

Analysis of Factors Affecting Employee Performance In The Scope of PT Sugar Factory Sragen

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ABSTRACT

Performance is the result of work that has been produced by individual employees in terms of both quality and quantity in carrying out a task assigned to them. This study aims to analyze the influence of work discipline, work motivation, and work environment on the performance of employees at PT Sugar Factory Mojo Sragen, both partially and simultaneously. This study uses primary data and is quantitative in nature. The quality of the data in this study was tested for validity and reliability. The data collection methods used observation and questionnaires. The sample size was 71 people. Data analysis was performed using multiple linear regression. The results of the study indicate that work discipline, work motivation, and work environment partially have a significant effect on employee performance. Work discipline is the variable that has the most dominant effect on employee performance. Simultaneously, work discipline, work motivation, and work environment have a significant effect on employee performance with a significance value of 0.000, which is less than 0.05. The coefficient of determination (Adjusted R Square) value of 0.521 indicates that 52.1% of the variation in employee performance can be explained by work discipline, work motivation, and work environment, while the remaining 47.9% is influenced by other variables not examined in this study.

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1. INTRODUCTION

Entering the era of industrial globalization, business competition in Indonesia is increasing, both in the goods and services sectors. This condition requires every company to continuously improve its competitiveness through effective human resource management. In the context of the manufacturing industry, especially sugar factories, the success of a company is highly dependent on the performance of its employees in supporting the smooth running of the production process and the achievement of organizational targets. The performance of a company is determined by the performance of all its employees. In this case, a company's manager or director must know how well their employees are performing at work. (Setyo Widodo et al., 2022) Therefore, research is needed to determine the factors that influence employee performance, such as the influence of motivation, discipline, and work environment. Employee performance is the result of an employee's work, both in terms of quality and quantity, in carrying out the tasks assigned to them (Rahmadyah, n.d. 2021).

Human resources are a fundamental need for companies in developing and strengthening an organization. Human resource management also plays an important role in realizing the company's vision and mission through various activities such as workforce planning, recruitment, selection, compensation, and employee performance evaluation (Widodo et al., 2023). Dddd

There are many factors that we know influence employee performance, including work discipline, work motivation, and the work environment. Work discipline reflects employee compliance with regulations and norms that apply in the workplace, thereby increasing productivity (Prihatin Ningrum et al., 2025). Work motivation is empowering the driving force to generate enthusiasm in a person to work together and work effectively to achieve satisfaction (NATALIA LOTUpd et al., 2022). In addition, a conducive work environment, both physically and non-physically, plays an important role in creating a sense of security and comfort for employees, thereby supporting continuous performance improvement (Sanaba et al., 2022).

The Mojo Sragen Sugar Factory is a state-owned sugar processing company with unique operational characteristics, such as dependence on the sugarcane harvest season, use of production technology, and global dynamics. These conditions require the company to have employees with maximum performance to maintain productivity and efficiency. However, empirical facts that specifically examine the factors that influence employee performance in the context of Indonesian sugar factories are still limited, especially those that combine analytical factors.

Based on this research gap, this study aims to analyze the factors that influence employee performance at PT Mojo Sragen Sugar Factory, particularly those related to the influence of work discipline, work motivation, and work environment. This research is certainly expected to contribute theoretically to the development of human resource management studies and provide recommendations for company management in improving employee performance in accordance with the characteristics of the industry, which is only active during the sugarcane harvest season.

2. RESEARCH METHOD

The research was conducted using a quantitative descriptive method. Quantitative research is a research approach that uses data in the form of numbers and valid science to answer research hypotheses. In addition, the quantitative approach is also used to determine how the variables to be studied influence each other. The object of this study is PT Sugar Factory Mojo Sragen. This research was conducted at the factory and office of PG Mojo Sragen, located on Jalan Kyai Mojo, Sragen Kulon District, Sragen Regency, Central Java 57212. The researcher involved all employees of PT PG Mojo Sragen. The time required for this research was from November 2025 to January 2026.

