

The Influence Of Organizational Culture And Quality Of Work Life On Motivation And Its Implications On Employee Loyalty

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Abstract

This research aims to identify the influence of organizational culture and Quality of Work Life on employee motivation, as well as its implications for employee loyalty. A healthy organizational culture and good Quality of Work Life can act as crucial factors in building high motivation among employees, which in turn can form strong loyalty. This research method uses a quantitative approach by distributing questionnaires to 67 respondents, such as regression and path analysis, is used to evaluate relationships between variables. The research results show that a better work culture and quality of work life can increase motivation, a better work culture and quality of work life can increase loyalty, better motivation can increase loyalty, work motivation can be a mediating variable between work culture and loyalty, and quality of work life on loyalty.

Article Info

Keywords:

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1. Introduction

Every company must have a goal or vision that guides them in running operations, directing growth, and motivating employees. The company's goals include long-term aspirations to be achieved and provide direction for all activities undertaken. The company's goal can be achieved if it has assets (Jugdev, 2004). One of the company's assets that plays an important role is Human Resources (HR). Human resources are seen as important company assets because HR is the main driver behind a company's success in helping companies to achieve their vision, mission, and goals (Hermawati, et al., 2022). Skilled, competent, and motivated employees are able to optimize their ability to do the work that has been given, improve the quality of good work, and will automatically affect company performance so that it contributes significantly to the company's growth and success (Hermawati, et al., 2022). Skilled and competent employees can provide excellence in terms of innovation, customer service, operational efficiency, and adaptation to market changes. (Hasibuan, 2017) emphasized that human resources are an integrated ability of thinking and physical power possessed by individuals, where their behavior and nature are determined by their offspring and environment, while their work performance is motivated by the desire to fulfill their satisfaction. The involvement of human resources in the achievement of a goal can be one of the challenges in the organization itself. As an organization, it consists of individuals with various needs and goals. Problems will arise if the organization does not pay attention to the needs of its employees. Because basically, not all employees have goals that are directly in line with the goals of the organization. Challenges arise when individual goals

do not fully support organizational goals, thereby affecting their level of involvement in achieving common goals. Therefore, management must study the attitudes and behaviors of its employees in the organization (Hermawati & Mas, 2017).

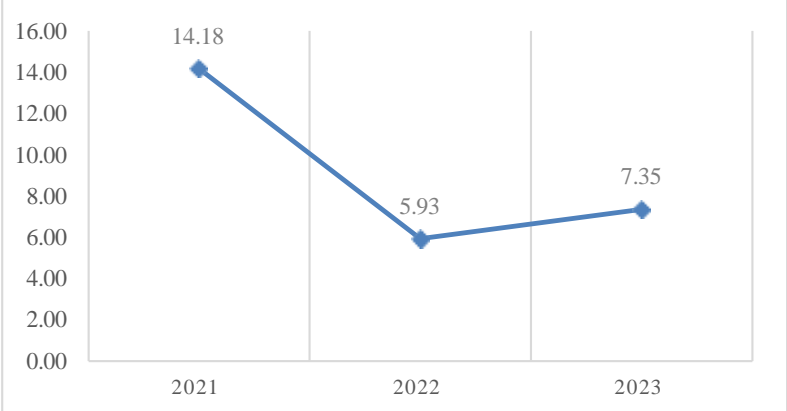
In relation to human resources, from various studies that have been conducted, changes in organizational environmental conditions both internal and external can directly or indirectly affect work culture which can reduce the level of motivation so that it can cause low employee loyalty. According to (Valentino & Haryadi, 2016) employee loyalty is employee loyalty to the company, as shown by their commitment to the best for the company. The commitment of employees can be described into three individual characteristics, including strong trust and acceptance of organizational values and goals, wanting to provide the best results for the benefit of the organization and trying to maintain membership in the organization, therefore the commitment of one's employees to the organization will greatly affect their activities at work (Hermawati, et al., 2021).

