



## **The Relationship between Organizational Commitment, Self-Efficacy, and Work Motivation with Employee Loyalty at Kana Tamita and Mawar Gas Stations, Langsa City**

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### ***Abstract***

This study aims to analyze the relationship between organizational commitment, self-efficacy, work motivation, and employee loyalty at Kana Tamita and Mawar petrol stations, in Langsa City. The research uses a quantitative approach with a survey technique through questionnaires. A total of 46 employees became respondents in this study. Data analysis was carried out using multiple linear regression to determine the influence of each variable on employee loyalty. The results of the study show that organizational commitment, self-efficacy, and work motivation have a positive and significant effect on employee loyalty. Organizational commitment has the most dominant influence compared to other variables, followed by work motivation and self-efficacy. Simultaneously, these three variables explain 56.2% of the variation in employee loyalty. These findings indicate that increased organizational commitment, self-efficacy, and work motivation can increase employee loyalty. Therefore, companies are advised to strengthen their commitment and motivation development programs and increase employee self-efficacy to maintain their loyalty in the long term.

**Keywords:** *Organizational Commitment; Self-efficacy; Work Motivation; Employee Loyalty; petrol stations; Langsa City.*

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## **INTRODUCTION**

Employee loyalty is one of the important factors that contribute to the success of an organization (Ma'ruf, 2021). In the context of business, loyal employees tend to show high dedication and good performance and can survive for a long time in the company they work for. Loyalty not only reflects employee loyalty to the organization but also affects long-term business stability and growth (Prahaski et al., 2024). Along with the development of the business world in Indonesia, especially in the service sector such as petrol stations, employee loyalty has become increasingly crucial to maintain the quality of service to customers. Kana Tamita and Mawar petrol stations in Langsa City are two business units engaged in the fuel service sector. As part of an industry that involves direct interaction with customers, the quality of service provided is greatly influenced by employee behavior and commitment. Employees who have high loyalty to the company will be more motivated to provide the best service, maintain good relationships with customers, and maintain the company's good name (Rangkuti, 2017). Therefore, petrol station management needs to understand the factors that affect employee loyalty.

One factor that is believed to have a significant influence on employee loyalty is organizational commitment. Organizational commitment refers to an employee's emotional, moral, and rational attachment to the company (Haeba et al., 2021; Sidabutar et al., 2023; Suharyanto et al., 2022; Yusuf & Syarif, 2018) Employees who have a high commitment to the organization tend to have a sense of responsibility and obligation to stay with the company and contribute to its success. At Kana Tamita and Mawar petrol stations, understanding the level of organizational commitment of employees can be the first step to managing their loyalty more effectively. In addition to organizational commitment, self-efficacy also plays an important role in determining employee loyalty. Self-efficacy, or an individual's belief in their ability to complete certain tasks, can influence work attitudes and behaviors. Employees with high self-efficacy tend to be more confident in facing job challenges, as well as more optimistic in achieving organizational goals (Putri et al., 2015). This can indirectly increase their loyalty to the company because they feel they have the ability to contribute significantly.

Work motivation is also an important factor that affects employee loyalty. Work motivation can be understood as an internal and external drive that affects how much effort employees put in carrying out their tasks (Ayu, n.d.). Motivated employees will be more motivated, focused on achieving goals, and show a strong commitment to their work. High motivation can also increase job satisfaction, which in turn will increase employee loyalty to the company. In the context of the Kana Tamita and Mawar petrol stations, organizational commitment, self-efficacy, and work motivation are identified as three key variables that have the potential to affect employee loyalty. The management of the two petrol stations must understand how these three factors play a role in maintaining employee loyalty so that they can design the right human resource management strategy. Increasing employee loyalty not only impacts service quality but can also reduce employee turnover rates, which is often a challenge in the service sector.

This study aims to examine the relationship between organizational commitment, self-efficacy, work motivation, and employee loyalty at Kana Tamita and Mawar petrol stations, in Langsa City. By understanding this relationship, the management is expected to take appropriate steps to increase employee loyalty, so that it can contribute to the achievement of the company's overall goals. This research also provides a new view on how human resource management strategies can be adjusted to specific conditions in the service sector such as petrol stations. The approach used in this study involves quantitative analysis based on data collection from employees of the two petrol stations. Data will be collected through questionnaires that measure the level of organizational commitment, self-efficacy, work motivation, and employee loyalty. Statistical analysis will be used to test the relationship between these variables, as well as to determine how strongly each variable influences employee loyalty.

