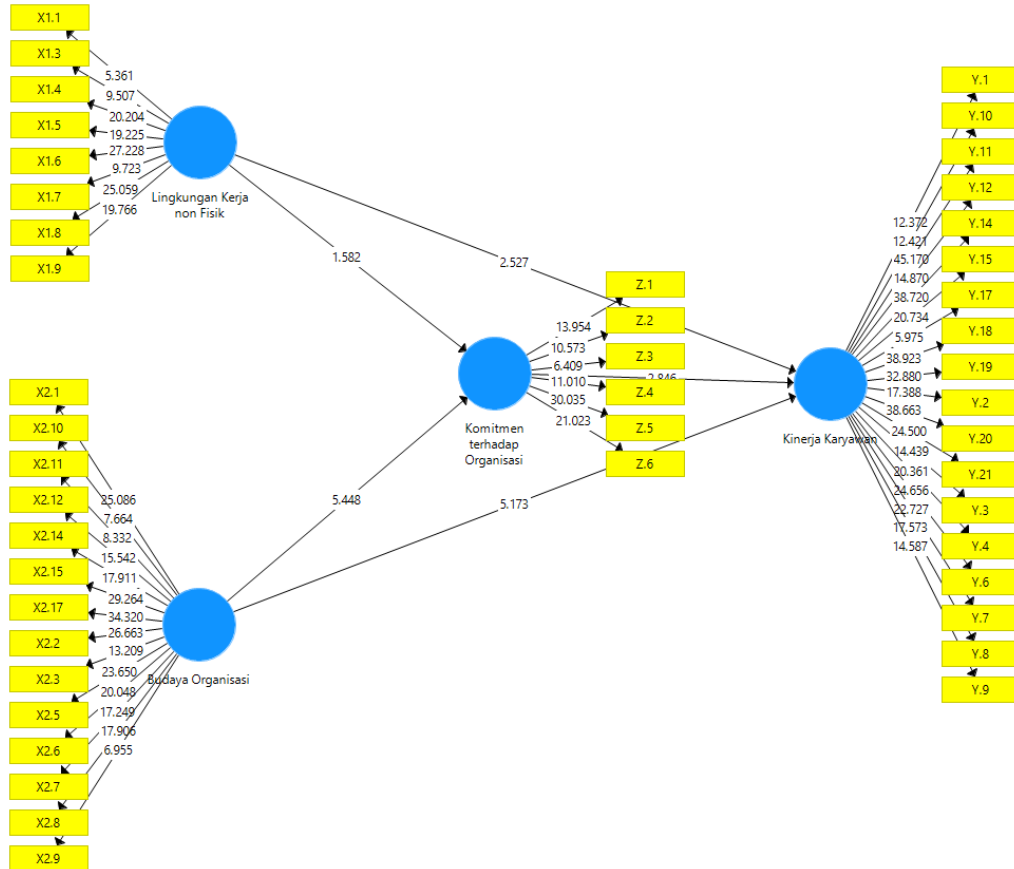


Figure 2. Bootstrapping Results

The details of the hypothesis test results are as follows:

Table 8. Hypothesis Test Results

	T Statistics	P Values	Description
H1. Non-physical work environment -> Employee performance	2.527	0.012	Accepted
H2. Organizational culture -> Employee performance	5.173	0.000	Accepted
H3. Commitment to organization -> Employee performance	2.846	0.005	Accepted
H4. Non-physical work environment -> Commitment to the organization	1.582	0.114	Rejected
H5. Organizational culture -> Commitment to the organization	5.448	0.000	Accepted
H6. Non-physical work environment -> Commitment to organization -> Employee performance	1.189	0.235	Rejected
H7. Organizational culture -> Commitment to organization -> Employee performance	2.596	0.010	Accepted

Source: Questionnaire data processed, 2024

Based on table 8, it can be seen that :

- The first hypothesis is accepted, because because the t-statistic test results > 1.96, namely 2.527 and the *p-value* of 0.012, which means that

the value is less than 0.05 so it can be interpreted that there is a positive effect of the non-physical work environment on employee performance at PT Eka BogaInti Bogor area.

- b. The second hypothesis is accepted, because because the t-statistic test results > 1.96 , namely 5,173 and the *p-value* of 0.000, which means that the value is less than 0.05 so it can be interpreted that there is a positive effect of organizational culture on employee performance at PT Eka BogaInti Bogor area.
- c. The third hypothesis is accepted, because because the t-statistic test results > 1.96 , namely 2.846 and the *p-value* of 0.005, which means that the value is less than 0.05 so it can be interpreted that there is a positive effect of commitment to the organization on employee performance at PT Eka BogaInti Bogor area.
- d. The fourth hypothesis is rejected, because the t-statistic test results < 1.96 , namely 1.582 and the *p-values* of 0.114, which means that the value is more than 0.05, so it can be interpreted that there is no positive effect of the non-physical work environment on commitment to the organization at PT Eka BogaInti Bogor area.
- e. The fifth hypothesis is accepted, because because the t-statistic test results > 1.96 , namely 5,448 and the *p-value* of 0.000, which means that the value is less than 0.05 so it can be interpreted that there is a positive effect of organizational culture on commitment to the organization at PT Eka BogaInti Bogor area.
- f. The sixth hypothesis is rejected, because the t-statistic test results < 1.96 , namely 1.189 and the *p-values* of 0.235, which means that the value is more than 0.05, so it can be interpreted that there is no positive effect of the non-physical work environment mediated by commitment to the organization on employee performance at PT Eka BogaInti Bogor area.
- g. The seventh hypothesis is accepted, because because the results of the t-statistic test > 1.96 , namely 2.596 and the *p-value* of 0.010, which means that the value is less than 0.05 so it can be interpreted that there is a positive effect of organizational culture mediated by commitment to the organization on employee performance at PT Eka BogaInti Bogor area.