A high level of employee loyalty is what most companies want. When employees have high loyalty to the company, employees must have loyalty, obedience, and obedience to the company. The level of desire to stay and not feel the desire to resign, because they feel an emotional attachment and dedication to the company. High loyalty rates tend to correlate with lower turnover rates. The following is the data on Employee Turnover of PT Kutai Timber Indonesia for the 2021 – 2023 Period:

Table 1. Employee Turnover Table of PT Kutai Timber Indonesia for the 2021 – 2023 Period

Year	Total Initial Employees	In	Out	Final Employee total	Turnover %
2021	73	5	10	68	14,18
2022	68	3	4	67	5,93
2023	67	7	5	69	7,35

Source : HR Department of PT Kutai Timber Indonesia (Year 2023) Based on the data mentioned above, it can be presented in the form of an employee turnover graph as follows:



The graph in the picture above is PT Kutai Timber Indonesia's employee turnover data, the graph shows that the highest turnover occurred in 2021 because that year was the impact of the COVID-19 pandemic which caused several employees to leave. Then, in 2022 there was a decrease in turnover rates. However, in 2023, the turnover rate has increased again by 1.42% from the initial 5.93% to 7.35%. This high turnover rate can be caused by a number of factors, such as lack of career development opportunities, conflicts in the workplace, or unstable management changes. The increased turnover rate can be considered an indicator of declining employee loyalty. When employees begin to leave the company with a high level of frequency, it can reflect dissatisfaction or a lack of emotional attachment to the work environment.

A positive and supportive organizational culture is often the main factor influencing employee loyalty levels. When employees feel accepted, valued, and have the opportunity to grow, they tend to be more loyal to the company and will contribute more sustainably. This work culture affects loyalty according to research conducted by Koroh, et al., (2023) and Riyadi & Onsardi,

(2023). Both researchers showed the same result, namely a good work culture can increase loyalty.

Organizational culture has a big role in shaping employee loyalty. When an organization's culture portrays values, norms, and attitudes that align with employees' needs and expectations, it can reinforce their loyalty to the company. A culture that promotes values that are important to employees, such as integrity, fairness, or innovation, tends to make employees feel emotionally connected to the company. This can increase loyalty because they feel aligned with the organization's goals and values.

In addition to work culture, Quality of Work Life also affects loyalty. Stan Kossen (1993) quoted by (Triatna, 2016), explained that Quality of Work Life refers to how effectively the work environment meets the personal needs and values of employees. When companies create a work environment that pays attention to good Quality of Work Life, it not only improves employee welfare, but also strengthens a sense of attachment and loyalty to the company. Employees can feel unmotivated to work if the surrounding work environment gives an uncomfortable impression (Hermawati, et al., 2023). Employees who feel valued, supported, and have the opportunity to grow are more likely to maintain loyalty to their workplace.

Quality of Work Life has a significant influence on the level of employee loyalty to the company. If companies provide support to achieve work-life balance between employees' work lives and personal lives, this can increase loyalty. Employees who feel they have enough time for family and activities outside of work tend to be more loyal.

When companies create a work environment that pays attention to good Quality of Work Life, it not only improves employee welfare, but also strengthens a sense of attachment and loyalty to the company. This is supported by research conducted by (Pandiangan, et al., 2023) which shows the results that the quality of work life partially and simultaneously has a significant effect on employee loyalty. However, the results of research conducted by (Erlytasari, 2023) show that different results of quality of life have no effect on employee loyalty. To fill the research gap, researchers added motivation as a mediation variable.

The term motivation comes from the Latin word "movere" which means to drive or move. Motivation questions how to direct power and potential to work towards achieving specified goals (Hasibuan, 2017). Basically, a person works because he wants to make ends meet. The desire for oneself with others is different so that human behavior tends to vary at work. Motivation acts as a link or intermediary between organizational culture and Quality of Work Life towards employee loyalty. If the company has a supportive work culture and Quality of Work Life so as to motivate employees to do their best and feel recognized for their contributions. This emerging motivation can then affect employee loyalty.

2. Methods

This study uses a quantitative approach with survey methods, namely research that analyzes samples from a population and uses questionnaires as the main data collection tool. Based on raw data or primary data collected from respondents, then processed or carried out data processing through software: 1) SPSS for windows which produces information / data for the purposes of descriptive statistical analysis of descriptive answers of respondents, and; 2) Smart Partial Least Square (PLS) which produces information/data for the purposes of inferential statistical analysis, related to testing research instruments (questionnaires), path analysis, and parametric statistical tests or hypothesis testing. Research Subjects The subjects or units of analysis of this research are employees of PT. Kutai Timber Indonesia. The object of this study examines the relationship between organizational culture and Quality of Work Life to loyalty mediated by motivation. Population and research sample Population is a generalized area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions (Suryabrata, 2008). In this study, the population (N) in question is all production employees of PT. Kutai Timber Indonesia Production 2 which amounted to 69 people. Data Collection Method In this study, data collection methods were used through questionnaires and interviews.