The results of this research are expected to contribute to the development of human resource management theory and practice, especially in the service sector. In addition, the findings from this study can also be a reference for other petrol stations that have similar characteristics in managing employee loyalty. By increasing understanding of the factors that affect employee

loyalty, management is expected to be able to design more effective policies to keep high-performing and loyal employees. Furthermore, this study also seeks to highlight the importance of the role of management in creating a work environment that is conducive to increasing employee commitment, self-efficacy, and work motivation. Effective management is able to create a work climate that supports employees to grow, both professionally and personally. Thus, employee loyalty is not only maintained, but also strengthened through a more holistic approach.

Gas stations as a service sector have different characteristics compared to the manufacturing or other service industries. In this industry, employees interact directly with customers, so employee loyalty has a direct impact on the quality of service. Therefore, this research is also relevant in the context of how the service sector can maintain the quality of interaction between employees and customers through increasing employee loyalty. Not only focusing on the loyalty aspect, this research also highlights how improving self-efficacy and work motivation can have an impact on overall employee performance. Employees who have high confidence and strong work drive will be better able to handle job challenges, as well as be more involved in achieving company goals. This, in turn, strengthens their loyalty to the company.

By understanding the relationship between organizational commitment, self-efficacy, work motivation, and employee loyalty, this study provides insights that can be used by Kana Tamita and Mawar petrol station management to design more appropriate strategies in increasing employee loyalty. Strong employee loyalty not only ensures operational stability, but also improves the company's reputation in the eyes of customers. In the end, this research is expected to make a practical contribution to human resource management at the Kana Tamita and Mawar petrol stations and make a theoretical contribution to future studies in the same field. The study also opens up opportunities for further study of other factors that may affect employee loyalty, such as job satisfaction, organizational culture, and leadership style.

## **RESEARCH METHODS**

This study uses a quantitative approach with a survey method to test the relationship between organizational commitment, self-efficacy, and work motivation and employee loyalty (Sugiyono, 2016). The quantitative approach was chosen because this study focuses on measuring certain variables and statistically analyzing the relationship between these variables. The correlational research design was used to see how strong the relationship between the independent variables (organizational commitment, self-efficacy, and work motivation) and the bound variable (employee loyalty).

This research was carried out at two petrol stations, namely the Kana Tamita petrol station and the Mawar petrol station, which are located in Langsa City. The selection of this location is based on the ease of access and relevance of the research object to the context of the service industry. This research was carried out from May to August 2024.

The population in this study is all employees who work at Kana Tamita petrol stations and Mawar petrol stations. Based on data obtained from the management, the total number of employees at the two petrol stations is 56 people. For this study, a simple random sampling technique was used to ensure that every individual in the population had an equal chance of being selected for the sample. The number of samples taken was 46 employees. This amount was chosen taking into account time and resource constraints, but still sufficient to produce reliable results.

This study involves two types of variables, namely:

### **a. Independent Variables**

- **Organizational Commitment:** An employee's commitment to the organization, which includes emotional attachment, moral responsibility, and rational involvement in the organization.
- **Self-Efficacy:** The employee's confidence in their ability to complete job tasks well.
- **Work Motivation:** The level of drive that employees have in carrying out tasks and achieving organizational goals.

### **b. Dependent Variable**

- Employee Loyalty: Loyalty is measured by how loyal employees are to the company, including in terms of staying with the company, maintaining the company's reputation, and dedication to tasks (Bambang Sudaryana et al., 2022).

Variable Operational Definition:

- Organizational Commitment: Organizational commitment is measured using the Organizational Commitment Questionnaire (OCQ) scale which includes three dimensions: affective commitment, normative commitment, and sustainable commitment. This scale is measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).
- Self-Efficacy: Self-efficacy is measured using the General Self-Efficacy Scale (GSE), which assesses an individual's confidence in their ability to cope with a variety of situations and challenges. This scale uses a 5-point Likert scale.
- Work Motivation: Work motivation is measured using the Work Motivation Scale instrument which consists of intrinsic and extrinsic factors. This scale is measured on a 5-point Likert scale.
- Employee Loyalty: Loyalty is measured using a scale developed based on loyalty theory, which includes an employee's willingness to stay with the company, dedication to the job, and desire to contribute to the company's success. This scale uses a 5-point Likert scale.

