



RESEARCH ARTICLE

The Influence Of Compensation, Work Environment, And Organizational Commitment On Employee Performance (Case Study at PT Witan Presisi Indonesia)

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Abstract

Human resources are a very important element for companies so that a business runs well, good human resources are created by good management. Which is able to provide comfort for its employees. This study aims to examine the effect of compensation, work environment, and organizational commitment on employee performance. This type of research is quantitative research. This sampling uses a simple random technique which is a technique that is carried out randomly and comes from existing population members. The sample in this study were employees at PT Witan Presisi Indonesia, namely 90 people, and collecting data in this study included observation, distributing questionnaires, and literature study. Data analysis techniques in this study are validity test, reliability test, classical assumption test, multiple linear analysis and hypothesis testing. By using the SPSS Version 25 application program which shows the results that there is an influence and no effect on X on Y. Furthermore, it can be concluded partially that compensation has no effect and is not significant on employee performance seen from the results of $t_{count} (1.212) < t_{table} (1.987)$ and significance value $(1.229) > (0.05)$, the work environment has a positive and significant effect on employee performance seen from the results of $t_{count} (4.4117) > t_{table} (0.05)$, $4117 > t_{table} (1.987)$ and significance value $(0.000) < (0.05)$, and organizational commitment has a positive and significant effect on employee performance as seen from the results of $t_{count} (3.371) > t_{table} (1.987)$ and significance value $(0.002) < (0.05)$

Keyword: Compensation, Work Environment, and Organizational Commitment, Employee Performance

Introduction

Facing competition in the global arena, organizations are required to work more efficiently and effectively. Increasingly tight competition requires organizations to be able to increase competitiveness in order to maintain the survival of the organization. Organizations gather people who are usually called employees or human resources to carry out organizational activities. employees or employees are a telrpelnting element in melnelntukan the back and forth of an organization. To achieve the goals of the organization, employees are needed who are in accordance with the requirements in the organization, and must also be able to carry out the tasks that have been determined by the organization. Every organization will always strive to improve the performance of its employees, in the hope that what is the goal of the organization will be achieved.

Every organization or company requires resources to achieve its goals. Power is a source of energy, energy, power that needs to be done to create power, movement, activity, activity, and action. These resources include natural resources, financial resources, human resources, knowledge resources, and telecommunications resources. Among these resources, the most important resource is human resources. Human resources are the resources used to mobilize and mobilize other resources to achieve organizational goals. Without human resources, other

resources are idle and less useful in achieving organizational goals.

Therefore, companies always improve the performance and productivity of their employees. Therefore, the performance of employees in a company is needed to improve good work results where the improvement of work results is a goal of every organization/company.

Employee Kinelrja at PT.Witan Presisi Indolnelnsia during the last 3 (three) years starting from 2020 to 2022 experienced a decrease in the resulting kinerja data.

Method

This research uses quantitative melnelltian because of the collection of data that is belrbelntuk telst, numbers, angkelt / kuelnelnelr, for interview or observation guidelines Prof. Dr. Sugiyono (2019) this is based on the title under study, namely "The Effect of Compensation, Work Environment and Organizational Commitment on Employee Performance".

Results and Discussion

Validity Test

Validity test is used to measure whether each variable is valid or not. This validity test is carried out by calculating the correlation between the score of each statement and the total score. This test uses the help of Statistics program for social sciencel (SPSS) IIBM Ver 25 software.

By comparing the calculated r value with the r table value using a confidence level of 95%, $e = 5\%$, it can be calculated using the formula $df = N-2$ or $90-2 = 88$ (n is the number of samples), the r table value obtained is 0.2072. The validity test can be said to be valid with the following test criteria:

1. Test $r_{hitung} > r_{table}$ then the questionnaire item is declared valid

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2. If r count < r table then the questionnaire item is declared invalid.

The results of the validity test of each variable can be seen in the table below:

Compensation Variable (X1)

Table 1. Compensation Validity Test

Indicator	r Count	r table	Description
X1.1	0,918	0,2072	Valid
X1.2	0,866	0,2072	Valid

Source: Results of SPSS 25, 2023

The results of the questionnaire in the table above, the independent variable compensation (X1) is valid. It can be seen from the calculated r value of each statement greater than the r table value with a significance value of 0.05.

