

## The Effect of Compensation, Loyalty, and Work Environment on Employee Work Motivation at Mie Goyang Restaurant in Mataram

Serli Oktavia<sup>1\*</sup>, Agusdin<sup>2</sup>

Faculty of Economics and Business, University of Mataram

**Corresponding Author:** Serli Oktavia [serlyoktavia922@gmail.com](mailto:serlyoktavia922@gmail.com)

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### ABSTRACT

The objective of this research is to examine the influence of compensation, loyalty, and work environment on employee work motivation at Mie Goyang Restaurant in Mataram. The rationale of this study originates from the occurrence of declining work motivation as evidenced by the increasing turnover rate and low work discipline. The present research employs a quantitative design with a causal-comparative correlational type. The target population of the study consists of 46 employees using a census sampling method. The data were obtained through questionnaires and examined with multiple regression technique utilizing SPSS software. The findings indicate that compensation and loyalty demonstrated a significant and positive impact on work motivation, whereas the working environment reveals not statistically significant effect. Collectively, the three variables exhibit a significant influence on work motivation having a coefficient value of determination amounting to 54.7%. The outcomes highlight the crucial role of a fair compensation system and the enhancement of employee loyalty to strengthen work motivation.

## **INTRODUCTION**

Human resources (HR) constitute a crucial element in determining organizational success, as the achievement of corporate objectives largely depends on the capability, motivation, and commitment of its employees. In the increasingly competitive culinary industry, business success is determined not only by product quality but also by the quality of service provided by employees. Employees with high work motivation tend to demonstrate optimal performance, deliver excellent service, and contribute significantly to the attainment of organizational goals. Conversely, low work motivation may result in lower productivity, higher absenteeism, and an elevated rate of employee turnover.

Work motivation is shaped by multiple elements, such as compensation, loyalty, and the work environment. Fair and equitable compensation serves as a major driving force for employees to work harder, as they feel their contributions are valued. According to Pradhan and Jena (2017), appropriate compensation enhances both motivation and job satisfaction. Moreover, employee loyalty reflects commitment as well as employees' sense of attachment to the organization. Loyal staff members strive to deliver their best performance and typically exhibit higher work motivation (Allen & Meyer, 1990). In addition, a comfortable and conducive work environment contributes significantly to enhancing a productive atmosphere and encouraging enthusiasm for work (Robbins & Judge, 2018).

Mie Goyang Restaurant in Mataram is one of the emerging culinary enterprises in the city, operating two primary branches. The achievement of this restaurant is strongly determined by performance and motivation of its employees, who serve as the frontline in providing service to customers. However, preliminary observations indicate the presence of motivational issues, such as relatively high turnover, frequent tardiness, and declining enthusiasm in task execution. These conditions signal the need for greater managerial attention to factors influencing work motivation—specifically compensation, loyalty, and the work environment.

Although studies have examined factors influencing work motivation, most prior research has focused on hotels, banks, and large corporate environments. Limited empirical studies specifically explore work motivation within small and medium-sized culinary businesses. Additionally, previous findings associated with the influence of the work environment on motivation have been inconsistent—some showing significant influence, while others reporting insignificant results. Therefore, there remains a research gap regarding the influence of compensation, loyalty, and work environment on motivation in the context of small-scale culinary enterprises such as Mie Goyang Restaurant in Mataram.

Based on this background, this academic work intends to examine how influence of compensation, loyalty, and the work environment on employee work motivation at Mie Goyang Restaurant in Mataram. The findings are anticipated to offer theoretical contributions for the advancement of human

resource management practices literature and practical insights for corporate management to enhance employees' motivation and overall performance.

Table 1. Employee Turnover Data at Mie Goyang Restaurant, Mataram 2025

Month	Number of Employees	Employees Leaving	Turnover (%)
January	49	0	0
February	49	2	3,2
March	47	0	0
April	47	0	0
May	47	1	2,2
June	46	0	0
Jumlah	46	3	5,4

Source: HR Department, Mie Goyang Restaurant 2025

## THEORETICAL REVIEW

### *Work Motivation*

Motivation represents one of the key psychological aspects that drive individuals to act and behave in accordance with certain goals, particularly in a work context. Sedarmayanti (2014:233) conceptualizes motivation as the the readiness to put forth substantial effort toward organizational objectives, which depend on the ability of one's efforts to fulfill personal needs. This definition highlights the interconnection between organizational goals and employees' personal interests.

According to Mangkunegara (2011), motivation is a psychological a state that stimulates employees to attain goals based on certain needs or motives. These motives prompt individuals to adjust themselves and interact with their work environment to achieve desired results.

