The Implementation of Occupational Health and Safety (OHS) and Work Discipline on Employee Work Productivity at CV.Graha Intan Ciwangi Bandung Regency

Ade Herawati[1]
Universitas Wanita Internasional

Deni Solihin[2]
Universitas Wanita Internasional

Correspondence : Ade Herawati (adeherawati317@gmail.com)

Submited : 02-03-2026 Accepted : 31-03-2026 Published : 27-04-2026

Abstrack

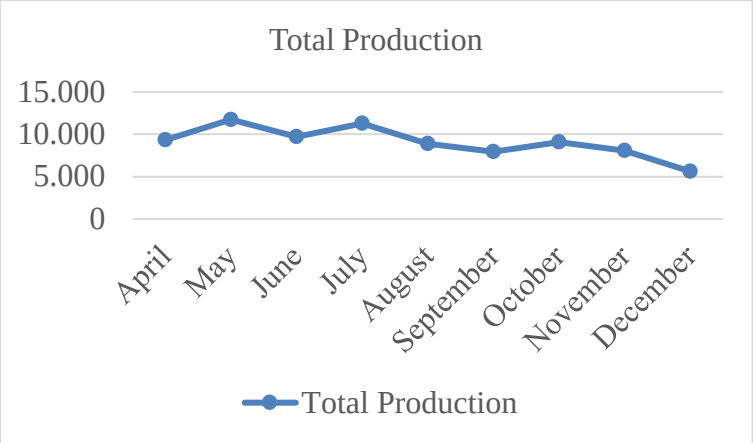
This study aims to analyze the effect of Occupational Health and Safety (OHS) and work discipline on employee productivity at CV. Graha Intan Ciwangi, Bandung Regency. This research employs a quantitative approach using a survey method involving 32 employees as respondents. Data were collected through questionnaires and analyzed using descriptive statistics, multiple linear regression analysis, and hypothesis testing through t-tests and F-tests.The results show that partially, Occupational Health and Safety (OHS) has a significant effect on employee productivity, with a calculated t-value of 2.465 greater than the t-table value of 2.042 and a significance value of 0.000 < 0.05. Work discipline also has a significant effect on employee productivity, with a calculated t-value of 7.119 greater than the t-table value of 2.042 and a significance value of 0.000 < 0.05. Simultaneously, OHS and work discipline have a significant effect on employee productivity, as indicated by an F-value of 102.87 greater than the F-table value of 4.17 and a significance value of 0.000 < 0.05. The coefficient of determination of 0.876 indicates that 87.6% of employee productivity is influenced by these two variables.

Keywords: Occupational Health and Safety (OHS), work discipline, employee productivity.

INTRODUCTION

The performance of the manufacturing industry has a strategic role in supporting national economic growth, particularly through its contribution to Gross Domestic Product (GDP) and exports. One of the manufacturing industry sectors that has an important role is the textile industry. Based on data from the Central Statistics Agency of West Java Province, West Java's economic growth in 2024 reached 4.95 percent, a slight slowdown compared to 2023 at 5.00 percent. This slowdown reflects the challenges faced by various industrial sectors in West Java, including the textile industry sector, especially in Bandung Regency, which is one of the areas with a fairly high concentration of the textile industry. One of the textile industry companies operating in Bandung Regency is CV. Graha Intan Ciwangi, which is engaged in the production of elastic rubber.

Figure Employee Productivity Data at CV. Graha Intan Ciwangi, Bandung Regency, in 2024



Source: CV. Graha Intan Ciwangi, 2025

Based on the data above, fluctuations and declines in production output occurred despite relatively unchanged workforce numbers and work systems. This indicates that employee productivity is suboptimal and that human resource utilization remains inefficient. In addition to productivity issues, initial observations revealed that the implementation of Occupational Health and Safety (OHS) at CV. Graha Intan Ciwangi is not yet optimal. Employees were still found to be inconsistently using personal protective equipment (PPE) in accordance with applicable regulations. This situation has resulted in frequent workplace accidents, such as employees being pricked by machine needles, slipping due to oil leaks from production machines, and being hit by piles of thread spools (cones). These incidents not only endanger employee safety and health but also have the potential to disrupt the smooth production process, reduce work effectiveness, and hinder the achievement of the company's productivity targets. The following is data on employee occupational accidents at CV. Graha Intan Ciwangi, Bandung Regency, in 2024:

Table Workplace accident data for employees of CV. Graha Intan Ciwangi, Bandung Regency in 2024

No	Type of Workplace Accident	Total
1	Finger pricked by a needle	5
2	Slipped on machine oil	2
3	Hit by a stack of thread cones	10

Source: CV. Graha Intan Ciwangi, 2025

Another phenomenon is the low level of employee discipline at CV. Graha Intan Ciwangi, Bandung Regency. The following is attendance data for CV. Graha Intan Ciwangi, Bandung Regency. Low work discipline can hinder the smooth production process, reduce work

effectiveness, and impact the company's overall productivity. The following is attendance data for CV. Graha Intan Ciwangi, Bandung Regency.

Table Employee Absence of CV. Graha Intan Ciwangi, Bandung Regency in 2024

Month	Number of Employees	Sick	Leave	Absent	Late	Total Working Days
April	32	1	-	2	8	24
May	32	-	-	-	6	24
June	32	-	2	3	12	24
July	32	1	-	-	8	24
August	32	-	-	5	8	24
September	32	1	-	5	11	24
October	32	-	1	2	8	24
November	32	-	2	1	10	24
December	32	4	2	5	10	24
Total		7	7	23	81	216

Source: CV. Graha Intan Ciwangi, 2025

Based on the above description, it can be concluded that employee work productivity at CV. Graha Intan Ciwangi, Bandung Regency, is suspected to be influenced by the suboptimal implementation of Occupational Health and Safety (OHS) and the low level of employee discipline. Therefore, this study is important to analyze the extent to which the implementation of Occupational Health and Safety (OHS) and work discipline affect employee productivity.

LITERATURE REVIEW

Occupational Health and Safety (OHS)

Occupational Health and Safety (OHS) is an effort to protect workers from the risk of accidents and occupational diseases while creating a safe, healthy, and productive work environment. The implementation of OHS not only functions as a preventative measure, but also plays a role in improving employee efficiency and performance through risk control, monitoring work procedures, and the involvement of all organizational elements. Workplace accidents are generally caused by unsafe working conditions and unsafe work behavior, so the scope of OHS includes workers, the work environment, and various potential hazards such as physical, chemical, biological, and psychosocial. The success of OHS implementation is characterized by a decrease in the number of workplace accidents, increased compliance with procedures, and the implementation of audits according to standards. Therefore, OHS policies are an important part of a company's management system that must be implemented, because in addition to protecting workers, they also serve as a strategy to increase productivity and organizational sustainability.

Work Discipline

Work discipline is the attitude and behavior of employees in complying with company regulations, which plays a crucial role in determining organizational success. Discipline is not only related to the imposition of sanctions, but also reflects an individual's awareness of voluntarily complying with regulations, thereby effectively encouraging the achievement of organizational goals. The implementation of work discipline serves as a control tool in human resource management to maintain order, build trust, and increase productivity, and must be carried out consistently and fairly. Discipline can stem from self-imposed awareness or from organizational rules (command), with internal discipline tending to be more effective. Its scope includes adherence to working hours, completing tasks according to targets, and administrative order, with the main indicators being adherence to time and responsibility. Thus, work discipline is not only a control tool but also a key factor in improving organizational performance and sustainability.

Employee Work Productivity

Employee productivity is an individual's ability to produce optimal output, taking into account quality, quantity, timeliness, and efficient use of resources, thus reflecting effectiveness in achieving organizational goals. Productivity is not only seen from work results, but also from the ability to utilize resources efficiently. The scope of productivity covers various levels, but in this study the focus is on the organizational and individual levels, with the main indicators being the quantity, quality, and timeliness of work. In addition to being influenced by internal factors, productivity is also influenced by social factors such as gender, which is generally more influenced by social aspects, culture, and organizational policies than biological factors, including the existence of double burdens and stereotypes. However, organizations that implement gender equality, supported by a safe work environment through OHS and good work discipline, tend to have higher levels of productivity. Thus, work productivity is the result of a combination of interrelated individual, organizational, and work environment factors.