1. Questionnaire Questionnaire or questionnaire or list of questions, which is a research instrument aimed at repondents, contains a set of statements used to obtain data in accordance

with the objectives to be achieved in research. According to Suryabrata (2008), what is meant by research instruments is a tool used to measure natural and sausage phenomena observed. Research instruments are used as data collection tools, and instruments commonly used in research are several lists of questions / statements or questionnaires submitted and given to each respondent who is sampled in the study at the time of observation. The nature of the questionnaire is closed, where respondents are given answer choices provided by the researcher.

2. Interview Interview or interview, which is a data collection technique by conducting direct interviews with participants or respondents. This technique is carried out to obtain technical and personal data information, as well as supporting data that has not been obtained through questionnaires. Data collection through interviews was only carried out on a few respondents, as a representation of the research sample.

3. Results and Discussion

The respondents used were 69 respondents. The results of the data in this study were obtained from questionnaires distributed to respondents. The questionnaire in this study contains statement items related to research variables, the questionnaire also contains respondents' personal data consisting of gender, age, last education and frequency of arrival. The data collected from respondents are presented as follows :

Characteristics of Respondents by Gender

Table 1. Number of respondents by sex

Gender	Amount	Percentage (%)
Man	47	59
Women	22	41
Total	69	100

Source : Primary Data Processed, 2024

From the data seen in table 4.3, it shows that out of a total of 69 respondents, most of the respondents from this study were male with 47 respondents and the percentage was 59%. While the female gender has a total of 22 respondents and a large percentage of 41%.

Characteristics of respondents based on education

Table 2. Number of respondents by education

Last education	Amount	Percentage (%)
SMA/SMK	30	43%
Diploma	24	35%
Sarjana	15	22%
Total	69	100

Source : Primary Data Processed, 2024

From table 4.4, it can be seen that the last level of education of respondents was mostly high school / vocational graduates as many as 30 responses with a percentage of 43%. Then followed by diploma graduates as many as 24 respondents and a percentage of 35%. While the least are undergraduate graduates as many as 15 respondents with a percentage of 22%.

Characteristics of respondents by age

Table 3. Number of respondents by age

Age	Amount	Percentage (%)
20 - 30 thn	32	46%
31 - 40 thn	17	25%
41 - 50 thn	11	16%
> 50 thn	9	13%
Total	69	100

Source : Primary Data Processed, 2024.

From table 4.5 it can be seen that the large respondents in this study who have the age of 20-30 years as many as 32 respondents with a percentage of 46%, those aged 31-40 years as many as 17 respondents with a percentage of 25%, the age of 41-50 years as many as 11 respondents with a percentage of 16%, and for those aged > 50 years as many as 9 respondents with a percentage of 13%. For the age of respondents, the most dominant is aged 20-30 years.

Characteristics of respondents based on length of work

Table 4. Number of respondents based on length of work

Length of work	Amount	Percentage (%)
< 1 thn	3	4%
1 - 5 thn	34	49%
5 - 10 thn	14	20%
> 10 thn	18	26%
Total	69	100

Source : Primary Data Processed, 2024.

From table 4.6, it can be seen that the data of respondents in this study who have worked < 1 year is as many as 3 respondents or 4%. Those who worked 1-5 years were 34 respondents or 49%. Those who work 5-10 years are 14 people or 20%. And the remaining 18 respondents with a percentage of 26% have worked > 10 years. From this percentage, it can be seen that the majority of respondents have worked for 1-5 years.

