

# THE EFFECT OF CAREER DEVELOPMENT, NON-FISCAL WORK ENVIRONMENT AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE LOYALTY OF THE SUNGAI PENUH CITY REGIONAL PLANNING AND DEVELOPMENT AGENCY

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## ABSTRACT

This study aims to see the influence of (1) How does career development affect the loyalty of employees of the Sungai Penuh City Bappeda? (2) How does the non-physical work environment affect the loyalty of employees of the Sungai Penuh City Bappeda? (3) How does the organization's commitment affect the loyalty of employees of the Sungai Penuh City Bappeda. (4) How does career development, non-physical work environment, and organizational commitment together affect the loyalty of employees of the Sungai Penuh City Bappeda? The population in this study was 60 employees of the Sungai Penuh City Bappeda. And the technique of determining the number of samples taken as respondents using total sampling in Sugiyono (2017) The results of this study show that (1) Career development has a positive significant influence on the performance of Bappeda employees in Sungai Penuh City (2) Non-physical work environment has a positive influence on the performance of Bappeda employees in Sungai Penuh City (3) Organizational commitment has a positive influence on performance . employees of Bappeda Kota Sungai Penuh (4) Career development, Non-physical work environment and Organizational commitment together positively affect the loyalty of Bappeda employees of Sungai Penuh City.

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## 1. INTRODUCTION

Instansi is one of the organizations that gathers people commonly referred to as employees or employees to carry out household activities produced by agencies. Almost all agencies have the goal of maximizing profits and value for agencies, and also to improve the welfare of owners and employees. Therefore, employees are one of the most important human capital in every operational joint because human resources are one of the main assets that function as drivers of company operations. The author's opinion is in line with the opinion of Sondang Siagian (2019) who states that human resources are the most important element in any and all organizations, the success of the organization in achieving its goals and various goals as well as the ability to face various challenges, both external and internal, which is largely determined by the ability to manage human resources. Loyalty is a condition of a person's attitude to remain firm in loyalty both to agencies, superiors, and to colleagues. It is expected that an employee has a high loyalty attitude so that the effectiveness and efficiency of achieving company goals will be achieved well in an agency. If employee loyalty decreases, it can cause great losses to the agency. Employee loyalty is one of the most important factors to maintain agency performance effectively and efficiently. Employees who are no longer loyal tend to show a less enthusiastic attitude at work, this will affect the performance of the agency.

Daft, (2016) argues that employees have high work loyalty to the agency by attracting attention, praising progress, transfers, wage increases, promotions, informing employees about what is happening to the company, letting them understand how to work well and being willing to listen to employees' complaints. Slocum, (2018) posits the notion of loyalty as attachment, namely the identification of an individual's psychology to his work or the extent to which the relationship between work and the company is perceived as a total self-image for himself in the company, which can be called past activities in the

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company. The creation of high employee loyalty is the expectation of the company. The company will treat employees not only as its assets but also as partners in achieving common goals. Loyalty can be seen from the willingness of employees to excel, work in the company for a long time, until retirement, there is a sense of responsibility in completing tasks, and it is expected that employees have high discipline.

The Regional Planning and Development Agency (Bappeda) of Sungai Penuh City is one of the agencies experiencing problems related to employee loyalty. How not in a period of two years, usually employees of the Sungai Penuh City Bappeda often experience movement from one agency to another. This move shows that there are problems related to employee loyalty to the agency. If this condition is allowed to continue, of course, it can have an impact on the good of the Sungai Penuh City Bappeda agency. To see this phenomenon, the author conducted an initial survey of 10 employees of the Sungai Penuh City Bappeda. The survey results can be seen in Table 1. In the table, it can be seen that many employees of the Sungai Penuh City Bappeda answered in disapproval. Like statement 1 "I will always be loyal to the betterment of this agency" 60 % answered disapprovingly. Likewise, statements 2 and 3 that disagreed by 75% and 65%. This shows that the loyalty of employees is not in accordance with what was expected by the employees of the Sungai Penuh City Bappeda.