The dependent variable in this study was the performance of employees at PT Mojo Sugar Factory Sragen. The independent variables in this study consisted of three independent variables: X1: Work Discipline, X2: Work Motivation, X3: Work Environment. In this study, the researcher used a sample taken from a population of 71 employees. The sampling technique used was probability sampling using simple random sampling. Simple random sampling is a method of determining a sample from a population that is conducted randomly without regard to the strata in the population. In this study, the author used the Slovin formula to calculate the sample size

$$n = \frac{N}{1 + Ne^2}$$

Keterangan :

Explanation:

n = sample size

N = population size

e = margin of error or degree of tolerance

1 = Constant

Error rate 10%

The data collection method in this study was through questionnaires and observations. The scale used in the questionnaire was a 5-point Likert scale with the following criteria:

Table 1. Skala Likert

Skala	Skor
Strongly disagree (STS)	1
Disagree (TS)	2
Undecided (N)	3
Agree (S)	4
Strongly agree (SS)	5

Multicollinearity. Hypothesis testing consists of the t-test (Partial Regression Coefficient), F-test (Simultaneous Regression Coefficient), and Coefficient of Determination Test (Adjusted R²). In addition, multiple linear regression is used to measure the quantitative effect of changes in variable X on variable Y.

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Explanation:

Y : Employee Performance

A : Constant

$\beta_1\beta_2\beta_3$: Regression coefficient/influence

X₁ : Work discipline

X₂ : Work motivation

X₃ : Work environment

E : Error

3. RESULTS AND DISCUSSIONS (10 PT)

Research Instrument Test Results

Table 2. Employee Performance Validity Test Results

Statement item	r count	r table	Status
Y1.1	0.824	0,230	Valid
Y1.2	0.799	0,230	Valid
Y1.3	0.816	0,230	Valid
Y1.4	0.777	0,230	Valid

Source :

SPSS data processing (2026)

Based on the calculations in Table 2 using the SPSS program, it can be seen that of all statements about employee performance, 4 statements were found by comparing the calculated $r >$ table (table $r > 0.230$). Thus, all statements related to employee performance are declared valid and can be used in this study.

Table 3. Results of Work Discipline Validity Test

Statement item	r count	r table	Status
X1.1	0.833	0,230	Valid
X1.2	0.868	0,230	Valid
X1.3	0.819	0,230	Valid
X1.4	0.871	0,230	Valid
X1.5	0.877	0,230	Valid
X1.6	0.859	0,230	Valid

Source : SPSS data processing (2026)

Based on the calculations in Table 3 using the SPSS program, it can be seen that of all the statements about work discipline, 6 statements were found by comparing the calculated r value $>$ table ($r >$ table 0.230). Thus, all statements related to work discipline are declared valid and can be used in this study. The results of the analysis of the relationship between work discipline and employee performance.

Table 4. Results of Work Motivation Validity Test

Statetment item	r count	r table	Status
X2.1	0.800	0,230	Valid
X2.2	0.892	0,230	Valid
X2.3	0.819	0,230	Valid
X2.4	0.835	0,230	Valid
X2.5	0.848	0,230	Valid

Source : SPSS data processing (2026)

Based on the calculations in table 4 using the SPSS program, it can be seen that of all statements about work motivation, 5 statements were found by comparing the calculated $r >$ table (r table $>$ 0.230). Thus, all statement items related to employee performance are declared valid and can be used in this study.

Table 5. Results of the Work Environment Validity Test

Statetment item	r count	r table	Status
X3.1	0.744	0,230	Valid
X3.2	0.873	0,230	Valid
X3.3	0.819	0,230	Valid
X3.4	0.733	0,230	Valid
X3.5	0.839	0,230	Valid
X3.6	0.837	0,230	Valid
X3.7	0.751	0,230	Valid
X3.8	0.890	0,230	Valid
X3.9	0.792	0,230	Valid

Source : SPSS data processing (2026)

Based on calculations in Table 5 using SPSS, it can be seen that of all statements regarding the work environment, 9 items were found to be valid. The calculated r value was greater than the table value (table r value $>$ 0.230). Therefore, all statements related to employee performance were declared valid and could be used in this study.