Descriptive Analysis of Variables The distribution of these items is used to determine the frequency and diversity of respondents' answers to the statement items submitted in the questionnaire. The Likert scale contained in the questionnaire uses the number 1 as the lowest score (Strongly Disagree) and the number 5 as the highest score (Strongly Agree). So that the interval class is: Interval Class (c) = (Maximum Value - Minimum Value) / Number of Class $c = (5 - 1) / 5$ $c = 0.8$ Based on the calculation above, the distribution scale of respondents' answer criteria is as follows:

- 1,0 - 1,79 : Very not good
- 1,8 - 2,59 : Not good
- 2,6 - 3,39 : Currently
- 3,4 - 4,19 : Good
- 4,2 - 5,00 : Very good

The answers of the respondents are explained in full as follows:

Table 5. Characteristics of Variable Description

Variables	Indicator	Question Items	Answer										Average Score
			5	%	4	%	3	%	2	%	1	%	
Work Culture (X1)	X1.1	X1.1.1	25	36,2	34	49,3	8	11,6	2	2,9	0	0,0	4,19
		X1.1.2	27	39,1	28	40,6	8	11,6	6	8,7	0	0,0	4,10
	X1.2	X1.2.1	28	40,6	28	40,6	10	14,5	3	4,3	0	0,0	4,17
		X1.2.2	28	40,6	33	47,8	7	10,1	1	1,4	0	0,0	4,28
	X1.3	X1.3.1	15	21,7	44	63,8	7	10,1	3	4,3	0	0,0	4,03
		X1.3.2	25	36,2	33	47,8	8	11,6	3	4,3	0	0,0	4,16
Average Work Culture Variables (X1)												4,16	
Quality of Work Life (X2)	X2.1	X2.1.1	21	32,5	41	58,8	6	7,5	1	1,3	0	0,0	4,19
		X2.1.2	22	35,0	36	51,3	8	10,0	3	3,8	0	0,0	4,12
	X2.2	X2.2.1	21	33,8	36	51,3	7	8,8	5	6,3	0	0,0	4,06
		X2.2.2	21	32,5	34	48,8	13	17,5	1	1,3	0	0,0	4,09
	X2.3	X2.3.1	23	40,0	37	41,3	6	16,3	3	2,5	0	0,0	4,16
		X2.3.2	26	32,5	31	52,5	8	15,0	4	0,0	0	0,0	4,14
	X2.4	X2.4.1	27	40,0	27	41,3	13	16,3	2	2,5	0	0,0	4,14
		X2.4.2	21	32,5	36	52,5	12	15,0	0	0,0	0	0,0	4,13
Average Quality of Work Life Variables (X2)												4,13	
Work Motivation (Z)	Z.1	Z.1.1	23	33,8	28	40,0	15	22,5	3	3,8	0	0,0	4,03
		Z.1.2	24	33,8	32	50,0	11	13,8	2	2,5	0	0,0	4,13
	Z.2	Z.2.1	22	30,0	34	52,5	8	11,3	3	3,8	2	2,5	4,03
		Z.2.2	26	37,5	34	51,3	7	8,8	2	2,5	0	0,0	4,22
	Z.3	Z.3.1	26	35,0	29	45,0	12	17,5	2	2,5	0	0,0	4,14
		Z.3.2	19	28,8	36	52,5	10	13,8	4	5,0	0	0,0	4,01
	Z.4	Z.4.1	25	37,5	29	42,5	12	16,3	3	3,8	0	0,0	4,10
		Z.4.2	37	53,8	24	36,3	5	6,3	3	3,8	0	0,0	4,38
Average Motivation Work Variables (Z)												4,11	
Loyal (Y)	Y.1	Y.1.1	15	20,0	42	63,8	10	13,8	2	2,5	0	0,0	4,01
		Y.1.2	15	23,8	42	60,0	11	15,0	1	1,3	0	0,0	4,03
	Y.2	Y.2.1	10	16,3	51	73,8	6	7,5	2	2,5	0	0,0	4,00
		Y.2.2	18	26,3	42	62,5	8	10,0	1	1,3	0	0,0	4,12
	Y.3	Y.3.1	17	26,3	39	62,5	11	10,0	2	1,3	0	0,0	4,03
		Y.3.2	21	25,0	40	58,8	4	13,8	4	2,5	0	0,0	4,13
Average Loyalty Variables (Y)												4,05	

Source : Primary Data Processed, 2024.