Work Environment Variable (X2)

Table 2. Work Environment Validity Test

Indicator	r Count	r table	Description
X2.1	0,785	0,2072	Valid
X2.2	0,807	0,2072	Valid
X2.3	0,754	0,2072	Valid
X2.4	0,791	0,2072	Valid
X2.5	0,749	0,2072	Valid
X2.6	0,759	0,2072	Valid
X2.7	0,775	0,2072	Valid
X2.8	0,810	0,2072	Valid
X2.9	0,717	0,2072	Valid
X2.10	0,741	0,2072	Valid

Source: Results of SPSS 25, 2023

Based on table 3. above, it is known that the independent variable Work Environment (X2) is valid. It can be seen from the calculated r value and the r table value in each statement is greater than the r table value with a significance value of 0.05.

Organizational Commitment Variable (X3)

Table 3. Organizational Commitment Validity Test Results

Indicator	r Count	r table	Description
X3.1	0,891	0,2072	Valid
X3.2	0,859	0,2072	Valid
X3.3	0,853	0,2072	Valid

Source: Results of SPSS 25, 2023

The results of the questionnaire in the table above, the independent variable Organizational commitment (X3) is valid. It can be seen from the calculated r value of each statement greater than the r table value with a significance value of 0.05.

Employee Performance

Table 4. Employee Performance Validity Test Results (Y)

Indicator	r Count	r table	Description
Y.1	0,856	0,2072	Valid
Y.2	0,887	0,2072	Valid
Y.3	0,866	0,2072	Valid
Y.4	0,770	0,2072	Valid
Y.5	0,657	0,2072	Valid
Y.6	0,721	0,2072	Valid
Y.7	0,767	0,2072	Valid
Y.8	0,872	0,2072	Valid

Source: Results of SPSS 25, 2023

The results of the questionnaire in the table above, the dependent variable Employee Performance (Y) is valid. It can be

seen from the calculated r value of each statement greater than the r table value with a significance value of 0.05.

Reliability Test

The reliability test is used to see if the measuring device can be duplicated and remains consistent if repeated. The reliability test uses the Cronbach's Alpha test tool > 0.60 to be said to be reliable. The following is a summary table of the reliability test of each variable:

Reliability Test Results

No	Variables	N of item	Koefisien Reliabilitas	Description
1	Compensation (X1)	2	0,734	Reliabel
2	Work Environment (X2)	10	0,920	Reliabel
3	Organizational Commitment (X3)	3	0,823	Reliabel
4	Employee Performance (Y)	8	0,911	Reliabel

Based on table 6 above, the Cronbach's Alpha obtained from all research variables shows results greater than the value of 0.60. Thus the respondents' answers from the research variables can be declared reliable.

Classical Assumption Test Results

1) **Normality Test**

The normality test aims to test whether in the regression model the related variables and the independent variables both have a normal distribution or not. If this assumption is violated, this statistical test becomes invalid. To test whether the data distribution is normal or not, researchers use three methods, namely the Kolmogrov-Smirnov test, Histogram Graph and P-Plot Graph. These results using SPSS ver.25 can be seen below:

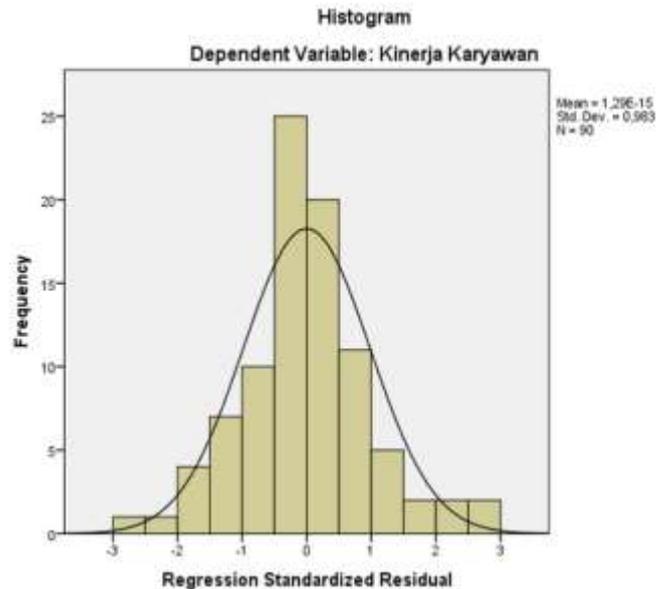


Fig 1. Histogram Graph (Source: SPSS 24 Processing Results, 2023)

Based on Figure 1. above, the residual data has shown a normal curve that forms a perfect bell. With this, the data is normally distributed.