Table 6. Reliability Test Results

Variable	Cronbach's Alpha Value	Standard	Information
Empoyee Performance (Y)	0.817	0,70	Reliable
Work disicpline	0.925	0,70	Reliable
Work motivation	0.894	0,70	Reliable
Work environment	0.934	0,70	Reliable

Source : SPSS data processing (2026)

Table 6 shows that the results of the reliability test for X1, X2, X, X4 and Y have a Cronbach's Alpha value $>$ 0.70 so that they are declared valid and reliable and meet the requirements for data collection

Table 7. Results of Descriptive Statistical Tests

	N	Minimum	Maxmimum	Mean	Std.Deviation
Empoyee Performance	71	12	20	17.00	1.76
Work disicpline	71	18	30	25.60	3.14
Work motivation	71	15	25	21.16	2.30
Work environment	71	27	45	37.02	4.00

Source : SPSS data processing (2026)

Table 7 shows that the Employee Performance variable had a minimum number of respondents obtained from the questionnaire distribution of 12, with a maximum number of respondents responding to the questionnaire distribution of 20. The mean, or average, of the total number of respondents responding to the questionnaire distribution was 17.00 and a standard deviation of 1.76.

The Work Discipline variable had a minimum number of respondents responding to the questionnaire distribution of 18, with a maximum number of respondents responding to the questionnaire distribution of 30. The mean, or average, of the total number of respondents responding to the questionnaire distribution of 25.60 and a standard deviation of 3.14.

The Work Motivation variable had a minimum number of respondents responding to the questionnaire distribution of 15 and a maximum number of respondents responding to the questionnaire distribution of 25. The mean, or average, of the total number of respondents responding to the questionnaire distribution of 21.16 and a standard deviation of 2.30.

The Work Environment variable received a minimum number of respondents' answers obtained through distribution of 27, with a maximum number of respondents' answers of 45. The mean or average of the total number of respondents' answers obtained from distributing the questionnaire was 37.02 and the standard deviation was 4.00.

Table 8. Results of the Kolmogorov-Smirnov Normality Test

		Unstandardized Residual
N		71
Normal Parameters ^{a,b}	Mean	.0088264
	Std.Deviation	1.19001865
Most Extreme Differences	Absolute	.050
	Positive	.046
	Negative	-.050
Test statistic		.050
Asymp.Sig.(2-tailed)		.200 ^d

Source : SPSS data processing (2026)

Based on the results from table 3.7, it is known that the Asymp. Sig. (2-tailed) c value is 0.200 > 0.05. Therefore, it can be concluded that the tested data is normally distributed.

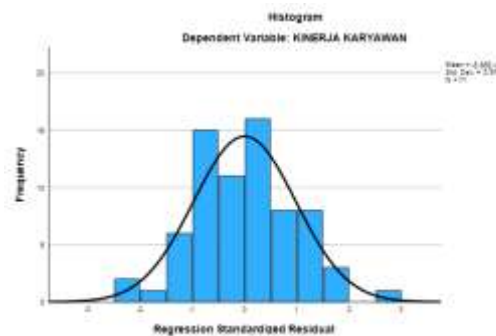


Figure 1. Histogram of Normality Test
Source: Processed SPSS data (2026)

The histogram above shows a normal distribution pattern because it forms a concave, bell-shaped curve..

