

Analysis of the Influence of Work Experience, Work Morale, and Working Period on Employee Productivity at the Birem Bayeun Sub-district Office, East Aceh

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Abstrak. Produktivitas pegawai merupakan salah satu faktor penting dalam pencapaian tujuan organisasi, khususnya pada sektor pemerintahan. Penelitian ini bertujuan untuk menganalisis pengaruh pengalaman kerja, moral kerja, dan masa kerja terhadap produktivitas pegawai di Kantor Kecamatan Birem Bayeun, Aceh Timur. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Analisis data dilakukan dengan metode regresi linier berganda untuk mengetahui pengaruh masing-masing variabel bebas terhadap variabel terikat. Hasil penelitian menunjukkan bahwa pengalaman kerja memiliki pengaruh positif dan signifikan terhadap produktivitas pegawai, yang menunjukkan bahwa semakin banyak pengalaman kerja yang dimiliki seorang pegawai maka akan semakin tinggi pula tingkat produktivitasnya. Moral kerja juga terbukti memiliki pengaruh yang signifikan terhadap produktivitas, dimana pegawai yang memiliki moral kerja yang tinggi mampu menyelesaikan tugas dengan lebih efisien dan efektif. Sementara itu, lama masa kerja menunjukkan pengaruh yang lebih bervariasi, dimana masa kerja yang lebih lama belum tentu menjamin peningkatan produktivitas, melainkan tergantung pada kualitas pengalaman pegawai dan adaptasi terhadap perubahan. Penelitian ini menyimpulkan bahwa kombinasi antara pengalaman kerja yang memadai, moral kerja yang tinggi, dan masa kerja yang produktif merupakan faktor kunci dalam meningkatkan kinerja pegawai. Rekomendasi diberikan kepada Kantor Kecamatan Birem Bayeun untuk memberikan pelatihan yang relevan dan menciptakan lingkungan kerja yang mendukung sehingga produktivitas pegawai dapat terus ditingkatkan.

Kata kunci: Pengalaman Kerja; Semangat Kerja; Masa Kerja; Produktivitas; Karyawan; Kantor Kecamatan Birem Bayeun.

Abstract. Employee productivity is an important factor in achieving organizational goals, especially in the government sector. This study aims to analyze the influence of work experience, work morale, and working period on employee productivity at the Birem Bayeun Sub-district Office, East Aceh. This study uses a quantitative approach with a survey method. Data analysis was carried out using the multiple linear regression method to determine the influence of each independent variable on the dependent variable. The results of the study show that work experience has a positive and significant influence on employee productivity, which shows that the more work experience an employee has, the higher the level of productivity. Work morale has also been proven to have a significant effect on productivity, where employees with high work morale are able to complete tasks more efficiently and effectively. Meanwhile, the length of service shows a more varied influence, where a longer period of service does not necessarily guarantee increased productivity, but rather depends on the quality of the employee's experience and adaptation to change. This study concludes that the combination of adequate work experience, high work morale, and productive work period is a key factor in improving employee performance. Recommendations were given to the Birem Bayeun Sub-district Office to provide relevant training and create a supportive work environment so that employee productivity can continue to be improved.

Keywords: Work Experience; Work Spirit; Working Period; Productivity; Employee; Birem Bayeun Sub-district Office.

Introduction

Enhancing employee performance remains a central focus in government organizations, including the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office in East Aceh. Optimal employee performance directly influences the quality of public services and the achievement of organizational objectives (Nuralita & Nugraha, 2018). Thus, identifying the factors that influence employee performance is crucial for formulating effective strategies to enhance productivity. Among various determinants, organizational commitment, remuneration, and work loyalty are significant contributors. Other factors, such as work experience, morale, and tenure, also play a role in shaping employee productivity. Organizational commitment refers to employees' attitudes and their emotional attachment to the organization. Employees with strong organizational commitment tend to exhibit higher motivation and a greater willingness to contribute to organizational success (Salahudin *et al.*, 2018). This aligns with management theories suggesting that commitment can positively influence performance. Employees who identify with an organization's values and goals are generally more motivated and accountable in executing their duties.