From these definitions, one may infer that work motivation is an internal process that pushes employees to accomplish at both the personal and institutional levels covering individual and organizational objectives while considering their needs, satisfaction, and work environment. Motivation plays a strategic function in enhancing job performance, loyalty, and the general efficiency of the institution.

Maslow (1943) proposed that human needs follow a tier:

1. Physiological Needs
2. Safety Needs
3. Social/Belonging Needs
4. Esteem Needs
5. Self-Actualization

In a workplace setting, fulfillment of basic needs such as salary and job security drives motivation. Once satisfied, employees seek belongingness, recognition, and self-development. This theory supports the view that compensation, supportive work environment, and recognition contribute to employee motivation.

Herzberg (1959) divided motivational factors into:

- Hygiene factors (salary, working conditions, company policy, supervision) – prevent dissatisfaction
- Motivators (achievement, recognition, responsibility, advancement) – increase motivation

Based on this theory, compensation and work environment act as hygiene factors, while loyalty (related to organizational commitment and recognition) relates to motivators that enhance enthusiasm and work commitment.

McClelland (1961) identified three dominant needs driving work behavior:

- Need for Achievement (nAch)
- Need for Affiliation (nAff)
- Need for Power (nPow)

Employees motivated by achievement strive to perform well, those with affiliation needs value good relationships, and those with power seek influence and responsibility. This theory supports the role of loyalty and a positive work environment in fostering motivation among employees in service-based organizations.

### ***Compensation***

Compensation is a fundamental component of HRM that directly influences employee welfare and organizational performance. Hasibuan (2012) defines compensation as all forms of remuneration obtained by workers, either in monetary or in kind, directly or indirectly, as remuneration for their contributions to the organization.

In practice, compensation cannot be distributed arbitrarily. It must be designed through a structured compensation system that considers various aspects, such as employee performance, responsibilities, length of service, and labor market conditions. This system serves as a guideline for organizations to determine appropriate and fair compensation. It also reflects the organization's strategy to retain and motivate its workforce for optimal contribution.

According to Hasibuan (2012), the principles of compensation include fairness, appropriateness, and motivational capacity. These principles ensure that the compensation system aligns with both organizational goals and employees' expectations, thereby promoting satisfaction and motivation at work.

### ***Effect of Compensation on Work Motivation***

Samsudin (2006:187) defines compensation as everything granted to employees as compensation for obtained by workers as a return for their work. When an organization implements an effective compensation system, employees are generally more motivated to perform optimally according to their abilities, thus benefiting the organization as a whole.

Previous research by Candradewi and Dewi (2019) found that compensation has a positive and significant influence on work motivation. This indicates that when employees receive compensation that corresponds with their workload and contributions, their motivation to work increases.

**H1: It is hypothesized that compensation has a positive and significant effect on work motivation.**

### ***Loyalti***

According to Sutrisno (2015:23), loyalty represents the worker's effort to preserve the institution by actively contributing to its success. Loyalty also denotes an individual's determination and readiness to comply with organizational policies and to act responsibly (Robbins, 2015:21). Rivai (2015:24) describes employee loyalty as an attitude indicating how far employees identify themselves with their working environment, accompanied by a strong desire to work and contribute optimally.

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

A study by Elcy Handayani Pramita (2019), titled "*The Effect of Loyalty and Work Environment on Employee Work Motivation at Hotel Inna Dharma Deli Medan*," found that loyalty reveals a favorable and significant impact on employee work motivation. Employees with high loyalty toward their organization tend to demonstrate stronger enthusiasm and commitment, driven by a sense of belonging.

**H2: It is hypothesized that loyalty has a positive and significant effect on work motivation.**

### ***Work Environment***

The work environment refers to both internal and external conditions that can influence employees' job excitement and productivity. Nitisemito (2012) explains that employees can achieve optimal performance when they possess high achievement motives, which are developed internally and supported by a conducive work environment.