Table 1. Initial Employee Loyalty Survey Sungai Penuh City Bappeda

No	Statement Materials	Agree	Nervous	Disagree	Total
1	I will always be faithful to the betterment of this agency	35 %	5 %	60 %	100 %
2	I always try to work consistently	15 %	10 %	75 %	100 %
3	I would be happy if this agency successfully achieved its vision	20 %	15 %	65 %	100 %

In Human Resource Management (HR) human resource management will succeed well if the human resources managed have loyalty in the organization. This is because loyalty is a puzzle and the ability to obey, carry out, and practice something that is obeyed with full awareness and responsibility, puzzles and daily behavior in the act of carrying out duties (Siagian, 2015). From this definition, it is contained that employee loyalty will arise if the organization is able to create a proportional career development and non-physical work environment.

Career development according to Handoko, (2014) is a personal effort of an employee to achieve a career plan. These activities may be supported personnel department, or not depending on the department. Handoko's opinion, (2014) indicates that good career development provided by the organization indirectly affects employee loyalty. The author's opinion is in line with the results of research conducted by Hariandja, (2014) employee work loyalty can also be influenced by providing career opportunities in the company. Another factor that affects employee loyalty is the non-physical work environment. This is because the non-physical work environment is all circumstances that occur related to work relationships, both relationships with superiors and relationships with fellow colleagues, or relationships with subordinates. (Sedarmayanti, 2019). According to the author's opinion, Sedarmayanti's statement (2019) indicates the influence of the relationship between the non-physical work environment and employee work loyalty. The author's opinion is in line with the results of a study conducted by Heni (2010) which stated that a non-physical work environment positively affects employee loyalty. This influence has a positive relationship direction of 11% so that if one of the dimensions of the non-physical work environment experiences an improvement or increase, it will also have a positive impact on increasing employee work loyalty.

Furthermore, what affects the loyalty of employees is the organizational committee. This is because organizational commitment is the ability of individuals and the willingness to align their behavior with the needs, priorities, and goals of the organization and act for the goals or needs of the organization. Sudarmanto in (arsiyati 2013). In the author's opinion, this statement indicates that there is a relationship between organizational commitment and employee work loyalty. The author's opinion is in line with the results of research conducted by Hanifah (2019) which states that organizational commitment is more than just formal membership because it includes liking organizational attitudes willingness to use a high level of effort for the benefit of the organization including elements of loyalty to the organization, involvement in work and identification of the organization, involvement in work and identification of the values of

organizational goals. Based on the background, the author is interested in studying more deeply about the Effect of Career Development, Non-Physical Work Environment and Organizational Commitment to Employee Loyalty of the Sungai Penuh City Regional Development Planning Agency.

## 2. METHODS

The population in this study was all 60 employees of the Sungai Penuh City Bappeda. Penelitian samples are a finite number and part of a population that is selected and representative of that population (A. Muri, 2015). Whereas according to Sugiyono (2017) the sample is part of the number and characteristics that the population has and what is taught from the sample, the conclusion will be applicable to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely all employees of the Sungai Penuh City Bappeda as many as 60 people. This sampling technique uses the *total* sampling technique (overall sample), *total sampling* is a sampling technique where the number of samples is equal to the population (Sugiyono, 2017). The reason for taking the *total sampling* is because according to Sugiyono (2017) the number of populations that are less than 100 all of the population used as research samples

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to find out the causal relationship between the influencing variable and the affected variable. With the model of the multiple regression equation as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y = Loyalty

X<sub>1</sub> = Career development

X<sub>2</sub> = Non-physical work environment

X<sub>3</sub> = Organizational commitment

a = Constant (value of Y when X<sub>1</sub>, X<sub>2</sub>, ..., X<sub>n</sub> = 0)

b = Regression coefficient

e = Standard Error

## 3. RESULTS AND DISCUSSION

### Test Classical Assumptions

#### Normality Test

This normality test is used by the authors to test the normality of the regression model. The test was carried out using the *kolmogorov-smirnov* test method against each variable. The regression model is normally distributed when the sign value of *kolmogorov-smirnov* of each variable is greater than  $\alpha = 0.05$ . Normality test results can be seen in table 2.