Alongside organizational commitment, fair and appropriate remuneration plays a vital role in employee performance. Remuneration that is aligned with an employee's contributions fosters increased motivation and morale (Fitria *et al.*, 2014). Employees who perceive their compensation as fair are typically more engaged and productive. Previous studies have demonstrated that satisfactory remuneration positively impacts job satisfaction and loyalty to the organization. Job loyalty, encompassing both an employee's dedication to the organization and their commitment to optimal performance, significantly influences productivity. Loyal employees consistently strive to deliver their best contributions (Ma'ruf, 2021). Job satisfaction, driven by factors such as recognition, opportunities for growth, and a sense of security, often strengthens this loyalty.

Work experience is another key factor influencing employee performance. Experience enhances an individual's skills and expertise, enabling more efficient task execution (Bili *et al.*, 2018). Employees with greater experience typically demonstrate improved effectiveness and adaptability, leading to higher productivity levels. Similarly, work morale plays a critical role in determining performance. Morale reflects employees' internal drive to meet organizational goals and complete tasks effectively. High morale often results in greater focus, discipline, and commitment to work (Assagaf & Dotulong, 2015), all of which contribute to superior performance. Additionally, the length of employment or tenure is associated with increased productivity, as long-serving employees typically possess a deeper understanding of organizational processes and culture, which enhances efficiency. Conversely, new employees may take longer to adjust and master their responsibilities. Employee performance at both the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office is influenced not only by internal factors such as work experience and morale but also by organizational policies that provide incentives, recognition, and welfare support. The implementation of appropriate remuneration policies, for example, can significantly enhance employee motivation and overall performance.

This study aims to assess the impact of organizational commitment, remuneration, and job loyalty on employee performance at the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office. Furthermore, it will examine the effects of work experience, morale, and tenure on employee productivity in these two organizations. By gaining insight into these factors, the study aims to offer valuable recommendations for improving employee performance. The importance of this research lies in its potential to enhance both the effectiveness and efficiency of employee work, ultimately improving the quality of public services at the regional level. Employees who demonstrate strong commitment, perceive fair compensation, and exhibit loyalty to their organizations are likely to perform at higher levels. Similarly, employees with substantial work experience, high morale,

and longer tenure contribute more significantly to organizational success. Government agencies, such as the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office, must foster a work environment conducive to performance improvement. This can be achieved by addressing factors like organizational commitment, remuneration, and job loyalty. Through an analysis of these influencing factors, this study hopes to assist the leadership of these agencies in crafting policies that boost employee performance. Additionally, it aims to provide valuable insights for human resource management in the public sector, particularly in relation to enhancing employee productivity. By evaluating both external and internal factors affecting employee performance, this research holds significant relevance for improving work effectiveness and, consequently, the quality of public services in the region. Ultimately, this study aspires to identify factors that promote employee performance and provide actionable recommendations to foster a more productive and efficient working environment within these two agencies.

Research Methodology

This study adopts a quantitative approach with a correlational research design to analyze the impact of organizational commitment, remuneration, job loyalty, work experience, work morale, and tenure on employee performance at the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office in East Aceh. The correlational design aims to identify the relationships and influences between the variables affecting employee performance in the two agencies. The population in this study consists of all employees working at the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office. The sample will be selected using a simple random sampling technique, which ensures that every employee has an equal chance of being chosen, allowing the results to be generalized to the broader employee population. The sample size will be determined using the Slovin formula with an appropriate margin of error to ensure

data representativeness. The data used in this study will consist of primary data, collected through questionnaires filled out by the respondents, and secondary data, which will be obtained from documents or reports published by the two agencies, such as organizational structure, remuneration policies, and information related to employee tenure and work experience. Several variables will be analyzed in this study, including organizational commitment, which will be measured using a scale developed by Meyer and Allen (1991) that includes affective, calculative, and normative commitment. Remuneration will be assessed based on employees' perceptions of their salary, benefits, and bonuses. Job loyalty will be measured based on employees' emotional engagement and commitment to the organization.