DISCUSSION

Based on the results of data processing and the results of the hypotheses that have been expressed, it can be interpreted as follows:

There is the highest value in the non-physical work environment variable, X1.3 with an average value of 4.75, namely about In my workplace, coworkers support each other. This shows that the support between coworkers in the non-physical work environment at PT Eka BogaInti Bogor region is very strong. The positive effect of this non-physical work environment on employee performance can be seen from these results. When employees feel solid support from their colleagues, this tends to increase their motivation and job satisfaction. As a result, employees will be more motivated and productive in their work, which in turn has a positive impact on overall performance. Strong support between coworkers contributes to the creation of a harmonious and collaborative work

environment, which is an important factor in driving employee performance in the company.

There is the highest value on the organizational culture variable, X2.14 with an average value of 0.784, which is about the organization respecting every human being without distinguishing ethnicity, race, ethnicity, religion and ideology of employees. This shows that PT Eka BogaInti Bogor region has an organizational culture that is very inclusive and respects diversity. The positive influence of this organizational culture on employee performance can be observed from these results. When an organization shows high respect for diversity and individual differences, it increases the sense of acceptance and appreciation among employees. This sense of inclusion and appreciation can encourage employees to be more engaged and motivated in their work. As a result, employees tend to perform better because they feel more valued and supported by the organization. An organizational culture that supports diversity and inclusion contributes to improved employee performance at PT Eka BogaInti Bogor region.

The effect of commitment to the organization on employee performance at PT Eka BogaInti in the Bogor area has a positive effect. This means that commitment to the organization directly affects employee performance. There is the highest value in the commitment to organization variable, Z.3 with an average value of 4.7, which is about employees being ready to help my colleagues to achieve company goals. This shows that employees at PT Eka BogaInti have a high level of commitment to the organization, especially in terms of collaboration and support for colleagues. When employees show readiness to help others in achieving company goals, this reflects a strong level of commitment to mutual success. This high commitment contributes to improved individual and team performance, as committed employees tend to be more proactive and eager to fulfill tasks and contribute effectively to organizational goals. Thus, the high level of commitment to the organization shown in this item plays an important role in driving employee performance at PT Eka BogaInti Bogor region.

Strong statements on the non-physical work environment cannot affect commitment to the organization at PT Eka BogaInti in the Bogor area. This is due to the strong influence of organizational culture on commitment to the organization.

Strong statements on organizational culture can affect commitment to the organization at PT Eka BogaInti in the Bogor area, including employees providing input to superiors if there are deviations that are not in accordance with the work system that applies in the organization.

The non-physical work environment does not affect employee performance indirectly through commitment to the organization. This suggests that while the non-physical work environment, such as social support and work atmosphere, only has a direct impact on employee performance, the effect does not occur through increased employee commitment to the organization. In other words, although a good non-physical work environment can improve employee performance directly, this factor does not contribute to performance through the intermediary of employee commitment to the organization. This means that the relationship between the non-physical work environment and employee

performance is not mediated by commitment to the organization, but rather has a more significant direct effect on performance itself.

Organizational culture affects employee performance indirectly through commitment to the organization. This means that a positive organizational culture, such as respect for diversity and inclusion values, can first increase employees' commitment to the organization. Then, this high commitment to the organization in turn contributes to improved employee performance. In other words, an organizational culture that supports and values employees can strengthen their sense of loyalty and dedication to company goals. This developed sense of commitment then encourages employees to work harder and contribute more to the organization's performance. Therefore, while organizational culture has a direct impact on employee performance, this influence also occurs through strengthening employees' commitment to the organization as an intermediary.

CONCLUSION

Based on the results of research and discussion in the previous chapter, it can be concluded that this study consists of 4 variables, 2 independent variables, 1 mediating variable, and 1 dependent variable, and 7 hypotheses where 5 hypotheses are supported so that they can be described as follows:

1. The Effect of Non-Physical Work Environment on Employee Performance. The non-physical work environment has a direct positive effect on employee performance at PT Eka BogaInti in the Bogor area. Solid support between coworkers increases motivation and job satisfaction, which has a positive impact on employee performance.
2. The Effect of Organizational Culture on Employee Performance. An inclusive organizational culture that values diversity has a positive impact on employee performance at PT Eka BogaInti Bogor region. Respect for individual differences increases a sense of belonging and motivation, which contributes to better performance.
3. The Effect of Commitment to the Organization on Employee Performance. Commitment to the organization has a direct positive effect on employee performance at PT Eka BogaInti in the Bogor area. Highly committed employees tend to be more proactive and productive in their work.
4. The Effect of Non-Physical Work Environment on Commitment to the Organization. The non-physical work environment does not significantly affect commitment to the organization at PT Eka BogaInti in the Bogor area. Organizational culture has a stronger influence on employee commitment.
5. The Effect of Organizational Culture on Commitment to the Organization. Organizational culture has a positive effect on commitment to the organization at PT Eka BogaInti in the Bogor area. A culture that supports and values employees strengthens their commitment to the organization.
6. The Effect of Non-Physical Work Environment Mediated by Commitment to the Organization on Employee Performance. The non-physical work environment does not affect employee performance through commitment to the organization. The impact of the non-physical work environment on employee performance is direct without the intermediary of commitment.

7. The Effect of Organizational Culture Mediated by Commitment to the Organization on Employee Performance. Organizational culture affects employee performance indirectly through commitment to the organization. A positive organizational culture increases commitment, which in turn increases employee performance.

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