Path Diagram Development

This research model consists of four constructs, namely work culture, quality of work life, motivation, and loyalty. Evaluating the validity and reliability of a construct is done by evaluating the measurement model. The following is a path diagram from the study:

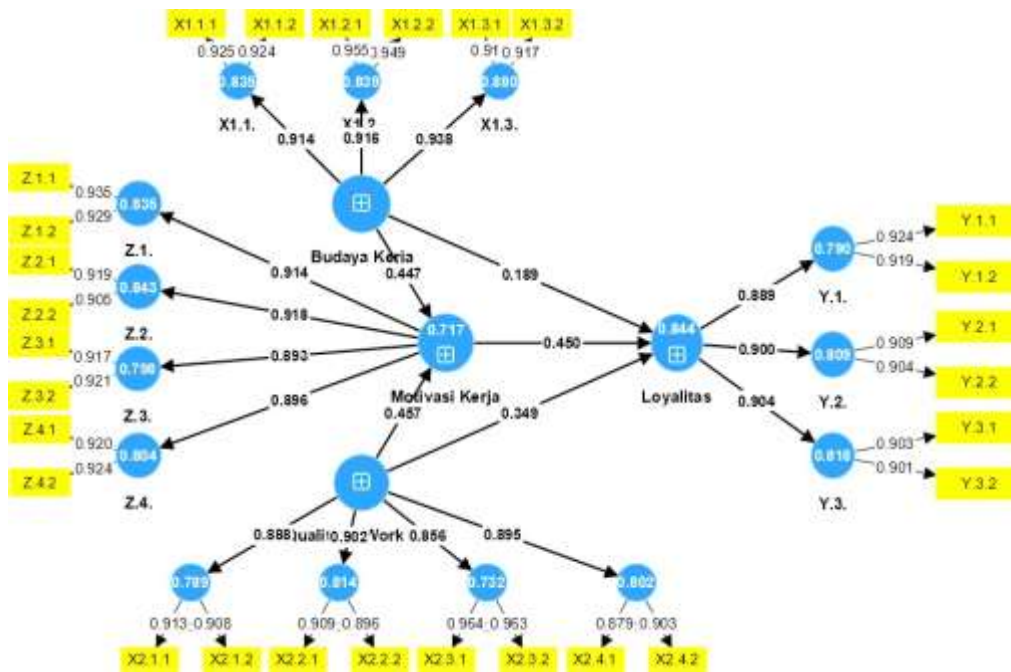


Figure 1. Structural Model (Outer Model)
Source : Primary data processed (2024)

Research Hypothesis Testing

Testing Hypothesis 1 H1: It is suspected that organizational culture affects motivation (study on employees of PT. Kutai Timber Indonesia).

The influence of organizational culture on motivation at PT. Kutai Timber Indonesia shows a path coefficient value of 0.447 and a t-statistic value of 4.838. The value is greater than the t-table 1.960 ($4.838 > 1.960$). The direction of a positive relationship shows that when organizational culture improves, it can increase employee motivation. Then it can be seen that the significant value $p(0.000) < 0.05$. From these results indicate that **H1 is accepted**. So it can be interpreted that organizational culture affects the motivation of PT. Kutai Timber Indonesia, which means in accordance with the first hypothesis where organizational culture can be a driving factor for increasing employee motivation.

Testing Hypothesis 2 H2: It is suspected that the quality of work life affects motivation (study on employees of PT. Kutai Timber Indonesia).

Quality of work life affects motivation with a path coefficient of 0.457 and a t-statistic of 5.063 greater than t table of 1.960 ($5.063 > 1.960$). The direction of a positive relationship shows that if the quality of work life increases, motivation also increases. Then can be seen significant values or $p(0.000) < 0.05$. From these results show that **H2 is accepted**, that the quality of work life affects the motivation of PT. Kutai Timber Indonesia, which means in accordance with the second hypothesis where the quality of work life can be a driving factor for increasing employee motivation.

Testing Hypothesis 3 H3: It is suspected that organizational culture affects loyalty (study on employees of PT. Kutai Timber Indonesia).

The influence of organizational culture on loyalty to PT. Kutai Timber Indonesia shows a path coefficient value of 0.189 and a t-statistic value of 2.531. The value is greater than the t-table 1.960 ($2.531 > 1.960$). The direction of a positive relationship shows that when the organizational culture improves, it can increase loyalty. Then it can be seen that the significant value of p ($0.011 < 0.05$). From these results indicate that **H3 is accepted**. So it can be interpreted that organizational culture affects loyalty to PT. Kutai Timber Indonesia, which means in accordance with the third hypothesis where organizational culture can be a driving factor for increasing employee loyalty.

Testing Hypothesis 4 H4: It is suspected that the quality of work life affects loyalty (study on employees of PT. Kutai Timber Indonesia).