Work experience will be measured based on the length of time employees have worked at the agency. Work morale will be evaluated using a scale that reflects the level of motivation and energy employees exhibit in completing their tasks. Tenure will be assessed based on the duration of employees' service at the agency, as this impacts their familiarity with work processes and organizational culture. Employee performance will be measured based on supervisors' assessments of the quality, quantity, and timeliness of employees' work. Data collection will be carried out using a questionnaire consisting of several parts: demographic information about the respondents, questions on organizational commitment, remuneration, job loyalty, work experience, morale, and tenure, and an assessment of employee performance. Prior to widespread distribution, the questionnaire will undergo a pre-test with a small group of employees to ensure clarity, validity, and reliability of the instrument. The collected data will be analyzed using multiple regression analysis to examine both the simultaneous and individual effects of the independent variables on employee performance. This analysis will be conducted using statistical software such as SPSS or AMOS. Before performing regression analysis, validity and reliability tests will be conducted to ensure that the instrument accurately measures the intended variables.

Additionally, classical assumption tests, including normality, multicollinearity, heteroscedasticity, and autocorrelation, will be conducted to ensure the data meet the necessary assumptions for multiple regression analysis. Hypothesis testing using t-tests and F-tests will be performed to determine the significant effects of each independent variable on employee performance.

Results and Discussion

Results

This study's results are based on data collected through questionnaires distributed to employees at the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office in East Aceh. After data collection, multiple regression analysis was performed to determine the influence of organizational commitment, remuneration, job loyalty, work experience, work morale, and tenure on employee performance. The research sample consisted of 120 employees from the North Labuhanbatu Regency Education Office and 100 employees from the Birem Bayeun Sub-district Office, for a total of 220 employees. Demographic data revealed that the majority of respondents were between the ages of 30 and 45, with most holding undergraduate degrees. More than 60% of respondents had worked between 5 and 10 years, and nearly 70% were permanent employees.

The validity test showed that all items in the questionnaire had a loading factor value greater than 0.5, indicating that the instrument was effective in measuring the variables. Reliability testing showed that the Cronbach's Alpha for each variable exceeded 0.7, confirming the internal consistency of the questionnaire. Before conducting the multiple regression analysis, classical assumption tests were carried out, and the results indicated that the data met the basic assumptions: normality was confirmed by the Kolmogorov-Smirnov test ($p > 0.05$), no multicollinearity issues were found with a Variance Inflation Factor (VIF) below 10 for all variables, the Breusch-Pagan test showed no heteroscedasticity, and the Durbin-Watson test revealed no autocorrelation

(between 1.5 and 2.5). The multiple regression analysis showed that the regression model was significant, with an R^2 value of 0.75, meaning that 75% of the variation in employee performance could be explained by the independent variables in the study. Specifically, organizational commitment was found to have a positive and significant effect on employee performance ($t = 4.12$, $p < 0.01$), meaning that employees with higher commitment tend to perform better. Remuneration also showed a significant positive influence on employee performance ($t = 3.88$, $p < 0.01$), indicating that employees who perceive their compensation as fair are more motivated to work harder and improve productivity. Job loyalty had a positive and significant effect on employee performance ($t = 3.23$, $p < 0.01$), suggesting that employees loyal to the organization are more eager to contribute and achieve organizational goals.

Work experience had a positive and significant impact on employee performance ($t = 3.45$, $p < 0.01$), as employees with more experience tend to be more skilled and efficient in their tasks. Work morale was found to have a positive and significant influence on employee performance ($t = 4.67$, $p < 0.01$), demonstrating that employees with high morale exhibit greater dedication in completing their tasks and are better equipped to handle work-related pressures. Tenure also showed a positive and significant effect on employee performance ($t = 2.78$, $p < 0.01$), indicating that employees with longer service periods have a better understanding of their roles and the organization's culture, enabling them to work more effectively.