METHOD

This study uses a quantitative approach with the aim of examining the influence of Occupational Health and Safety (OHS) and Work Discipline on Employee Work Productivity. The research instrument was used to measure these three variables through a questionnaire. To ensure data quality, validity and reliability tests were conducted. The validity test aims to determine the ability of the question items to measure variables using product moment correlation, while the reliability test uses the Cronbach Alpha method to ensure the consistency

of the measuring instrument. The instrument is declared feasible if it is valid and reliable. The collected data were then analyzed through the stages of editing, coding using a Likert scale, and tabulating. Data analysis was carried out using two approaches, namely descriptive and verification analysis. Descriptive analysis is used to describe the condition of variables based on respondent data through the calculation of percentages, mean, median, and mode. Meanwhile, verification analysis is used to test the influence of OHS and work discipline on employee productivity using multiple linear regression. Before testing the hypothesis, a classical assumption test was conducted which includes normality, multicollinearity, and autocorrelation tests to ensure the feasibility of the model. Furthermore, hypothesis testing was carried out through a t-test to determine the partial effect of each independent variable, as well as an F-test to test the simultaneous effect. In addition, the correlation coefficient is used to see the strength of the relationship between variables, and the coefficient of determination to measure the magnitude of the contribution of the independent variable to the dependent variable. This entire series of analyses aims to empirically determine the influence of Occupational Health and Safety (OHS) and Work Discipline on Employee Work Productivity.

RESULTS AND DISCUSSION

Responder Data

Age

Table Frequency Distribution by Respondent Age Employees at CV. Graha Intan Ciwangi, Bandung Regency

No.	Age	Frequency	Percentage
1	20 - 25	20	63%
2	26 - 30	4	13%
3	31 - 35	3	9%
4	36 - 40	3	9%
5	41 - 45	1	3%
6	46-50	1	3%
7	>50	0	0%
Total		**32**	**100%**

Source: data processed in 2025

Gender

Table Frequency Distribution Based on Gender of Employee Respondents at CV. Graha Intan Ciwangi, Bandung Regency

No.	Gender	Frequency	Percentage
1	Female	2	6%
2	Male	30	94%
Total		**32**	**100%**

Source: data processed in 2025

Education

Table Frequency Distribution Based on Respondents' Education of Employees at CV. Graha Intan Ciwangi, Bandung Regency

No.	Last education	Frequency	Percentage
1	SMP	2	6%
2	SMA/SMK	20	63%
3	D III	0	0%
4	Diplomat/Sarjana	9	28%
5	Other	1	3%
Total		**32**	**100%**

Source: data processed in 2025

Instrument Testing

Instrument Validity Testing

Validity testing is used to determine the accuracy of the distributed questionnaire. This validity test uses the Product Moment correlation technique, according to Umi Narimawati (2010).

$$r_{xy} = \frac{n\sum xy - \left(\sum x\right)\left(\sum y\right)}{\sqrt{\left\{n\sum x^2 - \left(\sum x\right)^2\right\}\left\{n\sum y^2 - \left(\sum y\right)^2\right\}}}$$

Table Variable X1 Occupational Health and Safety (OHS) Product Moment Correlation (r table = 0.361)

No. Item	r. count	Information
X1.1	0,520	Valid
X1.2	0,573	Valid
X1.3	0,751	Valid
X1.4	0,608	Valid
X1.5	0,714	Valid
X1.6	0,793	Valid
X1.7	0,511	Valid
X1.8	0,551	Valid
X1.9	0,657	Valid
X1.10	0,611	Valid
X1.11	0,483	Valid
X1.12	0,670	Valid
X1.13	0,589	Valid
X1.14	0,529	Valid
X1.15	0,605	Valid

Table Variable X2 Work Discipline Product Moment Correlation (r table = 0.361)