Table 2 Normality Test Results

No.	Variable	Asymp. Itself	Limit Value	Information
1	Standardized Residual	0,432	0,05	Normal

From Table 2, it can be seen that the standardized residual variable has a significant value of 0.432 greater than 0.05. Thus it can be concluded that the disruptive (residual) variables on each variable are normally distributed.

#### Multicollinearity Test

The Multicollinearity test is useful for testing whether regression models found correlations between independent variables. A good regression model should not correlate among free variables if free variables correlate then these variables are not orthogonal. Orthogonal variables are free variables whose correlation value between fellow free variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and *Variance Inflation Factor* (VIF). The way to find out whether there is a multicollinearity test deviation is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data free from the symptoms of multicollinearity can be seen in table 3.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between fellow free variables. So this research model is **free from the problem of multicollinearity**.

Table 3 Multicollinearity Test Results

No.	Free variables	Tolerance	BRIGHT	Information
1	Career development	0.874	1.144	Multicolonearity Free
2	Non-physical work environment	0.736	1.359	Multicolonearity Free
3	Organizational commitment	0.938	1.066	Multicolonearity Free

### Heteroskedasticity Test

The Heteroskedasticity test aims to test whether in the regression model there is a variant inequality from the residual of one observation to another. A good regression model is that of homoskedasticity or non-occurrence of heteroskedasticity. To detect the presence or absence of heteroskedasticity can be done with the Glejser Test. This Glejser test is carried out by regressing free variables against their *unstandardized* residual values. If the significant value is greater than 0.05, it means that there are no symptoms of heteroskedasticity.

Table 4 Heteroskedasticity Test Results

No.	Variable	Residual Absolute (RES_ABS)	
		Significant	Information
1	Career development	0.199	Heteroskedasticity Free
2	Non-physical work environment	0.053	Heteroskedasticity Free
3	Organizational commitment	0.095	Heteroskedasticity Free

From table 4 it can be seen that the significant value of the variables has a significant value greater than 0.05, so it can be concluded that the regression model is either or **free of heteroskedasticity**

### Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the influence of free variables on dependent variables. The magnitude of the influence of free variables with bound variables can be calculated through a multiple regression equation. Based on calculations through a computer by using the IBM SPSS for Windows version 26.0 program. Here's a recap table for the results of the regression coefficient values,  $t_{count}$ , significance value,  $F_{calculated}$  value, and Square R value ( $R^2$ ). The results can be seen in the following table

Table 5 Recap of Multiple Linear Regression Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	22.753	14.314		1.590	.122
	Career development	.408	.144	.481	2.835	.009
	Non-physical work environment	.429	.203	.351	2.114	.043
	Organizational commitment	.345	.109	.351	3.153	.004

a. Dependent Variable: Performance

From the table above, the form of the regression equation model for the influence of career development, non-physical work environment and organizational commitment to loyalty to the Sungai Penuh City Bappeda is as follows:

$$Y = 22.753 + 0.408 X_1 + 0.429 X_2 + 0.345 X_3$$

Description of the equation above :

$\alpha = 22,753$ ; meaning that without the influence of career development, non-physical work environment, and organizational commitment, loyalty already exists by 22,753%.

$b_1 = 0.408$ ; meaning that there is a positive influence between the career development variable ( $X_1$ ) and loyalty ( $Y$ ). This shows that the more up (well) or career development increases, the more

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loyalty will increase. The value of the career development regression coefficient is 0.408 meaning that every time a unit of career development increases, loyalty increases by 40.8%.  $b_2 = 0.429$ ; this means that there is a positive influence between the variables of the non-physical work environment ( $X_2$ ) on loyalty (Y). This shows that the more or more the non-physical work environment increases, it will increase loyalty. The value of the regression coefficient of the non-physical work environment is 0.429 meaning that every increase in one unit of non-physical work environment then loyalty increases by 42.9%.  $b_3 = 0.345$ ; meaning that there is a positive influence between the variables of organizational commitment ( $X_3$ ) and loyalty (Y). This shows that the more or more organizational commitment increases, it will increase Loyalty. The value of the organizational commitment regression coefficient is 0.345, meaning that every time an increase in one unit of organizational commitment increases, loyalty increases by 34.5%.