This research instrument is in the form of a questionnaire consisting of several parts as follows:

- Demographics Section: Contains questions about respondent characteristics, such as age, gender, length of employment, and job title.
- Organizational Commitment Measurement Section: Using customized OCQ instruments.
- Self-efficacy measurement section: Using the GSE instrument.
- Work Motivation Measurement Section: Using the Work Motivation Scale instrument.
- Employee Loyalty Measurement Section: Uses a loyalty instrument consisting of multiple statements.

This questionnaire will be tested for validity and reliability before being used for primary data collection.

Primary data was collected through a questionnaire survey which was distributed directly to respondents at the locations of the Kana Tamita and Mawar petrol stations. The questionnaire was distributed physically and given a brief explanation of the research objectives and how to fill it out. Respondents were given about 30 minutes to fill out the questionnaire independently. In addition, this study also collects secondary data in the form of data related to the number of employees, organizational profiles, and human resource policies from each petrol station (Data, 2015).

Before the questionnaire is widely used, validity and reliability tests are carried out on the research instrument to ensure that the instrument can measure the variables in question accurately and consistently.

- Validity Test: The validity of the questionnaire was tested using the Pearson Product Moment technique. Instruments that have a correlation value above 0.30 are considered valid.
- Reliability Test: Reliability is measured using Cronbach's Alpha technique. A reliability value of  $\geq 0.70$  is considered sufficient to indicate that the instrument is reliable.

The data that has been collected is analyzed using SPSS statistical software. The steps of data analysis are as follows:

- Descriptive Analysis: Used to describe the characteristics of respondents and the distribution of data on research variables.
- Classical Assumption Test: Includes normality test, heteroscedasticity test, and multicollinearity test to ensure the data meets the statistical assumptions required for regression analysis.
- Correlation Analysis: Pearson's correlation analysis was used to test the relationship between each of the independent variables (organizational commitment, self-efficacy, and work motivation) and the bound variable (employee loyalty).

- **Multiple Linear Regression Analysis:** To find out how much organizational commitment, self-efficacy, and work motivation affect employee loyalty simultaneously.
- **Hypothesis Test:** Hypothesis testing is carried out by looking at the t-test values for each independent variable and the F-test for the regression model. The significance level used is 0.05.

## **RESULTS AND DISCUSSION**

### **Respondent Description**

This research involved 46 employees who worked at the Kana Tamita petrol station and the Mawar petrol station in Langsa City. The following is the demographic distribution of respondents taken from the questionnaire:

- **Gender:** Of the 46 respondents, 30 (65.2%) were male and 16 (34.8%) were female.
- **Age:** Respondents are between 20 and 45 years old. The majority of employees are 26-35 years old (52.2%).
- **Length of Work:** Most respondents have worked for 1-5 years (54.3%), while 30.4% of respondents have worked for more than 5 years.
- **Job Position:** Most of the respondents worked as petrol station operators (69.6%), while the rest were in administrative or supervisory positions.

### **Descriptive Analysis of Research Variables**

The data obtained from the questionnaire was analyzed descriptively to see the distribution of values on each variable. The following are the results of a descriptive analysis for the variables of organizational commitment, self-efficacy, work motivation, and employee loyalty:

- **Organizational Commitment:** The average organizational commitment score of the 46 respondents was 3.78 on a scale of 1-5. Most respondents showed a high commitment to the organization, especially in terms of affective and normative commitment.
- **Self-Efficacy:** The average self-efficacy score was 4.12, indicating that the majority of respondents had high confidence in their ability to complete job tasks.
- **Work Motivation:** The average work motivation score is 3.95. Most employees have quite high work motivation, both from intrinsic and extrinsic aspects.
- **Employee Loyalty:** The average employee loyalty score is 3.82. This shows that employees have relatively good loyalty, although there are some aspects that can be improved, especially in terms of long-term dedication.

### **Validity and Reliability Test**

Before the main analysis, the validity and reliability test of the instrument was carried out on all questionnaire items:

- **Validity Test:** All items of each variable have a correlation value  $> 0.30$ , so they are declared valid.
- **Reliability Test:** Based on the results of the reliability test with Cronbach's Alpha, each variable shows a reliable result:
  - (1) Organizational commitment: 0.82
  - (2) Self-efficacy: 0.85
  - (3) Work motivation: 0.80
  - (4) Employee loyalty: 0.83

Cronbach's Alpha  $\geq$  value of 0.70 indicates that this research instrument is reliable.