No. Item	r. count	Information
X2.1	0,628	Valid
X2.2	0,839	Valid
X2.3	0,700	Valid
X2.4	0,469	Valid
X2.5	0,736	Valid
X2.6	0,726	Valid
X2.7	0,742	Valid
X2.8	0,657	Valid
X2.9	0,651	Valid
X2.10	0,733	Valid
X2.11	0,739	Valid
X2.12	0,690	Valid
X2.13	0,701	Valid
X2.14	0,621	Valid
X2.15	0,741	Valid
X2.16	0,728	Valid
X2.17	0,781	Valid
X2.18	0,680	Valid
X2.19	0,820	Valid
X2.20	0,776	Valid

Table Variable Y Employee Work Productivity Product Moment Correlation (r table = 0.361)

No. Item	r. count	Information
Y1	0,779	Valid
Y2	0,533	Valid
Y3	0,633	Valid
Y4	0,776	Valid
Y5	0,813	Valid
Y6	0,517	Valid
Y7	0,698	Valid
Y8	0,791	Valid
Y9	0,791	Valid
Y10	0,619	Valid
Y11	0,619	Valid
Y12	0,675	Valid
Y13	0,712	Valid
Y14	0,827	Valid
Y15	0,851	Valid

Source: Data processed in 2025

Instrument Reliability Test

According to Cooper (Umi Narimawati, 2010), reliability is a characteristic of measurement concerned with accuracy, precision, and consistency. In this study, the reliability test was conducted using the Cronbach's Alpha Formula technique. The Cronbach's Alpha formula is as follows:

$$r_{11} = \left[\frac{k}{k-1}\right]\left[1 - \frac{\sum \sigma^2 b}{\sigma^2 t}\right]$$

Table Variables X1, X2 and Y Cronbach's Alpha Coefficient 0.70

Variable	Cronbach's Alpha	Information
Occupational Health and Safety (X1)	0.879	Reliabel
Work Discipline (X2)	0.945	Reliabel
Work Productivity (Y)	0.930	Reliabel

Source: Data processed in 2025

Research Data Analysis

Descriptive Analysis

Descriptive data analysis in this study was conducted using a quantitative approach using statistical measuring tools to describe respondent data concisely and easily understood. Data were processed through a selection and classification process using a Likert scale of 1–5, then the average value and percentage were calculated to be interpreted in certain categories. Data

processing was carried out using Microsoft Excel and IBM SPSS 26 based on the results of questionnaires from 32 respondents. Next, a general trend test was conducted to describe the condition of the research variables (X1, X2, and Y) through the average value of each variable.

Overview of Work Productivity at CV. Graha Intan Ciwangi, Bandung Regency

Table Description of Work Productivity Variable (Y)

Variable	N	Item	Respondent Answers					Mean	Std. Deviation	%	Category
			(1)	(2)	(3)	(4)	(5)				
Work Productivity	32	Y1	1	2	3	20	6	3.88	0.907	77.50%	High
	32	Y2	0	3	3	22	4	3.84	0.767	76.88%	High
	32	Y3	0	3	3	19	7	3.94	0.840	78.75%	High
	32	Y4	0	4	3	19	6	3.84	0.884	76.88%	High
	32	Y5	1	2	3	16	10	4.00	0.984	80.00%	High
	32	Y6	1	2	2	17	10	4.03	0.967	80.63%	High
	32	Y7	0	2	5	16	9	4.00	0.842	80.00%	High
	32	Y8	4	4	4	14	10	3.94	0.982	78.75%	High
	32	Y9	0	4	5	11	12	3.97	1.031	79.38%	High
	32	Y10	0	4	2	13	13	4.09	0.995	81.88%	High
	32	Y11	0	2	2	16	12	4.19	0.821	83.75%	High
	32	Y12	0	4	2	16	10	4.00	0.950	80.00%	High
	32	Y13	0	1	4	19	8	4.06	0.716	81.25%	High
	32	Y14	0	5	0	16	11	4.03	0.999	80.63%	High
	32	Y15	1	2	2	15	12	4.09	0.995	81.88%	High
Average								59.91	9.76	79.88%	

Source: data processed in 2025

Overview of Occupational Health and Safety (OHS) at CV. Graha Intan Ciwangi, Bandung Regency