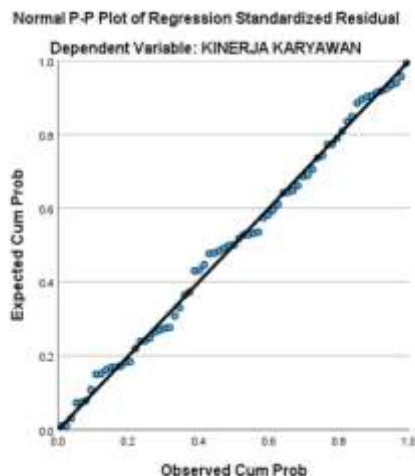


Figure 2. Normal P-Plot Graph

Source: SPSS data processing (2026)

Based on Figure 2, it can be seen that the points are spread along a diagonal line and follow the diagonal direction. This indicates that the data in this study are normal.

Table 9. Results of the Heteroscedasticity Test using the Glejser method

Variable	P-Value	Information
Work discipline	0,219	There is no heteroscedasticity
Work motivation	0,072	There is no heteroscedasticity
Work environmet	0,638	There is no heteroscedasticity

Source: SPSS data processing (2026)

Based on table 9 above, all variables are declared not to have heteroscedasticity because the significance value of all variables is more than 0.05. This study uses the Glesjer Test to test for symptoms of heteroscedasticity, if the significance value is more than 0.05, it means that heteroscedasticity does not occur. The Heteroscedasticity Test aims to test whether in the regression there is an inequality of variance from the residuals of one observation and another observation. A good regression model is one that does not experience heteroscedasticity or is better called homoscedasticity. The Heteroscedasticity Test is seen by the formation or not of a certain pattern on the Scatterplot graph.

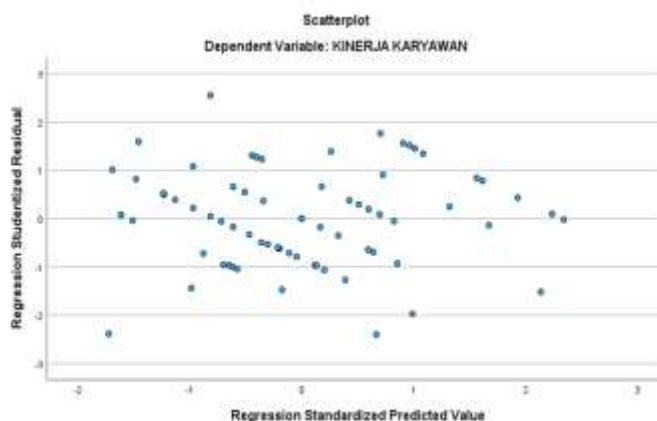


Figure 3. Scatterplot Graph

Source: SPSS data processing (2026)

Based on the scatterplot graph, it shows that the points do not form a particular pattern and the points are spread widely above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity in the research data.

Table 10. Multicollinearity Test Results

Model	Collinearity Statistic	
	Tolerance	VIF
Work discipline	.933	1.072
Work motivation	.859	1.164
Work environment	.835	1.198

Source: SPSS data processing (2026)

Based on the table above, it shows that the tolerance value for each independent variable is above 0.10, and the Variance Inflation Factor (VIF) value for each variable is below 10. Therefore, it can be concluded that the variables in this study do not experience multicollinearity. Therefore, it can be concluded that in this study, there are no symptoms of multicollinearity in each independent variable.

Table 11. Multiple Linear Regression Results

Model	Unstandardized Coefficients B
1 (Constant)	0,940
Work discipline (X1)	0,216
Work motivation (X2)	0,236
Work environment (X3)	0,134

Source: SPSS data processing (2026)

The multiple linear regression equation is used to describe the mathematical relationship between a dependent variable and several independent variables. This equation is constructed based on the Unstandardized B value in Table 4.14 Coefficients, as this value indicates how much the dependent variable will change if there is a one-unit change in the independent variable, with other variables held constant. Based on the research results, the following coefficient values were obtained: constant 0.940; Work Discipline coefficient 0.216; Work Motivation coefficient 0.263; and Work Environment coefficient 0.134. Therefore, the regression equation is :

$$Y = 0,940 + 0,216X_1 + 0,263X_2 + 0,134X_3$$

The equation can be interpreted that the constant value of 0.940 indicates the basic value of employee performance when Work Discipline, Work Motivation, and Work Environment are considered to be zero. Furthermore, the Work Discipline coefficient of 0.216 means that every one-unit increase in work discipline will increase employee performance by 0.216, assuming other variables remain constant. The Work Motivation coefficient of 0.263 means that every one-unit increase in work motivation will increase employee performance by 0.263, assuming other variables remain constant. The Work Environment coefficient of 0.134 means that every one-unit increase in work environment will increase employee performance by 0.134, assuming other variables remain constant.