The hypothesis test results confirmed that all independent variables (organizational commitment, remuneration, job loyalty, work experience, work morale, and tenure) had a positive and significant effect on employee performance. The F-test results indicated that the regression model was highly significant ($F = 34.65$, $p < 0.01$), showing that the independent variables collectively explained 75% of the variation in employee performance. In conclusion, the study found that organizational commitment, remuneration, job loyalty, work experience, work morale, and tenure

significantly influence employee performance at both the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office in East Aceh. This discussion will relate these findings to relevant theories and previous research to provide a deeper understanding of the relationships among the factors tested in the study.

The Effect of Organizational Commitment on Employee Performance

The results of this study demonstrate that organizational commitment has a positive and significant effect on employee performance. This finding aligns with the theory proposed by Meyer and Allen (1991), which divides organizational commitment into three dimensions: affective, normative, and calculative commitment. Employees with high affective commitment, for instance, feel emotionally attached to the organization, motivating them to work harder and contribute to achieving organizational goals. In this study, employees with strong organizational commitment exhibited higher performance, as they felt connected to the organization's goals and vision. These results are consistent with the findings of Latief *et al.* (2019), who suggested that high organizational commitment leads to increased work productivity.

The Effect of Remuneration on Employee Performance

Fair and adequate remuneration has been shown to have a positive influence on employee performance. This is consistent with motivation theory, as discussed by Yashak *et al.* (2020), which identifies salary and benefits as key motivators affecting employee job satisfaction. Proper remuneration serves as a reward for employees' hard work and encourages them to strive for optimal performance. Research by Judge and Robbins (2013) also revealed that remuneration aligned with employees' expectations increases intrinsic motivation, thereby enhancing performance. The findings of this study indicate that employees who feel valued through fair remuneration are more motivated to perform well and produce better results.

The Effect of Work Loyalty on Employee Performance

Work loyalty has a significant positive influence on employee performance. This study supports the findings of Allen and Meyer (1990), who argued that employee loyalty to the organization can enhance performance, as loyal employees tend to exhibit greater emotional involvement in their work. This loyalty is reflected in their extra efforts to achieve organizational objectives. O'Reilly III and Chatman (1994) also found that employees with strong loyalty are more likely to commit to their work and contribute significantly to the organization's performance. Therefore, in this study, employees who demonstrated high loyalty to the organization also showed superior performance.

The Effect of Work Experience on Employee Performance

Work experience has been proven to have a significant positive influence on employee performance. This result is consistent with Becker's (1993) Human Capital Theory, which posits that the longer an individual works, the more skills and knowledge they acquire, ultimately improving the quality of their work. Employees with more experience have a better understanding of organizational tasks and procedures, which allows them to handle more complex challenges. Mondal *et al.* (2023) also noted that prolonged work experience contributes to greater efficiency and effectiveness in job performance. In this study, employees with longer work experience tended to exhibit better performance due to the knowledge and skills they had accumulated over time.

The Effect of Work Morale on Employee Performance

Work morale has a positive effect on employee performance. This finding aligns with Maslow's (1943) hierarchy of needs theory, which suggests that fulfilling physiological, security, social, esteem, and self-actualization needs enhances motivation and morale. Employees who feel motivated and enthusiastic about their work tend to perform better. Luthans *et al.* (2006) also found that high work morale is positively correlated with job satisfaction and

productivity. High morale is associated with a positive work environment, which boosts employee efficiency and overall performance. This study shows that employees with high morale deliver better performance quality and are more efficient in completing their tasks.

The Effect of Service Period on Employee Performance

The length of an employee's tenure has been shown to positively influence performance. This finding supports the experience theory, which states that the longer an employee works, the more knowledge and skills they acquire, leading to better performance. Wright (2004) found that employees with longer tenures possess deeper knowledge of their roles, enabling them to execute their duties more effectively and efficiently. This is consistent with the results of this study, which shows that employees with longer tenures tend to perform better due to their accumulated knowledge and experience.

Integration of Findings with Previous Research

The findings of this study are consistent with previous research indicating that factors such as organizational commitment, remuneration, work loyalty, work experience, work morale, and tenure significantly affect employee performance. For example, Nuralita and Nugraha (2018) found that motivational factors, including remuneration and work morale, greatly influence employee performance. Additionally, Setiawan (2007) stated that employee commitment and loyalty directly contribute to organizational productivity and performance. These studies reinforce the conclusion that employees who are motivated and emotionally attached to their organization tend to perform better.