Table Description of Occupational Health and Safety (OHS) Variables (X1)

Variable	N	Item	Respondent Answers					Mean	Std. Deviation	%	Category
			(1)	(2)	(3)	(4)	(5)				
Occupational Health and Safety (OHS) (X1)	32	X1.1	2	0	3	20	7	3.94	0.948	78.75%	High
	32	X1.2	1	2	4	14	11	4.00	1.016	80.00%	High
	32	X1.3	1	3	0	13	15	4.19	1.061	83.75%	High
	32	X1.4	0	3	6	15	8	3.88	0.907	77.50%	High
	32	X1.5	0	5	7	14	6	3.66	0.971	73.13%	High
	32	X1.6	0	2	7	15	8	3.91	0.856	78.13%	High
	32	X1.7	0	2	2	15	13	4.22	0.832	84.38%	High
	32	X1.8	3	3	5	17	7	3.88	0.871	77.50%	High
	32	X1.9	0	2	2	16	12	4.19	0.821	83.75%	High
	32	X1.10	1	2	7	15	7	3.78	0.975	75.63%	High
	32	X1.11	2	1	3	19	7	3.88	1.008	77.50%	High
	32	X1.12	1	2	5	17	7	3.84	0.954	76.88%	High
	32	X1.13	2	1	4	17	8	3.88	1.040	77.50%	High
	32	X1.14	0	5	0	20	7	4.06	0.619	81.25%	High
	32	X1.15	1	3	3	15	10	3.94	1.045	78.75%	High
Average								59.22	8.534	78.96%	

Source: data processed in 2025

Overview of Work Discipline at CV. Graha Intan Ciwangi, Bandung Regency

Table Description of Work Discipline Variable (X2)

Variable	N	Item	Respondent Answers					Mean	Std. Deviation	%	Category
			(1)	(2)	(3)	(4)	(5)				
Work Discipline (X2)	32	X1.1	1	3	2	19	7	3,88	0.976	78.75%	High
	32	X1.2	1	1	3	17	10	4.06	0.914	80.00%	High
	32	X1.3	1	1	7	10	13	4.03	1.031	83.75%	High
	32	X1.4	4	4	7	11	6	3.34	1.285	77.50%	High
	32	X1.5	2	4	7	15	4	3.47	1.077	73.13%	High
	32	X1.6	1	4	4	10	13	3.94	1.162	78.13%	High
	32	X1.7	2	1	5	15	9	3,88	1.07	84.38%	High
	32	X1.8	1	3	2	12	14	4,09	1.088	77.50%	High
	32	X1.9	1	2	3	13	13	4.09	1.027	83.75%	High
	32	X1.10	2	1	2	14	13	4,09	1.088	75.63%	High
	32	X1.11	1	1	4	17	9	4	0.916	77.50%	High
	32	X1.12	1	5	3	19	4	3.63	1.008	76.88%	High
	32	X1.13	1	2	5	18	6	3.81	0.931	77.50%	High
	32	X1.14	1	2	2	16	11	4.06	0.982	81.25%	High
	32	X1.15	1	2	3	18	8	3.94	0.948	78.75%	High
	31	X1.16	2	3	6	11	9	3,75	1.191	75,00&	High
	32	X1.17	1	2	2	20	7	3,94	0.914	78,75%	High
	32	X1.18	1	2	4	13	12	4,03	1.031	80,63%	High
	32	X1.19	1	2	5	17	7	3,84	0.954	76,88%	High
	32	X1.20	1	0	6	16	9	4	0.88	80,00%	High
Average								77,82	14,402	77.88%	

Source: data processed in 2025

Verification Analysis

Classical Assumption Test

Data Normality Test

Table Data Normality Test Results (Kolmogorov-Smirnov Test)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		32
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	342.937.804
Most Extreme Differences	Absolute	.113
	Positive	.097
	Negative	-.113
Test Statistic		.113
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: data processed in 2025

Figure Data Normality Test Results (P-P Plot)