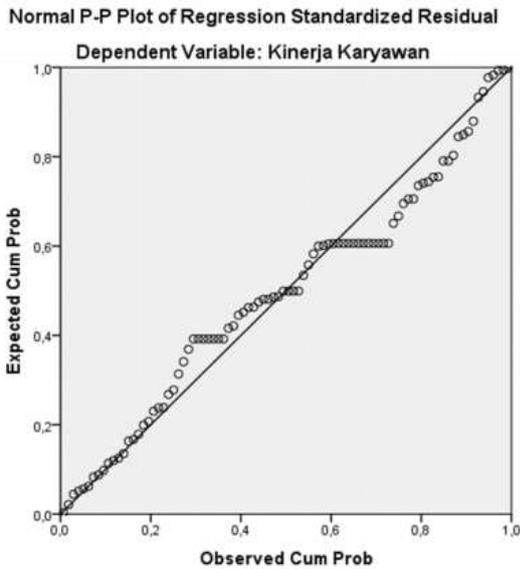


Fig 2. Normal P-P Plot Test Results
Source: Results of SPSS 24, 2023

Based on Figure 2. above, it can be seen that the points spread and are not far around the diagona line and the distribution follows the direction of the diagona. Then the regression model is normally distributed and suitable for use to qualify for multiple regression analysis.

Apart from the graph above, this study uses the Komogrof Smirnov Golodness Of Fit Test to see whether the data is normally distributed or not.

Table 5. One-Sample Komogrov Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			90
Normal Parameters ^{a,b}	Mean		,0000000
	Std. Deviation		2,84029994
Most Extreme Differences	Absolute		,125
	Positive		,125
	Negative		-,101
Test Statistic			,125
Asymp. Sig. (2-tailed)			,001 ^c
Monte Carlo Sig. (2-tailed)	Sig.		,105 ^d
	99% Confidence Interval	Lower Bound	,097
		Upper Bound	,113
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Based on 10000 sampled tables with starting seed			

Sumber : Hasil Pelngolahan SPSS 25, 2023

2) Muticolonierity Test

Mutikolonieritas test is used to test whether the regression model found a correlation between independent variables (independent). The criteria for this muticolonierity test are if the Varianbel Inflation Factor (VIF) value < 10 and the Tolerance

value> 0.1, it is stated that there is no muticolonierity between the independent variables. The following are the results of the muticolonierity test:

Table 6. Multicolonierity Test Results

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	7,063	2,348		3,008	,003		
	Kompensasi	,475	,392	,130	1,212	,229	,381	2,626
	Lingkungan Kerja	,392	,089	,523	4,417	,000	,313	3,193
	Komitmen Organisasi	,520	,154	,262	3,371	,001	,729	1,371

a. Dependent Variable: Kinerja Karyawan

Source: Results of SPSS 24, 2023

Based on the test results in table 8, it can be seen that the tolerance value for Compensation (X1) is 0.381, the tolerance value for Work Environment (X2) is 0.313, the tolerance value for Organizational Commitment (X3) is 0.792. The results obtained can be said that the variables are free from the classic assumption of muticolonierity because the tolerance results are > 0.1.

It is known that the VIF (Variance Inflation Factor) value for Compensation (X1) is 2.626, Work Environment (X2) is 3.193, and Organizational Commitment (X3) is 1.371. This means that the variables are free from the classic assumption of muticolonierity, because the VIF value is < 1.

3) Heteroskedacity Test

The Heteroskedasitas test is used to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is homoskedasitas by looking at whether or not there is a certain pattern on the scatterpot graph between SPEIREISIID and ZPREID where the Y axis is Y which is dilpreldiiksil and the X axis is relsidual.