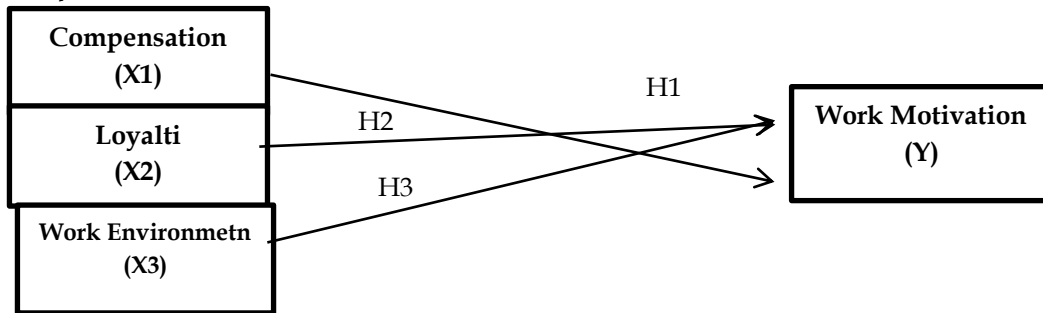
Sedarmayanti (2011) categorizes the work setting into two dimensions: physics and non-physical. The physical aspect comprises all tangible circumstances that affect employees directly or indirectly, such as lighting, ventilation, safety, and workspace layout. The non-physical environment refers to social and psychological factors, including interpersonal relationships, managerial support, and communication quality within the organization.

### ***Effect of Work Environment on Work Motivation***

A study by Alisa, Musadieg, and Mayowan (2016), titled "*The Effect of Compensation and Work Environment on Work Motivation (Study at PT BRI Syariah, Malang Branch)*," revealed that the work environment has a positive and significant influence toward motivational levels. A safe, comfortable, and supportive environment enhances enthusiasm and promotes productivity.

**H3: It is hypothesized that the work environment has a positive and significant effect on work motivation.**

**Conceptual Framework**



**Figure 1. conceptual framework**

**METHODOLOGY**

The current analysis employed an associative research design with a causal relationship, aiming to identify cause-and-effect connections involving multiple variables (Sugiyono, 2018). The research adopted a quantitative approach, as the data collected were numerical and processed through statistical analysis examine the proposed research assumptions.

The main objective was intended to identify the influence of compensation, loyalty, and work environment on employee work motivation at Mie Goyang Restaurant in Mataram. The population comprised **all 46 employees** of the restaurant’s Mataram branches. The **census sampling technique** was used, meaning that every employee was included as a respondent.

The data were gathered using **interviews** and **questionnaires** distributed to all respondents. A survei instrument composed of closed-ended statements employing a Likert-type scale to assess the level of agreement for each item related to compensation, loyalty, work environment, and work motivation.

**RESULTS**

**Validity Test**

Validity testing was performed to evaluate how far each item in the instrument efectively measured its intended variable. The test comparing the *r-value* value of each item againts the *r-table* value at a 5% significance level. A questionnaire item was deemed valid when *r-value* exceeds *r-table*. In this research, the *r-table* threshold was **0.291**.

Table.2 Validity Test

Variable	Item	r_calculate	r_table	Interpretation
Compensation (X1)	X1_1	0.325	0.291	Valid
	X1_2	0.329	0.291	Valid
	X1_3	0.298	0.291	Valid
	X1_4	0.424	0.291	Valid
	X1_5	0.595	0.291	Valid
	X1_6	0.743	0.291	Valid
	X1_7	0.521	0.291	Valid
	X1_8	0.819	0.291	Valid
	X1_9	0.783	0.291	Valid
	X1_10	0.732	0.291	Valid
	X1_11	0.702	0.291	Valid
	X1_12	0.660	0.291	Valid

Variable	Item	r_calculate	r_table	Interpretation
Loyalty (X2)	X1_13	0.325	0.291	Valid
	X1_14	0.770	0.291	Valid
	X2_1	0.369	0.291	Valid
	X2_2	0.295	0.291	Valid
	X2_3	0.586	0.291	Valid
	X2_4	0.295	0.291	Valid
	X2_5	0.347	0.291	Valid
	X2_6	0.419	0.291	Valid
	X2_7	0.516	0.291	Valid
	X2_8	0.732	0.291	Valid
	X2_9	0.803	0.291	Valid
	X2_10	0.755	0.291	Valid
	X2_11	0.550	0.291	Valid
	X2_12	0.584	0.291	Valid
	X2_13	0.662	0.291	Valid
	X2_14	0.536	0.291	Valid
X2_15	0.663	0.291	Valid	
X2_16	0.674	0.291	Valid	
Work Enviroment (X3)	X3_1	0.732	0.291	Valid
	X3_2	0.755	0.291	Valid
	X3_3	0.684	0.291	Valid
	X3_4	0.602	0.291	Valid
	X3_5	0.693	0.291	Valid
	X3_6	0.705	0.291	Valid
	X3_7	0.690	0.291	Valid
	X3_8	0.697	0.291	Valid
	X3_9	0.753	0.291	Valid
	X3_10	0.625	0.291	Valid
	X3_11	0.763	0.291	Valid
Work Motivation (Y)	Y1	0.392	0.291	Valid
	Y2	0.570	0.291	Valid
	Y3	0.311	0.291	Valid
	Y4	0.436	0.291	Valid
	Y5	0.504	0.291	Valid
	Y6	0.493	0.291	Valid
	Y7	0.435	0.291	Valid
	Y8	0.351	0.291	Valid
	Y9	0.496	0.291	Valid
	Y10	0.312	0.291	Valid
	Y11	0.313	0.291	Valid
	Y12	0.387	0.291	Valid
	Y13	0.493	0.291	Valid
	Y14	0.556	0.291	Valid
	Y15	0.441	0.291	Valid