### **Classical Assumption Test**

Before conducting regression analysis, a classical assumption test is carried out to ensure that the data used meets the requirements of the analysis.

- **Normality Test:** The results of the normality test using the Kolmogorov-Smirnov test showed that the data was normally distributed ( $p > 0.05$ ).

- Multicollinearity Test: The results of the multicollinearity test showed a tolerance value of  $> 0.10$  and a VIF value of  $< 10$ , which means that there was no multicollinearity problem between independent variables.
- Heteroscedasticity Test: The results of the Glejser test showed the absence of heteroskedasticity ( $p > 0.05$ ), so the data was suitable for regression analysis.

### Correlation Analysis

To test the relationship between organizational commitment, self-efficacy, work motivation, and employee loyalty, Pearson correlation analysis was conducted. The results are as follows:

- Relationship between Organizational Commitment and Employee Loyalty: Correlation value ( $r$ ) = 0.612 with significance value  $p = 0.001$ . This means that there is a significant positive relationship between organizational commitment and employee loyalty.
- Relationship between Self-Efficacy and Employee Loyalty: Correlation value ( $r$ ) = 0.478 with significance value  $p = 0.005$ . There is a significant positive relationship between self-efficacy and employee loyalty.
- Relationship between Job Motivation and Employee Loyalty: Correlation value ( $r$ ) = 0.539 with significance value  $p = 0.003$ . There is a significant positive relationship between work motivation and employee loyalty.

### Multiple Linear Regression Analysis

To find out how much organizational commitment, self-efficacy, and work motivation affect employee loyalty simultaneously, multiple linear regression analysis was carried out. The results are as follows:

- Regression equations:

$$Y=0.450X_1+0.320X_2+0.370X_3+e$$

Where:

- Y = Employee Loyalty
- X<sub>1</sub> = Organizational Commitment
- X<sub>2</sub> = Self-efficacy
- X<sub>3</sub> = Work Motivation

- Coefficient of Determination ( $R^2$ ):  $R^2$  value = 0.562, which means that 56.2% of the variation in employee loyalty can be explained by organizational commitment, self-efficacy, and work motivation. The remaining 43.8% was explained by other variables outside of this research model.
- Test F: The results of the test F show a value of  $F = 9.413$  with a  $p < 0.05$ , which means that the regression model as a whole is significant.
- Test t:
  - Organizational Commitment ( $X_1$ ): The value of  $t = 4.320$ ,  $p = 0.001$ , so that organizational commitment has a significant effect on employee loyalty.
  - Self-efficacy ( $X_2$ ): The value of  $t = 2.654$ ,  $p = 0.012$ , so that self-efficacy has a significant effect on employee loyalty.
  - Work Motivation ( $X_3$ ): The value of  $t = 3.201$ ,  $p = 0.005$ , so that work motivation has a significant effect on employee loyalty.

### DISCUSSION

Based on the results of the research that has been explained in the previous chapter, several important findings were obtained regarding the relationship between organizational commitment, self-efficacy, and work motivation and employee loyalty. This study proves that the three independent variables have a significant and positive relationship with employee loyalty. These findings are in line with several previous theories and studies that support the results obtained.

### The Effect of Organizational Commitment on Employee Loyalty

The results of the study show that organizational commitment has a significant and positive relationship with employee loyalty. A correlation coefficient ( $r$ ) of 0.612 with a significance value of  $p = 0.001$  indicates that the higher the employee's commitment to the organization, the greater the loyalty they have. In addition, in regression analysis, organizational commitment has a regression coefficient of 0.450 which shows a dominant influence compared to other variables. These findings are in line with the theory of organizational commitment put forward by (Allen & Meyer, 1990). They divide organizational commitment into three dimensions, namely affective commitment, normative commitment, and sustainable commitment. These three dimensions play an important role in shaping employee loyalty, especially affective commitment, where employees who feel emotionally attached to the organization tend to show higher loyalty. These results are also supported by previous research conducted by (Mowday et al., 1979), which found that organizational commitment is a key predictor of employee loyalty. They found that employees who have a high emotional and moral attachment to the organization are more likely to survive in the long term and make greater contributions. Other research by (Meyer & Allen, 1991) It also affirms that organizational commitment is closely related to loyalty, employee retention, and other positive behaviors in the workplace.