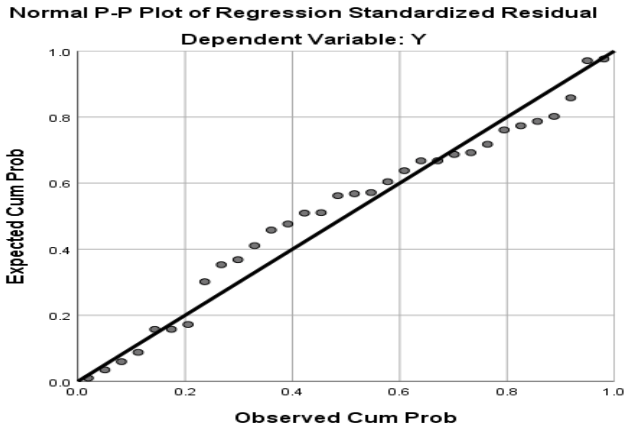
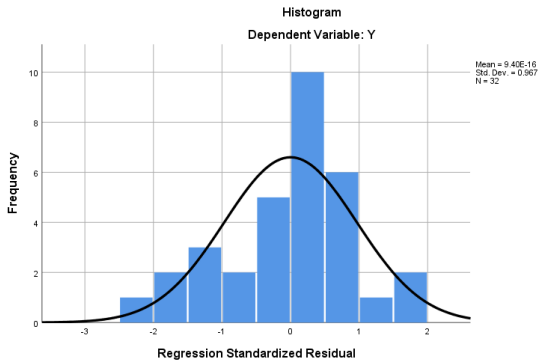


Figure Results of Data Normality Test (Histogram Graph) Multicollinearity Test



Multicollinearity Test

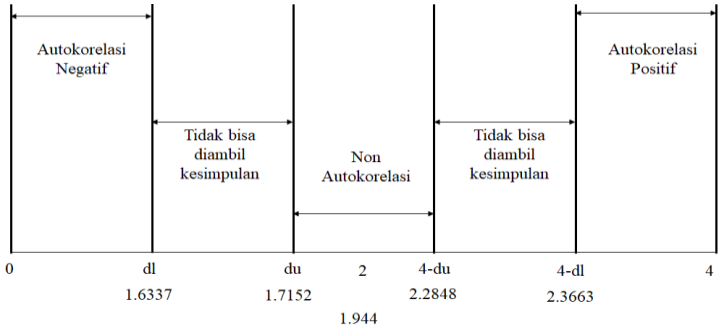
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	.407	2.457
	X2	.407	2.457

Autocorrelation Test

Table Durbin-Watson (DW) Values

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.936[a]	.877	.868	3.546	2.684
a. Predictors: (Constant), X2, X1					
b. Dependent Variable: Y					

Figure Autocorrelation



Multiple Linear Regression Analysis

Table Multiple Linear Regression Analysis

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.403	4.464		.986	.332		
	X1	.288	.117	.252	2.465	.020	.407	2.457
	X2	.493	.069	.728	7.119	.000	.407	2.457

Table Value of Determination Coefficient

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.936[a]	.877	.868	3.546	2.684
a. Predictors: (Constant), X2, X1					
b. Dependent Variable: Y					

Hypothesis Testing

Partial t-Test

Table t Test Results

Coefficients[a]									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
		B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	4.403	4.464		.986	.332			
	X1	.288	.117	.252	2.465	.02	.407	2.457	
	X2	.493	.069	.728	7.119	.000	.407	2.457	
a. Dependent Variable: Y									

F Test (Simultaneous)

Table F Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.588.139	2	1.294.070	102.935	.000[b]
	Residual	364.580	29	12.572		
	Total	2.952.719	31			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Discussion

The influence of Occupational Health and Safety (OHS) on employee work productivity at CV. Graha Intan Ciwangi, Bandung Regency

Based on descriptive analysis, the Occupational Health and Safety (OHS) variable is in the high category, with the highest score in compliance with OHS procedures indicating that employee awareness is good, but the lowest score is in the aspect of reporting violations indicating that active participation still needs to be improved. Overall, the implementation of OHS at CV. Graha Intan Ciwangi is classified as good, but needs to be strengthened in the reporting culture. The test results show that OHS has a positive and significant effect on employee work productivity (sig 0.02 < 0.05 and t count > t table), which means that the better the implementation of OHS, the higher the work productivity. This finding is in line with previous research which states that optimal implementation of OHS can minimize work risks and improve employee performance.