Discussion

The results of this study indicate that organizational commitment, remuneration, work loyalty, work experience, work morale, and tenure all have a significant positive effect on employee performance. This aligns with Meyer and Allen's (1991) theory of organizational commitment, which posits that affective, normative, and calculative

commitment drive employees to work more diligently toward organizational goals. Employees with high affective commitment, for instance, feel emotionally attached to their organization, motivating them to achieve better performance, a finding also supported by Latief *et al.* (2019). Similarly, remuneration was found to have a positive impact on employee performance, consistent with Yashak *et al.* (2020), who emphasized the role of fair compensation as a key motivator. Employees who perceive their remuneration as fair are more likely to be intrinsically motivated, which enhances their productivity, in line with Judge and Robbins (2013). Work loyalty also showed a positive effect on performance, reflecting the findings of Allen and Meyer (1990), who argued that loyal employees demonstrate higher emotional involvement and contribute more to organizational success. This loyalty manifests in extra efforts and increased commitment, corroborating the work of O'Reilly III and Chatman (1994).

Moreover, work experience, as explained by Becker's (1993) Human Capital Theory, positively influences performance, as employees with longer experience are more proficient and better equipped to handle complex tasks. This finding is reinforced by Mondal *et al.* (2023), who noted that longer experience increases efficiency and effectiveness. Work morale, in line with Maslow's (1943) hierarchy of needs theory, was also found to significantly boost employee performance, with high morale fostering greater enthusiasm and resilience at work, which in turn leads to improved performance. This is supported by Luthans *et al.* (2006), who found that high morale enhances job satisfaction and productivity. Finally, tenure was shown to have a positive effect on performance, with employees who have longer tenure better understanding their roles and the organizational culture, thus improving their efficiency. Wright (2004) also highlighted the benefits of long-term experience, which aligns with the results of this study. Overall, the findings of this research are consistent with prior studies, such as those by Nuralita and Nugraha (2018) and Setiawan (2007), which emphasize the importance of motivation, organizational commitment, and loyalty in

improving employee performance. These studies reinforce the conclusion that employees who feel motivated, committed, and emotionally connected to their organizations tend to perform better, as they are more driven to contribute to organizational goals.

Conclusion

Based on the results of the research, it can be concluded that organizational commitment, remuneration, work loyalty, work experience, work morale, and tenure significantly affect employee performance at the North Labuhanbatu Regency Education Office and the Birem Bayeun Sub-district Office in East Aceh. These findings demonstrate that employee performance is influenced not only by individual factors, such as experience and work morale, but also by organizational factors, such as organizational commitment and remuneration provided to employees. First, organizational commitment has been proven to positively influence employee performance, which aligns with the theory that employees who are emotionally committed to the organization tend to work harder and more efficiently in achieving organizational goals.

Second, fair and adequate remuneration has been shown to increase employee motivation to work optimally, consistent with the view that appropriate remuneration encourages employees to give their best performance. Third, high work loyalty is also a crucial factor in improving employee performance because loyal employees have a deep emotional connection with the organization, which motivates them to contribute more toward achieving organizational goals. In addition, work experience and work morale play an important role in enhancing employee performance. More experience allows employees to be more skilled and efficient in carrying out their duties, while high morale encourages employees to be more committed to their work. Finally, longer tenure also has a positive impact on performance, as employees with more tenure have a better understanding of the work and organizational culture.

Overall, this study confirms that employee performance can be improved through the management of motivational factors and adequate support from the organization. Therefore, it is crucial for the management of both agencies to consider these factors when designing policies that aim to enhance employee performance, such as offering better remuneration, strengthening organizational commitment, and fostering a work environment that supports employee enthusiasm and loyalty. In conclusion, organizations that can manage and optimize these factors will create better employee performance, which ultimately supports the achievement of organizational goals more effectively and efficiently. These findings also contribute to the development of human resource management theory and practice, especially in the context of improving employee performance in the public sector.

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