### **The Effect of Self-Efficacy on Employee Loyalty**

The results also showed that self-efficacy had a significant and positive relationship with employee loyalty, with a correlation value ( $r$ ) of 0.478 and a significance of  $p = 0.005$ . In the regression analysis, self-efficacy also exerts a significant influence with a regression coefficient value of 0.320. Self-efficacy, which is an employee's confidence in their ability to complete a given task, is strongly related to loyalty. The theory of self-efficacy developed by (Bandura & Wessels, 1997) states that individuals with high self-efficacy will be more confident in facing job challenges and more committed to organizational goals. This belief increases a sense of belonging towards the job and, ultimately, contributes to employee loyalty. Research by (Luthans et al., 2006) It also found that employees with high self-efficacy tended to perform better and had greater levels of engagement and loyalty to the organization. These results reinforce the findings in the study, where employees who believed in their abilities were more likely to be loyal to the organization and show higher dedication.

### **The Effect of Work Motivation on Employee Loyalty**

The findings of this study show that work motivation also has a significant relationship with employee loyalty, with a correlation value ( $r$ ) of 0.539 and a significance value of  $p = 0.003$ . Work motivation, both intrinsic and extrinsic, has an important role in encouraging employees to remain loyal to the company, with a regression coefficient of 0.370. Work motivation theory put forward by (Sobaih & Hasanein, 2020) Through the Two-Factor Theory theory, it is explained that intrinsic motivational factors such as recognition, responsibility, and achievement, as well as extrinsic factors such as salary and working conditions, have a great influence on job satisfaction and employee loyalty. Intrinsically motivated employees tend to feel more satisfied with their jobs, thus being more loyal to the organization. Research conducted by (Ryan & Deci, 2024) in the theory of Self-Determination Theory (SDT) also found that intrinsic motivation is related to the welfare of employees and their commitment to the company. Intrinsic motivation encourages employees to feel more engaged in their work and contribute to long-term loyalty. These results are consistent with research conducted by (Mukhlis, 2020), which shows that employees who have high work motivation, both intrinsic and extrinsic, are more likely to show loyalty and a desire to stay in the organization. High work motivation makes employees feel more valued and recognized, thereby increasing loyalty to the company.

### **The Simultaneous Effect of Organizational Commitment, Self-Efficacy, and Work Motivation on Employee Loyalty**

Based on multiple regression analysis, the three independent variables (organizational commitment, self-efficacy, and work motivation) simultaneously had a significant effect on employee loyalty. This is shown by a determination coefficient ( $R^2$ ) value of 0.562, which means

that 56.2% of the variation in employee loyalty can be explained by these three variables. The remaining 43.8% was explained by other variables outside this study. These results show that these three factors complement each other in influencing employee loyalty. When employees feel emotionally attached to the organization (organizational commitment), believe in their ability to achieve good results (self-efficacy), and are motivated in their work (work motivation), they are more likely to remain loyal and contribute positively to the organization. These findings are also in line with studies conducted by (Allen & Meyer, 1990), which show that a combination of organizational commitment, confidence, and work motivation plays an important role in increasing employee loyalty. This research confirms that a supportive work environment and strong internal factors such as motivation and confidence are essential to building sustainable employee loyalty.

## **CONCLUSION**

First, organizational commitment has a significant influence on employee loyalty. Employees who have an emotional and normative attachment to the organization tend to show higher levels of loyalty. Strong commitment, especially affective commitment, encourages employees to stay longer in the company and contribute positively. Second, employee self-efficacy has also been shown to have a significant relationship with loyalty. Employees who have confidence in their ability to complete tasks well show higher levels of loyalty. This self-confidence not only improves performance but also makes employees feel more connected to the organization. Third, work motivation, both intrinsic and extrinsic, also plays an important role in influencing employee loyalty. Employees who are motivated, both by material rewards and intrinsic satisfaction from work, are more likely to show high loyalty. Fourth, simultaneously, organizational commitment, self-efficacy, and work motivation contribute significantly to employee loyalty. These three variables complement each other in creating a work environment that supports loyalty. Employees who feel connected to the organization, believe in their own abilities and are motivated at work will be more likely to be loyal to the company. Overall, this study shows the importance of internal employee factors in forming high employee loyalty. For this reason, companies need to pay more attention to developing organizational commitment, increasing self-efficacy, and creating a work environment that motivates employees.

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