Data, Processed 2025

### **Reliability Test**

The reliability test assessed the internal consistency of the research measurement tool when used repeatedly under similar conditions. Cronbach's Alpha was served as the reliability measure. The measurement tool is deemed reliable when Cronbach's Alpha exceeds 0.60.

Table.3 Reliability Test

Variable	Cronbach's Alpha	N of Items
Compensation (X1)	0.843	14
Loyalty (X2)	0.844	16
Work Environment (X3)	0.889	11
Work Motivation (Y)	0.674	15

Data, Processed 2025

**Multicollinearity Test**

The multicollinearity test was used in order to determine if a strong relationship existed among independent variables. A good regression model should be free from multicollinearity, which can be detected through the **Tolerance** and **Variance Inflation Factor (VIF)** values. If Tolerance > 0.10 and VIF < 10, the model is considered free of multicollinearity.

Table.4 Multicollinearity Test

Coefficients <sup>a</sup>		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Compensation	0.971	1.029
	Loyalty	0.870	1.150
	Work Environment	0.850	1.177

a. Dependent Variable: Work Motivation

Data, Processed 2025

**Heteroscedasticity Test**

Heteroskedasticity testing is conducted to test whether heteroscedasticity happens among residual in a regression framework. The test is performed by examining the p-value (Sig.) for every predictor variable against the absolute value of residual value (Abs\_RES). If the p-value greater than indicates that the model is considered free from heteroskedasticity.

Table.5 Heteroscedasticity Test

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.417	3.571		.397	.693
	Compensation	.010	.044	.036	.237	.814
	Loyalty	.049	.047	.169	1.043	.303
	Work Environment	-.071	.062	-.187	-1.138	.262

a. Dependent Variable: Abs\_RES

Data, Processed 2025

**Normality Test**

A normality test is performed to assess whether the residuals in the regression residuals are normally distributed. The One-Sample Kolmogorov-Smirnov (K-S) method was employed for testing. The testing criteria are that

when the p-value (Asymp. Sig.) exceeds 0.05, the data show normal distribution, while if the p-value is below 0.05, the data deviate from normality.

Table.6 Normality Test  
 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		46	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	2.52295650	
Most Extreme Differences	Absolute	.151	
	Positive	.151	
	Negative	-.069	
Test Statistic		.151	
Asymp. Sig. (2-tailed) <sup>c</sup>		.010	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.009	
	99% Confidence Interval	Lower Bound	.007
		Upper Bound	.011

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.  
 Data, Processed 2025

### Multiple Linear Regression Analysis

Table.7 Multiple Linear Regression Result

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.401	5.750		3.200	.003
	Compensation	.370	.070	.556	5.275	.000
	Loyalty	.279	.076	.407	3.650	.001
	Work Environment	.063	.100	.071	.627	.534

a. Dependent Variable: Work Motivation  
 Data, Processed 2025

### t- Test (Partial Test)

The t-test is used to assess the influence of each predictor variable partially on the outcome variable. The testing is carried out by observing at the significance value (Sig.) and the calculated t-value in the Coefficients table. The testing criteria are that if the significance value < 0.05, the independent variable has a significant effect on the predictor variable significantly affects the outcome variable; otherwise, if the p-value > 0.05, the variable does not exhibit a significant influence.

Table.8 *t- Test (Partial Test)***Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	18.401	5.750		3.200	.003
	Compensation	.370	.070	.556	5.275	.000
	Loyalty	.279	.076	.407	3.650	.001
	Work Environment	.063	.100	.071	.627	.534

a. Dependent Variable: Work Motivation  
Data, Processed 2025

***F-Test (Simultaneous Test)***

The F test is performed to explore out if all independent variables together significantly influence the outcome variable. The testing criterion is that if the significance value (Sig.) below 0.05 indicates that the regression model is declared significant, implying that the predictors variables jointly influence the outcome variable.