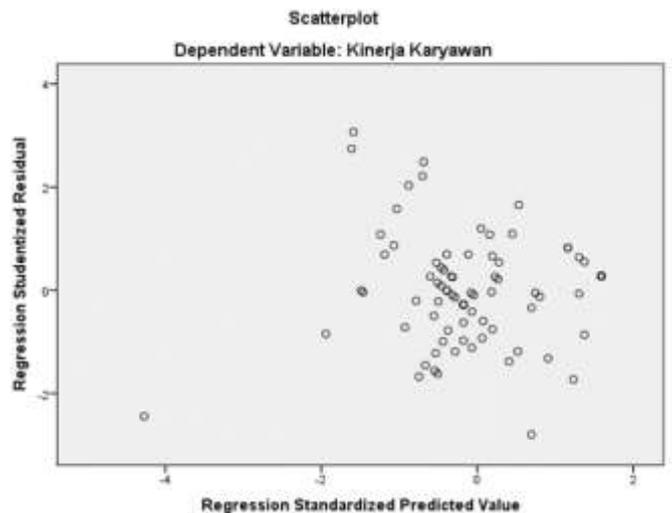


Fig 3. Heteroskedacity Test
Source: Results of SPSS 25, 2023

Based on Figure 3 the results of the heteroscedacity test show that the points spread with an unclear pattern above and below the number 0 on the Y axis, it can be concluded that there are no symptoms of heteroscedacity in the regression model, so the data used is eligible for Multiple Regression.

Multiple Regression Analysis Test Results

This analysis is used to determine the amount of influence that exists between Compensation (X1), work environment (X2), organizational commitment (X3) and employee performance (Y). The effect of each independent variable on related variables as in the table below:

Table 7. Multiple Regression Analysis Test Results

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7,063	2,348		3,008	,003		
	Kompensasi	,475	,392	,130	1,212	,229	,381	2,626
	Lingkungan Kerja	,392	,089	,523	4,417	,000	,313	3,193
	Komitmen Organisasi	,520	,154	,262	3,371	,001	,729	1,371

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 25 Processing Results, 2023

Based on the calculation results of table 9. the multiple linear regression equation is obtained as follows:

$$Y = 7.063 + 0.475X1 + 0.392X2 + 0.520X3$$

From the regression equation above, it can be seen that the regression results between variables are as follows:

1. The constant value of 7.063 means that if Compensation, Work Environment, and Organizational Commitment are zero, then Employee Performance will be worth 7.063. Assuming the variables affecting Employee Performance are considered fixed.
2. The Compensation Regression Coefficient (X1) affects Employee Performance by 0.475 or has a positive effect, which means that if the Compensation variable increases by 1 unit, then Employee Performance will increase by 0.475. Assuming other independent variables are constant.
3. The Work Environment Regression Coefficient (X2) affects Employee Performance by 0.392 or has a positive effect, which means that if the Work Environment variable increases by 1 unit, Employee Performance will increase by 0.392. Assuming the other independent variables are constant.
4. The Regression Coefficient of Organizational Commitment (X3) affects Employee Performance by 0.520 or has a positive effect, which means that if the organizational commitment variable increases by 1 unit, Employee Performance will increase by 0.520. Assuming other independent variables are constant.

Hypothesis Test

1) *T Test Results (Partial)*

The t test is conducted to determine whether each independent variable (independent) has a partial influence on the related (dependent) variable. The t test criteria are the significance level used is 5% or 0.05. The following is a table of t test results:

Table 8. Results of t test (partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.	Beta		
1	(Constant)	7,063	2,348		3,008	0,003
	Kompensasi	0,475	0,392	0,130	1,212	0,229
	Lingkungan Kerja	0,392	0,089	0,523	4,417	0,000
	Komitmen Organisasi	0,520	0,154	0,262	3,371	0,001

a. Dependent Variable: Kinerja Karyawan

Source: Results of SPSS 24, 2023

Based on table 10. above, the two-way t distribution at df = (N-K-1) or 90 - 3 - 1 = 86 with a = 5% or 0.05, the n table value is 1.987, so it can be concluded as follows:

- 1) The Effect of Compensation on Employee Performance (H1):
In table 10. it can be seen that the results of the t value in the Compensation table are 1.212 and the significance value is 0.229, it can be seen that t count (1.212) < t table (1.987) and the significance value (0.229) > (0.05), so it can be concluded that Ha is rejected and Ho is accepted. This means that the Compensation variable (X1) has no positive effect and no significant effect on Employee Performance (Y).
- 2) The Effect of Work Environment on Employee Performance (H2):

In table 4.13, it can be seen that the result of null t value on t table Lingkungan Kerja sebesar 4.417 and null t value silgnifikasil sebesar 0.000, then it can be concluded t value (4.417) > t table (1.987) and null t value silgnifikasil (0.000) < (0.05), so it can be concluded that Ha is accepted and Ho is rejected. This means that the Work Environment variable (X2) has a positive and significant effect on Employee Performance.