From the coefficient values, it can be seen that Work Motivation has the largest B coefficient (0.263), indicating that in unstandardized units of direct influence, motivation provides the greatest increase in performance per unit increase. However, because you also mentioned the dominant variable based on the largest t-value and beta, the statistically dominant standardized (beta) conclusion still points to Work Discipline. This means that when compared in standardized (beta) measurements, Work Discipline is the factor that most strongly influences performance. This confirms that organizations need to make discipline a key pillar of performance improvement, without neglecting motivation and the work environment, which have also proven significant.

Table 12. Results of the t-Hypothesis Test (Partial)

Model	t	Sig
Constant	.517	.607
Disiplin kerja	4.506	<,001
Motivasi kerja	3.860	<,001
Limngkungan kerja	3.371	<001

Source: SPSS data processing (2026)

a. Work Disicpline (X1)

The t-test results show that the Work Discipline variable has a calculated t-value of 4.506 with a Sig. value of 0.001 (<0.05). This means that Work Discipline has a significant partial effect on employee performance.

b. Wok Moivation (X2)

The Work Motivation variable has a calculated t-value of 3.860 with a Sig. value of 0.001 (<0.05). This means that Work Motivation also has a significant partial effect on employee performance

c. Work Environment (X3)

The test results show that the Work Environment variable has a t-value of 3.371 with a significance value of 0.001 (<0.05). This means that the Work Environment has a partial, significant effect on employee performance. Although the significance value is slightly higher than the other variables (0.001), it is still well below the 0.05 threshold, so the effect remains significant..

Table 13. F Test Result

Model	F	Signification
Regression	26.350	<0,001 ^b

Source: SPSS data processing (2026)

Based on the ANOVA results in this study, the calculated F-value was 26.350 and the Sig. value was 0.000 (or <0.001). Since the significance value is less than 0.05, it can be concluded that the test results indicate that the variables work discipline (X1), work motivation (X2), and work environment (X3) simultaneously influence employee performance (Y) at PT Pabrik Gula Mojo Sragen.

Table 14. Results of the Determination Test

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.736 ^a	.541	.521	1.21612

Source: SPSS data processing (2026)

The coefficient of determination is used to indicate the extent to which an independent variable explains variation in the dependent variable. In multiple regression, the Adjusted R Square is a frequently used measure because its value has been adjusted for the number of independent variables and the number of respondents, thus providing a more realistic picture of the model's strength. The higher the Adjusted R Square, the greater the proportion of variation in the dependent variable that can be explained by the model.

Discussion

This study aims to determine the influence of work discipline, work motivation, and work environment variables on employee performance at PT Pabrik Gula Mojo Sragen. Based on the results of data analysis using multiple linear regression, t-test, χ -test, and determination test, the discussion of the research results can be described as follows:

The influence of work discipline on employee performance

Based on the partial t-test results, the work discipline variable (X1) has a t-value of 4.506 with a significance level of <0.001 (<0.05), indicating that work discipline significantly influences employee performance at PT Sugar Factory Mojo Sragen.

This is because employees with a high level of discipline tend to comply with regulations, arrive on time, consistently implement SOPs, and take responsibility for their tasks. Disciplined employees tend to be more organized, able to complete work on target, reduce work errors, and maintain productivity. Therefore, the better the work discipline an employee has, the more likely their performance is to improve.