Quality of work life affects loyalty with a path coefficient of 0.349 and a t-statistic of 3.970 greater than t table 1.960 ($3.970 > 1.960$). The direction of a positive relationship shows that if the quality of work life increases, loyalty also increases. Then can be seen significant values or p ($0.000 < 0.05$). From these results show that **H4 is accepted**, that the quality of work life affects loyalty to PT. Kutai Timber Indonesia, which means in accordance with the fourth hypothesis where the quality of work life can be a driving factor for increasing employee loyalty.

Testing Hypothesis 5 H5: It is suspected that work motivation has an effect on loyalty (study on employees of PT. Kutai Timber Indonesia)

Motivation affects loyalty with a path coefficient of 0.349 and a t-statistic of 3.970 greater than t table of 1.960 ($3.970 > 1.960$). The direction of a positive relationship shows that when work motivation increases, loyalty also increases. Then can be seen significant values or p ($0.000 < 0.05$). From these results show that **H5 is accepted**, that work motivation affects loyalty to PT. Kutai Timber Indonesia, which means in accordance with the fifth hypothesis where work motivation can be a driving factor for increasing employee loyalty.

Hypothesis 6 H6: It is suspected that organizational culture has an effect on motivation-mediated loyalty (study on employees of PT. Kutai Timber Indonesia)

The results of testing the fourth hypothesis showed that the relationship of the work culture variable (X1) with loyalty (Y) through work motivation (Z) showed an indirect path coefficient value of 0.201 with a t-statistic value of 3.423. This value is greater than the t-table (1.960), which is $3.423 \geq 1.96$. Then the p value ($0.001 < 0.05$). These results show that **H6 is accepted**, i.e. organizational culture affects loyalty mediated motivation (study on employees of PT. Kutai Timber Indonesia). Furthermore, from the results of data processing, there was a partial mediation where the work culture variable (X1) on the loyalty variable (Y) had a significant influence and the influence of work motivation (Z) as a mediating variable was also significant. This is in accordance with the role of mediation according to (Baron & Kenny, 1986), full mediation will occur if the influence of the mediating variable on the dependent variable is significant while the influence of the independent variable on the mediator is not significant. Conversely, if the influence of the dependent variable on the mediating variable is significant and the influence of the independent variable on the dependent variable is also significant, it can be said that the findings of this study support the effect of partial mediation.

Hypothesis 7 H7: It is suspected that Quality of Work Life has an effect on motivation-mediated loyalty (study on employees of PT. Kutai Timber Indonesia).

The results of testing the fourth hypothesis showed that the relationship between the variable quality of work life (X2) and loyalty (Y) through work motivation (Z) showed an indirect path coefficient value of 0.205 with a t-statistical value of 3.485. This value is greater than the t-table (1.960), which is $3.485 \geq 1.96$. Then the p value ($0.000 < 0.05$). These results show that **H7 is accepted**, i.e. organizational culture affects loyalty mediated motivation (study on employees of PT. Kutai Timber Indonesia). Furthermore, from the results of data processing, there was a partial mediation where the variable quality of work life (X1) on the variable loyalty (Y) had a significant influence and the influence of work motivation (Z) as a mediating variable was also significant. This is in accordance with the role of mediation according to (Baron & Kenny, 1986), full mediation will occur if the influence of the mediating variable on the dependent variable is significant while the influence of the independent variable on the mediator is not significant. Conversely, if the influence of the dependent variable on the mediating variable is significant and

the influence of the independent variable on the dependent variable is also significant, it can be said that the findings of this study support the effect of partial mediation.

4. Conclusion

This study was conducted to determine whether there is an influence between work culture variables on loyalty mediated by the quality of work life at PT. Kutai Timber Indonesia. Based on the title of the study, the subject matter, research objectives, problem formulation, hypothesis, and discussion of research results, conclusions are obtained from research that show important findings and as answers to the questions raised at the beginning. The results of the study are as follows:

A better organizational culture will contribute to increasing the motivation of PT. Kutai Timber Indonesia. The better Quality of Work Life will contribute to increasing the motivation of PT. Kutai Timber Indonesia. A better organizational culture will contribute to increasing employee loyalty of PT. Kutai Timber Indonesia. The better Quality of Work Life will contribute to increasing the loyalty of PT. Kutai Timber Indonesia. Better motivation will contribute to increasing employee loyalty of PT. Kutai Timber Indonesia.

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