

THE INFLUENCE OF WORK MOTIVATION AND JOB SATISFACTION ON EMPLOYEE LOYALTY WITH ORGANISATIONAL CULTURE AS AN INTERVENING VARIABLE IN THE DPRD OFFICE OF NORTH SUMATRA PROVINCE

Cari Nur Damai Maruao*, Elazhari, Winanda Marito

Universitas Pembinaan Masyarakat Indonesia Medan, Indonesia

*Email: maruaocarinur@gmail.com**

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Abstract

This study aims to analyze the influence of work motivation and job satisfaction on employee loyalty and examine the role of organizational culture as an intervening variable among employees of the North Sumatra Provincial DPRD (Regional People's Representative Council) in Medan. The study employed a quantitative approach with an explanatory design and involved 80 respondents selected from a population of 100 employees using the Slovin formula. The research instrument was a 1–5 Likert scale questionnaire that met the requirements of validity, reliability, and classical assumptions. Data analysis was conducted through multiple linear regression and path analysis using SPSS. The results indicate that work motivation and job satisfaction have a positive and significant effect on organizational culture and employee loyalty. Furthermore, organizational culture also significantly influences loyalty and is proven to partially mediate the relationship between work motivation and job satisfaction with employee loyalty. These findings confirm that increasing employee loyalty is not solely determined by motivation and satisfaction but also requires strengthening organizational culture. This study offers practical implications for the development of more integrated HR management policies, although it is still limited by the cross-sectional research design and limited location.

Keywords: Work Motivation, Job Satisfaction, Organizational Culture, Employee Loyalty.

A. INTRODUCTION

Employee loyalty is a crucial element for organizational sustainability, particularly in the public sector, which is required to maintain continuity of service and consistent performance. The phenomenon of low loyalty across various agencies is demonstrated by increasing absenteeism, low participation, and a tendency to change jobs, indicating problems in human resource management in many government institutions (Tnay et al., 2013). This situation confirms that employee loyalty is strongly influenced by internal and external factors, including motivation, satisfaction, and the quality of the organizational culture that shapes employee behavior on a daily basis (Kim & Fernandez, 2017).

Work motivation acts as a psychological driver that shapes employee enthusiasm, commitment, and responsibility in carrying out organizational tasks. Employees with high motivation tend to be more enthusiastic and have good job retention, while low motivation is often associated with decreased performance and increased intention to leave the organization, as demonstrated by various empirical findings in the public sector (Saeed et al., 2014). Furthermore, job satisfaction plays a crucial role because satisfied employees—whether with their jobs, work environment, or interpersonal relationships—are

more likely to demonstrate emotional attachment and a willingness to remain with the organization (Aydogdu & Asikgil, 2011).

Organizational culture serves as a framework of values and norms that shape employee behavior in interacting and carrying out their work. A strong culture aligned with employee values has been shown to increase motivation, create workplace harmony, and strengthen job satisfaction, as explained in modern organizational behavior studies (Lok & Crawford, 2004). Conversely, a weak or inconsistent culture often triggers value conflicts, low appreciation for employee contributions, and decreased loyalty, a condition often found in public organizations that have not optimized their internal value systems (Akanbi & Itiola, 2013).

Based on this phenomenon, it is important to examine how work motivation and job satisfaction influence employee loyalty, and the extent to which organizational culture acts as a mediating variable in this relationship. This research is expected to provide empirical understanding of the factors that shape employee loyalty in public organizations and serve as a basis for formulating more effective HR development policies.

B. LITERATURE REVIEW

Work Motivation

Work motivation refers to a set of internal and external drives that influence the intensity, direction, and persistence of individual behavior in carrying out organizational tasks. From an organizational behavior perspective, motivation is viewed as a psychological force that drives individuals to achieve specific goals and maintain optimal work effort (Robbins & Judge, 2020). Interestingly, various studies show that motivation is not only related to basic needs but also involves more complex psychological aspects such as the need for achievement, competence, and recognition (Luthans, 2019). When employees feel their intrinsic and extrinsic needs are met, they tend to demonstrate emotional commitment and more productive work behavior. Therefore, motivation is a fundamental element in increasing employee loyalty and contribution to the organization. Indicators:

- Intrinsic motivation
- Extrinsic motivation
- Need for achievement
- Recognition and appreciation
- Willingness to improve performance

Job Satisfaction

Job satisfaction is a positive emotional state that arises from an individual's evaluation of their work experience, including their perception of the match between expectations and reality in the work environment (Judge & Klinger, 2008). Theoretically, job satisfaction is influenced by factors such as job characteristics, interpersonal relationships, compensation systems, and perceptions of organizational justice. Modern organizational research also emphasizes that satisfaction is not solely cognitive but also reflects an employee's emotional attachment to the organization's values (Spector, 2022). When employees perceive that conditions align with their preferences, needs, and career aspirations, high levels of satisfaction tend to be consistently high. This ultimately has a significant impact on employee loyalty, commitment, and desire to remain with the organization. Indicators:

- Satisfaction with work assignments
- Satisfaction with relationships between colleagues
- Satisfaction with work conditions and environment
- Satisfaction with compensation
- Satisfaction with supervision

Organizational Culture

Organizational culture is defined as a system of values, beliefs, norms, and basic assumptions shared by members of an organization and used as a guide for behavior (Schein & Schein, 2017). Organizational culture is formed through historical processes, managerial practices, and repeated social interactions, thus forming distinctive behavioral patterns within each institution. In the public sector context, a strong organizational culture can create a sense of belonging, improve work coordination, and facilitate collective commitment to public service. Conversely, a weak or inconsistent culture can trigger confusion, value conflict, and low employee loyalty. Therefore, organizational culture is an important mechanism in mediating the relationship between individual factors and employee performance and loyalty. Indicators:

- Shared values and norms
- Communication and interaction patterns
- Leadership role models
- Reward and sanction mechanisms
- Alignment of organizational values with employee needs

Employee Loyalty

Employee loyalty is defined as the level of psychological attachment, commitment, and willingness of an individual to remain and contribute continuously to an organization (Meyer & Allen, 1997). Loyalty is reflected not only in the desire to remain employed but also in behavioral orientations that support organizational goals and a willingness to work beyond formal roles. Contemporary research emphasizes that loyalty is influenced by work experience, perceptions of fairness, interpersonal relationships, and value congruence between the individual and the organization. Employees who feel valued, given opportunities for development, and treated fairly tend to demonstrate stronger loyalty. Thus, loyalty is a synergistic result of motivation, satisfaction, and a healthy organizational culture. Indicators:

- Willingness to remain in the organization
- Commitment to organizational goals
- Willingness to contribute more
- Involvement in organizational activities
- Feelings of pride in the organization

C. RESEARCH METHODOLOGY

This study employed a quantitative approach with a survey method because its primary objective was to examine the causal relationship between work motivation, job satisfaction, organizational culture, and employee loyalty through structured numerical measurements. This approach was deemed most appropriate for producing objective and generalizable empirical findings, while also providing clarity regarding the patterns of direct and indirect influences between variables, as recommended by Creswell (2018). The survey was also chosen because it allowed for data collection from a relatively large number of respondents in a short period of time, making it highly relevant for describing the actual conditions of employees in a public sector organization such as the North Sumatra Provincial DPRD.

The study population consisted of all 100 North Sumatra Provincial DPRD employees. To obtain a representative sample, the researchers used the Slovin formula with a 5% margin of error, resulting in a sample size of 80 respondents. The sampling technique used probability sampling with a simple random sampling approach. This technique was chosen because it provides an equal opportunity for each member of the population to be selected and can reduce the potential for selection bias, especially in a population that is relatively homogeneous in terms of job structure (Sekaran & Bougie, 2020).

Data collection was conducted using a closed-ended questionnaire based on a 1–5 Likert scale, designed to measure respondents' level of agreement with items related to work motivation, job satisfaction, organizational culture, and employee loyalty. The questionnaire instrument was developed based on theoretical indicators widely used in previous research to ensure content suitability and construct validity. The use of a closed-ended questionnaire was deemed appropriate because individual perceptions of psychological and organizational variables are more effectively measured through structured statements, allowing for more robust quantitative analysis.