The influence of work motivation (X2) on employee performance

Based on the results of the partial t-test, the work motivation variable obtained a calculated t-value of 3.860 with a Sig. = 0.001 (<0.05). This means that work motivation has a significant effect on employee performance at PT Sugar Factory Mojo Sragen, so the hypothesis stating that work motivation influences employee performance is accepted. Motivation is an internal and external drive that makes employees enthusiastic about working, striving to achieve targets, and showing the best performance. Employees with high motivation are usually more active, have initiative, do not give up easily when facing obstacles, and tend to improve the quality of their work.

This finding indicates that high work motivation can encourage employees to work harder, be responsible, and be oriented towards achieving work targets. The existence of internal and external encouragement at the Mojo Sugar Factory, such as awards, recognition, and opportunities for development, can increase employee morale, thus having implications for improving overall performance.

The influence of the work environment (X3) on employee performance

Based on the partial t-test results, the work environment variable (X3) obtained a calculated t-value of 3.371 with a Sig. value of 0.001 (<0.05). This means that the work environment has a significant partial effect on employee performance at PT Sugar Factory Mojo Sragen.

The results of this study indicate that a safe, comfortable, and conducive work environment can support employees in carrying out their work more efficiently. Adequate work facilities at the PG Mojo company, harmonious work relationships, and good physical conditions can reduce work fatigue and increase employee focus there.

The influence of work discipline, work motivation, and work environment on employee performance simultaneously (together).

Based on the results of the F test, the calculated $F = 26.350$ and the Sig. value = 0.000 (or <0.001). Because the significance value is smaller than 0.05, it can be concluded that the test results are significant. Thus, the statistical decision is that H_0 is rejected and H_1 is accepted. Rejection of H_0 means that the null hypothesis stating that "Work Discipline, Work Motivation, and Work Environment simultaneously have no effect on Employee Performance" is not proven. Conversely, acceptance of H_1 means that the alternative hypothesis stating that the three variables simultaneously have a significant effect on Employee Performance is statistically proven..

Based on the Model Summary results, the Adjusted R Square value is 0.521. This means that 52.1% of the variation or change in Employee Performance (Y) can be explained by the variables Work Discipline, Work Motivation, and Work Environment. This indicates that the research model has quite good explanatory power, as more than half of the changes in employee performance can be explained by these three variables. In other words, these three factors are important determinants in shaping employee performance at the research location.

However, 47.9% of employee performance variation is still influenced by factors outside the research model. This value indicates that the research model has a fairly strong ability to explain employee performance at PT Sugar Factory Mojo Sragen.

4. CONCLUSION

Based on the results of the research that has been tested using the multiple linear regression method, the following conclusions can be drawn :

1. There is a positive and significant influence on the work discipline variable on the performance of employees of PT Sugar Factory Mojo Sragen. This is based on the results of the t-test

- calculation which is greater than the t-table, namely ($4.506 > 1.1996$) and the significant value is smaller than the α value, namely ($0.000 < 0.05$).
2. There is a positive and significant influence on the work motivation variable on the performance of employees of PT Sugar Factory Mojo Sragen. This is based on the results of the t-test calculation which is greater than the t-table, namely ($3.860 > 1.196$) and the significant value is smaller than the α value, namely ($0.000 > 0.05$).
 3. There is a positive and significant influence on the work environment variable on the performance of employees of PT Sugar Factory Mojo Sragen. This is based on the results of the t-test calculation which is greater than the t-table, namely ($3.371 > 1.196$) and the significant value is smaller than ($0.000 > 0.05$).
 4. Simultaneously, there is a positive and significant influence on the variables of work discipline, work motivation, and work environment on employee performance at PT Sugar Factory Mojo Sragen. This is based on the results of the F table test calculation, namely ($26.350 > 1.74$) and a significant value of 0.000 which is smaller than 0.05. The results of the determination coefficient show an Adjusted R square value of 0.521 or 52.1%, which means that employee performance is influenced by work discipline, work motivation, and work environment by 47.9%, the rest is influenced by other variables that are not carefully examined in this study..

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