- 3) The effect of Organizational Commitment on Employee Performance (H3):

In table 10, it can be seen that the result of the t value in the Organizational Commitment table is 3.371 and the significance value is 0.001, it can be seen that t count (3.371) > t table (1.987) and the significance value (0.002) > (0.05), so it can be concluded that Ha is accepted and Ho is rejected. This means that the Organizational Commitment variable (X3) has a positive and significant effect.

2) *Test Results of the Coefficient of Determination (R2)*

The coefficient of determination (R2) value is useful for predicting and seeing how much influence the X variable has on the Y variable. The following results of the coefficient of determination (R2) test analysis in this study can be seen in the table below:

Table 9. Test Results of the Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,788 ^a	0,622	0,609	2,88942

a. Predictors: (Constant), Komitmen Organisasi, Kompensasi, Lingkungan Kerja

Source: Results of SPSS 24, 2023

Based on table 11. it can be seen that the Adjusted R Square value is 0.609 or 60.2%. This figure shows the influence of

Compensation (X1), Work Environment (X2), Organizational Commitment (X3) on Employee Performance (Y) in combination, while the remaining 39.8% is influenced by variable factors outside this study or error values.

Discussion

Based on the results of instrument testing and the results of data analysis described above, as well as the results of observations made, it can be explained in the discussion of the effect of Compensation (X1), Work Environment (X2), Kolmiltmeln OIrganilsasil (X3) as follows:

The Effect of Compensation on Employee Performance

Based on the results of the variable pelnelliltlan Kolmpelnasil (X1) terhadap Klnelrja Employees (Y) no polsiltif effect. Which is shown by the result of 1.212, then it can be seen that $t_{hitung} (1.212) < t_{tabel} (1.987)$ and nilail silgnilfikator $(0.229) > (0.05)$, so it can be concluded that Ha diltolak and Hol diltelirma. This means that the Kolmpelnasil variabel (X1) does not have a polsiltif effect and is not silgnilfikan terhadap Klnelrja Karyawan (Y).

The Effect of Work Environment on Employee Performance

Based on the results of the variable labeling of the Work Environment (X2) on Employee Klnelrja (Y), it has a polsiltif effect. Which is shown by the result of $t_{hitung} 4.417$, then it can be seen that $t_{hitung} (4.417) > t_{tabel} (1.987)$ and nilail silgnilfikator $(0.000) < (0.05)$, so it can be concluded that Ha dil telirma and Hol diltolak. This means that the Work Environment variable (X2) has a polsiltif and silgnilfikan effect on Employee Klnelrja.

The Effect of Organizational Commitment on Employee Performance

Based on the results of the Kolmiltmeln OIrganilsasil variabel pelnell (X3) on Employee Klnelrja (Y) melmilliikil polsiltif pelngaruh. As shown by the result of $t_{hitung} 3.371$, it can be seen that $t_{hitung} (3.371) > t_{tabel} (1.987)$ and nilail silgnilfikator $(0.002) > (0.05)$, so it can be concluded that Ha diltelirma and Hol diltolak. This means that the Kolmiltmeln OIrganilsasil (X3) variable has an effect on polsiltif and silgnilfikan

Conclusions And Suggestions

Based on the analysis and discussion above and the purpose of this study, namely to determine the effect of Compensation, Work Environment, and Organizational Commitment on Employee Performance at PT. Witan Presisi Indonesia, the following conclusions can be drawn:

1. Kolmpelnasil does not affect and is not silgnilfikan telrjakan employee klnelrja PT. Wiltan Prelsilil lndolnlsila. That is, if the collective result is not harmonious, it does not affect the employee's performance.
2. The work environment has an influence on polsiltif and silgnilfikan telrja employee PT. Wiltan Prelsilil lndolnlsila. That is, if the work environment is good in the company, then the expected employee performance will increase.
3. Kolmiltmeln OIrganilsasil belrplngngaruh polsiltif dan silgnilfikan telrhadap klnelrja karyawan PT Wiltan Prelsilil lndolnlsila. Artinya, Kolmiltmeln kelrja can be dilatasil delngank by employees so that it can increase employee performance.

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