Before being used in primary data collection, the instrument was first tested through a validity test using Pearson Product Moment correlation, where each item was declared valid if the calculated *r*-value was greater than the table *r*-value at a significance level of 0.05. Next, a reliability test was conducted using Cronbach's Alpha, with an alpha value above 0.70 indicating adequate internal consistency. This procedure is necessary to ensure the research instrument's reliability and measurement accuracy, meeting quantitative instrument evaluation standards (Hair et al., 2022).

The data analysis phase began with classical assumption tests, including a normality test using the Kolmogorov–Smirnov test, a multicollinearity test using the tolerance value and Variance Inflation Factor (VIF), and a heteroscedasticity test using the Glejser method. All of these tests were conducted to ensure that the regression model met the statistical assumptions, allowing for accurate interpretation of the results. The primary analysis used was multiple linear regression, applied in two models: the influence of work motivation and job satisfaction on organizational culture, and the influence of work motivation, job satisfaction, and organizational culture on employee loyalty. Furthermore, path analysis was used to examine the role of organizational culture as an intervening variable by calculating the magnitude of the direct and indirect effects among the research variables. This technique is relevant when research involves mediating relationship structures that require simultaneous analysis between variables.

Hypothesis testing was conducted using a *t*-test to assess the partial effect of each variable, an *F*-test to examine the simultaneous effect of all variables in the model, and the coefficient of determination (R^2) to measure the contribution of the independent variables to the dependent variable. The entire data processing and analysis process was carried out using SPSS software because this program provides comprehensive analytical capabilities for regression and path analysis in quantitative research.

D. RESULT AND DISCUSSION

Research Result

This section presents the results of the data analysis, which includes instrument testing, classical assumption testing, multiple linear regression analysis, and path analysis. In general, the results indicate that work motivation and job satisfaction have a positive and significant influence on employee loyalty, both directly and indirectly through organizational culture. Organizational culture was also shown to have a significant influence on employee loyalty, thus acting as a partial mediating variable.

The results of the validity and reliability tests indicate that all statement items are valid and reliable. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity, also indicate that the data met the requirements for regression analysis. The regression analysis was conducted using two main models: the influence of work motivation and job satisfaction on organizational culture, and the influence of work motivation, job satisfaction, and organizational culture on employee loyalty.

Validity and Reliability Testing

Validity Testing

Table 1. Validity Test Results

Variable	Number of Items	Correlation Range	Sig.	Information
Work Motivation (X1)	18	0.786–0.866	0.000	Valid
Job Satisfaction (X2)	18	0.712–0.787	0.000	Valid
Employee Loyalty (Y)	18	0.588–0.840	0.000	Valid
Organizational Culture (Z)	15	0.422–0.523	0.000	Valid

Source: Processed by Researchers, 2025

The results of the validity test were conducted on four research variables consisting of work motivation (X1), job satisfaction (X2), employee loyalty (Y), and organizational culture (Z). Based on the test results, all question items have an item-total correlation value greater than 0.30 and a significance value of $0.000 < 0.05$ so that all items are declared valid. The results of the validity test indicate that all items in the variables of work motivation (X1), job satisfaction (X2), employee loyalty (Y), and organizational culture (Z) are declared valid. This is indicated by the item-total correlation value which is in the range of 0.422–0.866 and all significance values are $0.000 < 0.05$, so that all items meet the validity criteria.

Reliability Test

Table 2. Data Reliability of Variable X1 (Work Motivation)

Reliability Statistics		
Cronbach's Alpha	N of Items	Keterangan
0.975	18	Reliabel

Source: Processed by Researchers, 2025

The reliability test results showed that the variable instrument had a Cronbach's Alpha value of 0.975, well above the minimum threshold of 0.70. This indicates that all 18 questionnaire items have excellent internal consistency and are suitable for use in research. Therefore, the instrument is considered reliable.

Table 3. Reliability of Data for Variable X2 (Job Satisfaction)

Reliability Statistics		
Cronbach's Alpha	N of Items	Information

0.975	18	Reliable
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Source: Processed by Researchers, 2025

Based on the reliability test results, the research instrument obtained a Cronbach's Alpha value of 0.975 for 18 items. This value is well above the minimum standard of 0.70, indicating that the instrument has a very high level of internal consistency. Therefore, all questionnaire items were deemed reliable and suitable for use in research data collection.