Table.9 F-Test (Simultaneous Test)

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	345.670	3	115.223	16.895	.000 <sup>b</sup>
	Residual	286.439	42	6.820		
	Total	632.109	45			

a. Dependent Variable: Work Motivation  
b. Predictors: (Constant), Work Environment, Compensation, Loyalty  
Data, Processed 2025

***Coefficient of Determination (R<sup>2</sup>)***

The coefficient of determination test is performed to evaluate the proportion of variance explain by the independent variable variations in the dependent construct. The R Square (R<sup>2</sup>) value indicates the share of variation in the dependent variable that is accounted for explained through predictors within the regression regression framework.

Table.10 Coefficient of Determination (R<sup>2</sup>)**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 <sup>a</sup>	.547	.514	2.612

a. Predictors: (Constant), Lingkungan Kerja, Kompensasi, Loyalitas  
Data, Processed 2025

**DISCUSSION**

The findings of this research reveal that compensation exhibits a positive and significant impact on employee work motivation at Mie Goyang Restaurant in Mataram. This finding suggests that a fair compensation system aligned with employees' contributions can increase their enthusiasm and work drive. Employees who feel financially appreciated tend to demonstrate higher

commitment toward their work. This result supports Hasibuan's (2017) theory, which states that compensation is a key variable that affects employee motivation and job satisfaction. It also aligns with the findings of Candradewi and Dewi (2019), which found that appropriate compensation enhances motivation and employee productivity.

Employee loyalty also shows significant and favorable influence on work motivation. Employees with high loyalty toward their organization tend to work more enthusiastically and responsibly. Loyalty reflects emotional bonding and sense of identification with the company, which in turn strengthens intrinsic motivation. These findings reinforce the theory of Allen and Meyer (1990), who highlighted that affective commitment refers to a major determinant of positive work behavior, including motivation. Similarly, Pramita (2019) found that high loyalty increases enthusiasm and productivity in service-sector employees.

The work environment likewise shows a significant and positive influence upon work motivation. This implies that a safe, comfortable, and supportive work atmosphere can foster higher enthusiasm. Factors such as good relationships among coworkers, managerial support, and conducive physical conditions play crucial roles in maintaining motivation. This aligns with Robbins and Judge (2018), who stated that a positive work environment increases job satisfaction and reduces stress levels. Furthermore, research by Alisa, Musadieq, and Mayowan (2016) supports these results, thus concluding that a supportive work environment significantly boosts motivation and performance.

Simultaneously, the three variables—compensation, loyalty, and work environment—exhibit a substantial joint impact on worker's work motivation. This shows that motivation is shaped not merely by financial elements but likewise by psychological and social aspects of the workplace. The combination of a fair compensation system, strong loyalty, and a supportive work environment results in optimal motivation levels. Therefore, the management of Mie Goyang Restaurant should balance these factors effectively. Implementing a transparent compensation system, fostering loyalty through recognition and appreciation, and creating a comfortable, communicative work environment can be effective approaches to strengthen employees' motivation and productivity sustainably.

## **CONCLUSIONS AND RECOMMENDATIONS**

According to the study's results, it may be inferred that compensation and loyalty yield a significant and positive impact on employees' motivation at Mie Goyang Restaurant in Mataram, while the work environment does not demonstrate a statistically significant impact. Simultaneously, all three constructs significantly influence work motivation, indicating that increased employee motivation can be achieved through fair compensation systems and enhanced loyalty. Thus, compensation and loyalty are dominant factors that should receive greater managerial attention in efforts to improve enthusiasm and performance.

The practical implications of this study suggest that management should prioritize employee welfare and satisfaction through transparent and fair compensation systems. Furthermore, companies should build employee loyalty

by adopting a more personal approach—acknowledging employee achievements, promoting harmonious work relationships, and fostering a sense of belonging. Even though the work environment failed to exhibit a significant direct effect, maintaining a safe, comfortable, and supportive workspace remains essential to ensure long-term stability in employee motivation.

### **FURTHER STUDY**

The current study research acknowledges several limitations, such as the relatively small amount of respondents and the focus on a single research object—Mie Goyang Restaurant in Mataram. Additionally, the variables examined were limited to compensation, loyalty, and work environment.

Future researchers are encouraged to expand the research scope to other organizations, whether in the same or different industries, to enhance the generalizability of results. Further studies may also include other factors such as leadership approach and corporate culture, or job satisfaction, which may influence work motivation. Moreover, by employing a mixed research approach design combining quantitative and qualitative procedures could provide deeper insights and to provide a deeper and more holistic insight into workplace motivational dynamics.

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