The influence of work discipline on employee work productivity at CV. Graha Intan Ciwangi, Bandung Regency

Based on descriptive analysis, the work discipline variable is in the high category with the highest score in compliance with company regulations, which indicates employee awareness and commitment in complying with the rules. However, the lowest score is in the achievement of work targets, which indicates that there are still obstacles in meeting targets optimally. Overall, work discipline is good but needs to be improved in the aspect of responsibility for work results. The test results show that work discipline has a positive and significant effect on employee productivity (sig 0.000 < 0.05 and t count > t table), even being a more dominant factor than OHS. This means that the higher the work discipline, the higher the employee productivity, in line with previous research that emphasized the importance of discipline in improving performance

CONCLUSION

Based on the research results, in general, the variables of Occupational Health and Safety (OHS), work discipline, and employee work productivity at CV. Graha Intan Ciwangi, Bandung Regency are in the high category, which indicates that the company has implemented a fairly good and structured work system. The results of the verification analysis show that partially OHS and work discipline have a positive and significant effect on employee work productivity, with work discipline as a more dominant factor. Simultaneously, both variables are also proven to have a significant effect on work productivity, with a determination coefficient value of 87.6% indicating that most of the productivity variation can be explained by OHS and work discipline, and is supported by a very strong relationship between variables. This indicates that improving the quality of a safe work environment and employee discipline are key factors in driving optimal performance. However, there are still several aspects that need attention, such as low employee awareness in reporting OHS violations, less than optimal achievement of work targets, and the quality of work results that still need to be improved. Therefore, companies are advised to strengthen their safety culture through a safe, easy, and non-punitive reporting system, increase clarity and oversight of work targets with incentives, and improve quality through training, regular evaluations, and refinement of standard operating procedures (SOPs). Furthermore, companies need to encourage active employee involvement in creating a safe and productive work environment. With these efforts, it is hoped that employee productivity will continue to increase sustainably and support the achievement of organizational goals more effectively and efficiently.

REFERENCES

Arikunto, S. (2010). Research Procedures: A Practical Approach. Jakarta: Rineka Cipta.

Black, S. E., & Brainerd, E. (2004). Importing Equality? The Impact of Globalization on Gender Discrimination. Industrial and Labor Relations Review.

Bloom, N., et al. (2015). Does Working from Home Work?. Quarterly Journal of Economics.

Fernández-Muñiz, B., et al. (2018). Safety Management System: Development and Validation of a Multidimensional Scale. Journal of Safety Research.

Ghozali, I. (2018). Application of Multivariate Analysis with IBM SPSS. Semarang: Diponegoro University Publishing House.

Goldin, C. (2014). A Grand Gender Convergence: Its Last Chapter. American Economic Review.

Heilman, M. E. (2012). Gender Stereotypes and Workplace Bias. Research in Organizational Behavior.

Hochschild, A. R., & Machung, A. (2012). The Second Shift. New York: Penguin Books.

Mathis, R. L., & Jackson, J. H. (2015). Human Resource Management. Jakarta: Salemba Empat.

McKinsey & Company. (2020). Diversity Wins: How Inclusion Matters.

Moekijat. (2002). Workforce Management and Employment Relations. Bandung: Pionir Jaya.

Niederle, M., & Vesterlund, L. (2007). Do Women Shy Away from Competition?. Quarterly Journal of Economics.

Sedarmayanti. (2001). Human Resources and Work Productivity. Bandung: Mandar Maju.

Sondang Siagian. (2013). Human Resource Management. Jakarta: Bumi Aksara.

Sugiyono. (2019). Quantitative, Qualitative, and R&D Research Methods. Bandung: Alfabeta.

Sutrisno, E. (2019). Human Resource Management. Jakarta: Kencana.

World Bank. (2020). Gender Differences in Productivity.