Table 4. Reliability of Data for Variable Y (Employee Loyalty)

Reliability Statistics

Cronbach's Alpha	N of Items	Information
0.945	18	Reliable

Source: Processed by Researchers, 2025

The reliability test results showed that the research instrument had a Cronbach's Alpha value of 0.945 for 18 items. This value exceeded the minimum threshold of 0.70, indicating excellent internal consistency. Therefore, all questionnaire items were deemed reliable and suitable for use in research.

Table 5. Reliability of Data for Variable Z (Organizational Culture)

Reliability Statistics

Cronbach's Alpha	N of Items	Information
0.975	15	Reliable

Source: Processed by Researchers, 2025

The reliability test results showed that the research instrument had a Cronbach's Alpha value of 0.975, with 15 items. This value is well above the minimum standard of 0.70, indicating that the instrument has very high internal consistency. Therefore, all questionnaire items were deemed reliable and suitable for use as a data collection tool in this research.

Normality Test

Table 6. Normality Test Results

c	Test	Statistic	df	Sig. (Asymp. Sig.)
Residual Z (RES_1)	Kolmogorov-Smirnov	0.060	80	0.200
Residual Y (RES_2)	Kolmogorov-Smirnov	0.080	80	0.200

Source: Processed by Researchers, 2025

Normality tests were performed using the Kolmogorov–Smirnov method on both regression models (RES_1 and RES_2). The test results showed that the residuals in the first model had a significance value of 0.200, and the residuals in the second model also had a significance value of 0.200. Both values were above the 0.05 significance limit, thus concluding that the residual data were normally distributed. Thus, the regression models used met the assumption of normality and were suitable for proceeding to the next stage of analysis.

Multicollinearity Test

Table 7. Multicollinearity Test Results

Variable	Model / Dependent	Tolerance	VIF	Information
Work Motivation	Equation I → Organizational Culture	0.998	1.002	No multicollinearity
Job Satisfaction	Equation I → Organizational Culture	0.998	1.002	No multicollinearity
Work Motivation	Equation II → Employee Loyalty	0.527	1.897	No multicollinearity
Job Satisfaction	Equation II → Employee Loyalty	0.582	1.718	No multicollinearity
Organizational Culture	Equation II → Employee Loyalty	0.374	2.674	No multicollinearity

Source: Processed by Researchers, 2025

The table above shows that all variables in both regression models have a Tolerance value > 0.10 and a VIF < 10 , thus concluding that there is no multicollinearity among all independent variables in this study. Thus, the regression model is suitable for further analysis.

Heteroscedasticity Test

Table 8. Heteroscedasticity Test Results

Variable	Model / Dependent	Sig.	Information
Work Motivation	Equation I → ABS_RESID1	0.713	No heteroscedasticity occurs
Job Satisfaction	Equation I → ABS_RESID1	0.308	No heteroscedasticity occurs
Work Motivation	Equation II → ABS_RESID2	0.789	No heteroscedasticity occurs
Job Satisfaction	Equation II → ABS_RESID2	0.129	No heteroscedasticity occurs

Organizational Culture	Equation II → ABS_RESID2	0.435	No heteroscedasticity occurs
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Source: Processed by Researchers, 2025

The heteroscedasticity test was conducted using the Glejser method on both regression equations. The test results show that all variables in Equation I, namely Work Motivation and Job Satisfaction, have significance values of 0.713 and 0.308, respectively, all of which are greater than 0.05. Similarly, in Equation II, the variables Work Motivation (0.789), Job Satisfaction (0.129), and Organizational Culture (0.435) also show significance values above 0.05. Thus, it can be concluded that there is no heteroscedasticity in both regression models. This means that the residual variance is constant and the regression model meets the assumption of homoscedasticity, making it suitable for further analysis.

Hypothesis Testing

Hypothesis testing consists of three tests: the t-test (Partial), the F-test (Simultaneous), and the coefficient of determination analysis (R-Square).

T test (Partial)

Table 9. Results of the t-Test (Partial)

Model	Variable	Nilai	Information
Equation I → Z	Work Motivation	t = 8.299; Sig = 0.000	Significant
	Job Satisfaction	t = 7.421; Sig = 0.000	Significant
Equation II → Y	Work Motivation	t = 4.034; Sig = 0.000	Significant
	Job Satisfaction	t = 2.164; Sig = 0.034	Significant
	Organizational Culture	t = 2.458; Sig = 0.016	Significant

Source: Processed by Researchers, 2025

The t-test results in Equation I show that both Work Motivation (t = 8.299; Sig = 0.000) and Job Satisfaction (t = 7.421; Sig = 0.000) have a positive and significant effect on Organizational Culture. This indicates that the higher the employee motivation and job satisfaction, the stronger the organizational culture formed within the North Sumatra Provincial DPRD. Furthermore, in Equation II, the t-test results show that Work Motivation (t = 4.034; Sig = 0.000), Job Satisfaction (t = 2.164; Sig = 0.034), and Organizational Culture (t = 2.458; Sig = 0.016) have a positive and significant effect on Employee Loyalty. This means that these three variables are able to increase employee loyalty partially.

F Test (Simultaneous)

Table 10. F Test Results (Simultaneous)

Model	Nilai	Information
Equation I → Z	F = 64.462; Sig = 0.000	Significant
Equation II → Y	F = 31.787; Sig = 0.000	Significant

Source: Processed by Researchers, 2025

The F-test results show that work motivation and job satisfaction variables simultaneously have a significant effect on organizational culture ($F = 64.462$; $Sig = 0.000$). In the second model, work motivation, job satisfaction, and organizational culture also have a significant effect simultaneously on employee loyalty ($F = 31.787$; $Sig = 0.000$). Thus, both regression models are deemed suitable for use.

Coefficient of Determination (R^2)

Table 11. Results of the Determination Coefficient (R^2)

Model	Value	Information
Equation I \rightarrow Z	$R^2 = 0.626$	X1 dan X2 menjelaskan 62.6% varians Z
Equation II \rightarrow Y	$R^2 = 0.556$	X1, X2, Z menjelaskan 55.6% varians Y

Source: Processed by Researchers, 2025

The coefficient of determination (R^2) in Equation I is 0.626, indicating that work motivation and job satisfaction explain 62.6% of the variation in organizational culture. Meanwhile, in Equation II, the R^2 is 0.556, indicating that work motivation, job satisfaction, and organizational culture explain 55.6% of the variation in employee loyalty. The remainder is influenced by factors outside this study.

Overall, all research hypotheses are accepted, as they demonstrate significant effects both partially and simultaneously.

Path Analysis

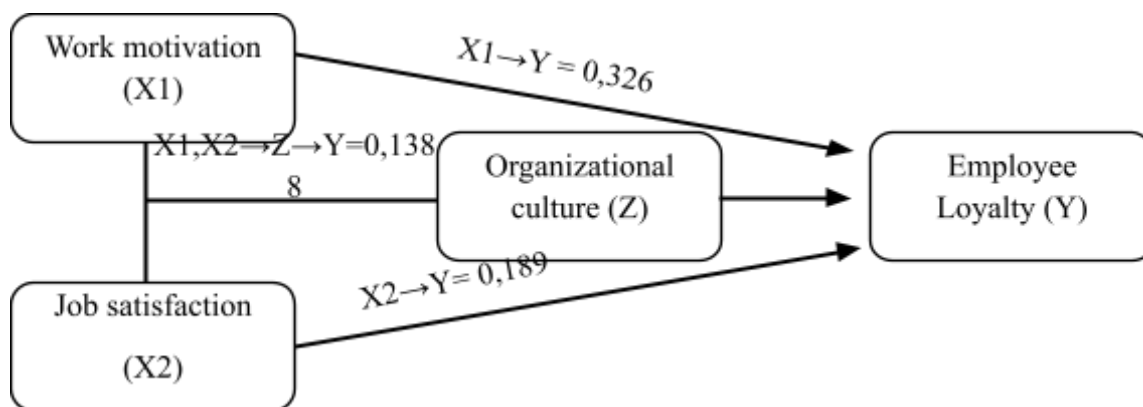


Figure 1. Path Analysis

Source: Processed by Researchers, 2025

The path analysis results indicate that work motivation and job satisfaction have a significant direct influence on organizational culture, with coefficients of 0.579 and 0.518, respectively. In the second model, work motivation, job satisfaction, and organizational culture also have a significant direct influence on employee loyalty, with coefficients of 0.424, 0.217, and 0.307, respectively.

Furthermore, organizational culture was shown to be a mediating variable in the relationship between the independent variables and employee loyalty. The indirect effect of work motivation through organizational culture was 0.1776, while job satisfaction had an indirect effect of 0.1591. Both values indicate that organizational culture strengthens the relationship between work motivation and job satisfaction on employee loyalty.

Because both direct and indirect effects were significant, organizational culture acted as a partial mediator, meaning this variable strengthens, but does not fully mediate, the relationship between work motivation and job satisfaction on employee loyalty. These findings emphasize the importance of strengthening organizational culture to increase employee loyalty within the North Sumatra Provincial DPRD.

Discussion

The Influence of Work Motivation on Employee Loyalty

The results of the study indicate that work motivation has a positive and significant effect on employee loyalty, with a t-value of 4.034 and a significance level of 0.000. This finding indicates that the higher the work motivation of employees of the North Sumatra Provincial DPRD in Medan, the higher their loyalty to the organization.

This aligns with Pramono's (2020) theory, which states that work motivation increases employee participation, work enthusiasm, and commitment, thus increasing loyalty. Employees who feel valued, recognized, and have intrinsic and extrinsic work motivation tend to have a strong desire to remain with the organization and make their best contribution. Therefore, it can be concluded that work motivation is a crucial determinant in shaping employee loyalty.

The Influence of Job Satisfaction on Employee Loyalty

The study also found that job satisfaction has a positive and significant effect on employee loyalty, as indicated by a t-value of 2.164 and a significance level of 0.034. These results demonstrate that employees who are satisfied with their jobs, work environment, and relationships with coworkers exhibit higher levels of loyalty.

This supports Nurhandayani's (2022) view that job satisfaction fosters emotional engagement among employees, thereby reducing the desire to leave. Job satisfaction creates psychological well-being, which impacts employees' willingness to stay and contribute consistently to the organization. Therefore, increasing job satisfaction is a strategic factor in strengthening employee loyalty in public institutions.

The Influence of Work Motivation and Job Satisfaction on Employee Loyalty through Organizational Culture

Path analysis shows that work motivation and job satisfaction not only have a direct influence on employee loyalty but also have an indirect influence through organizational culture. Organizational culture acts as a partial mediator, as the direct effects of X1 and X2 remain significant but are strengthened by the presence of organizational culture. The indirect effect of work motivation through organizational culture is 0.1776, while the indirect effect of job satisfaction is 0.1591.

These findings indicate that organizational culture strengthens the relationship between work motivation and job satisfaction on employee loyalty. A strong organizational culture, characterized by consistent values, norms, and work patterns, creates a conducive environment, strengthens a sense of belonging, and increases employee commitment. Therefore, increasing employee loyalty will be more optimal if motivation and job satisfaction are accompanied by a strong, harmonious, and supportive organizational culture.

E. CONCLUSION

Based on the results of regression and path analysis, this study confirms that work motivation, job satisfaction, and organizational culture have a positive and significant influence on employee loyalty. Therefore, all research hypotheses are empirically accepted and the research objectives are achieved. These findings demonstrate that loyalty is not only driven by individual psychological motivation but also shaped by a conducive work context through organizational culture, which functions as a partial mediator. In other words, this

study provides a novel contribution by confirming that the interaction between individual factors and work culture plays a strategic role in strengthening employee commitment in the public sector.

Referring to its practical implications, public organizations such as the North Sumatra Provincial Legislative Council (DPRD) are advised to strengthen their reward systems, improve the comfort of the work environment, and develop a more participatory organizational culture to foster stable and sustainable employee performance. However, this study is limited by its location and cross-sectional design. Therefore, future studies are recommended to expand the research object, include other variables such as leadership or organizational communication, and utilize a longitudinal approach to produce a more comprehensive picture, including supporting the formulation of more adaptive and evidence-based HR management policies in government agencies.

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