### Statistical Test

#### T-test (partial)

This t (partial) test is intended to determine the partial (individual) influence of career development, non-physical work environment and organizational commitment to Loyalty. From table 5, it can also be done to partially test (t test) each causal variable (free) to the due (bound) variable as follows:

#### 1. Effect of Career Development ( $X_1$ ) on Loyalty (Y)

The results of the analysis of the influence of the career development variable ( $X_1$ ) on the loyalty variable (Y) obtained a calculated t value = 2.835 (df = 60 - 3 = 57;  $t_{table} = 1,984$ ); ( $t_{calculate} > t_{table}$ ), with a significant level level of  $0.009 < 0.05$ , as a result of which the hypothesis one (H1) is accepted. The results of the analysis showed that there was a significant influence between career development variables on loyalty to the Sungai Penuh City Bappeda.

#### 2. Effect of Non-physical Work Environment ( $X_2$ ) on Loyalty (Y)

The results of the analysis of the influence of non-physical work environment variables ( $X_2$ ) on loyalty variables (Y) obtained a calculated t value = 2.114 (df = 60 - 3 = 57;  $t_{table} = 1,984$ ); ( $t_{calculate} > t_{table}$ ), with a significant level level of  $0.043 < 0.05$ , as a result of which hypothesis two (H2) is accepted. The results of the analysis showed that there was a significant influence between the variables of the non-physical work environment on loyalty in the Sungai Penuh City Bappeda.

#### 3. Effect of organizational Commitment ( $X_3$ ) on Loyalty (Y)

The results of the analysis of the influence of the organizational commitment variable ( $X_3$ ) on the loyalty variable (Y) obtained a calculated t value = 3.153 (df = 60 - 3 = 57;  $t_{table} = 1,984$ ); ( $t_{calculate} > t_{table}$ ), with a significant level level of  $0.004 < 0.05$ , as a result of which hypothesis three (H3) is accepted. The results of the analysis showed that there was a significant influence between the variables of organizational commitment to the loyalty of the Sungai Penuh City Bappeda.

The summary results of testing the first, second, third and fourth hypotheses can be shown in table 6

Table 6 Partial Hypothesis Testing Results Summary

Hypothesis	Statement	Test Results
H <sub>1</sub>	Career development has a significant effect on loyalty to the Sungai Penuh City Bappeda.	Accepted
H <sub>2</sub>	The non-physical work environment has a significant effect on loyalty to the Sungai Penuh City Bappeda.	Diterima
H <sub>3</sub>	The organization's commitment has a significant effect on loyalty to the Sungai Penuh City Bappeda.	Accepted

#### F test (simultaneous)

The F test (model feasibility) is intended to determine the influence of free variables simultaneously (together) on bound variables. From table 7 can also be carried out simultaneous tests (F tests) of free variables together against bound variables.

The results of the analysis of the effect of career development ( $X_1$ ), non-physical work environment ( $X_2$ ), and organizational commitment ( $X_3$ ) simultaneously (together) on loyalty (Y), obtained a *calculated* F value of 8.171 with a probability of significance of  $0.000 < 0.05$ . With  $df_1 = (k-1) = 3$ ,  $df_2 = 60-3= 57$ , F table 2.70, then  $F_{calculate} > F_{table}$  or  $39,182 > 2.84$ , as a result of which the hypothesis is accepted. The results of the analysis showed that simultaneously (together) there was a significant influence between the variables of career development, non-physical work environment and organizational commitment to the loyalty of the Sungai Penuh City Bappeda.

Table 7 Summary of F Hypothesis Testing Results

Model		Sum of Squares	df	Mean Square	F	Itself.
1	Regression	372,945	3	124,315	8,171	,000 <sup>b</sup>
	Residual	765,460	57	20,144		
	Total	1138,405	60			

The summary results of the fifth hypothesis test can be shown in table 8

Table 8 Summary of Simultaneous Hypothesis Testing Results

Hypothesis	Statement	Test Results
H <sub>4</sub>	Career development, non-physical work environment and organizational commitment together have a significant effect on loyalty to the Sungai Penuh City Bappeda	Accepted

#### Coefficient of Determination Testing ( $R^2$ )

Analysis of the coefficient of determination for hard skills, soft skills and motivation for employee performance was carried out using the IBM SPSS for Windows Version 2 6.0 program with the form of SPSS output as stated below:

Table 9 R Square Results

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 <sup>a</sup>	.710	.692	1.727

Based on the results of the regression estimation calculation, the value of the adjusted coefficient of determination or R Square, which is 0.710, means that 71% of the variation of all free variables (career development, non-physical work environment and organizational commitment) can explain non-free variables (loyalty), while the remaining 29% is explained by other variables that were not studied in this study. Because the value of  $R^2$  stays away from 0 (zero), the contribution (influence) of independent variables (career development, non-physical work environment and organizational commitment) simultaneously to dependent (loyalty) is large (strong).

#### Discussion

##### The Effect of Career Development on Loyalty

The first purpose of this study was to determine the effect of career development on the loyalty of the Sungai Penuh City Bappeda. The results of statistical analysis using multiple linear regression show that the first hypothesis is accepted. The results of the analysis of the influence of the career development variable ( $X_1$ ) on the loyalty variable (Y) obtained a calculated t value = 2.835 ( $df = 60 - 3 = 57$ ;  $t_{table} = 1,984$ ); ( $t_{calculate} > t_{table}$ ), with a significant level level of  $0.009 < 0.05$ , as a result of which hypothesis one (H1) is accepted. The results of the analysis showed that there was a significant influence between career development variables on loyalty to the Sungai Penuh City Bappeda.

The results of this study provide an indication that career development has a significant effect on the loyalty of the Sungai Penuh City Bappeda. Thus, it can be concluded that the loyalty of the Sungai Penuh City Bappeda is determined by career development.

The results of this study are in line with the opinion of Rivai (2018: 274), that career development is the process of increasing individual work ability achieved in order to achieve the desired career. Meanwhile, according to T. Hani Handoko, (2014) career development is an employee's personal efforts to achieve a career plan. These activities may be supported by the personnel department, or may not depend on the department. According to Anwar Prabu Mangkunegara translated from Fubrin J. Andrew (2013: 77) career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum.

The results of this study are in accordance with the research of An Nissa Sari Banon (2013) which concluded that career development has a positive effect on loyalty. The results of this study are also in accordance with Purnamasari & Sintaasih (2019) found that career development has a positive effect on loyalty. Therefore, it can be concluded that career development will increase the loyalty of the Sungai Penuh City Bappeda.

### **The Effect of Non-Physical Work Environment on Loyalty**

The second purpose of this study was to determine the influence of the non-physical work environment on the loyalty of the Full River City Bappeda. The results of statistical analysis using multiple linear regression showed that the second hypothesis was accepted. The results of the analysis of the influence of non-physical work environment variables (X 2) on loyalty variables (Y) obtained a calculated t value = 2.114 (df = 60 - 3 = 57;  $t_{table} = 1,984$ ); ( $t_{calculate} > t_{table}$ ), with a significant level level of  $0.043 < 0.05$ , as a result of which hypothesis two (H2) is accepted. The results of the analysis showed that there was a significant influence between the variables of the non-physical work environment on loyalty to the Sungai Penuh City Bappeda.

The results of this study provide an indication that the non-physical work environment has a significant effect on the loyalty of the Sungai Penuh City Bappeda. Thus, it can be concluded that the loyalty of the Sungai Penuh City Bappeda is determined by the non-physical work environment. The results of the study are in accordance with Sedamayanti's theory (Darmawan 2018: 59), the non-physical work environment is all circumstances that occur related to work relationships, both relationships with superiors and relationships with fellow colleagues, or relationships with subordinates. Meanwhile, Wursanto (Darmawan 2018:59) calls it a psychic work environment which is defined as something that concerns the psychic aspect of the work environment. Based on the most important understanding, it can be said that a non-physical work environment is also called a psychic work environment, that is, the situation around the workplace that is non-physical. This kind of work environment cannot be captured directly with human sensory, but it can be felt its existence. So, a physical work environment is a work environment that can only be felt by feelings.

The results of this study are in accordance with the research of Rajali Damanik (2014) which concluded that the non-physical work environment has a positive effect on loyalty. The results of this study are also in accordance with Musnadi (2018) found that the non-physical work environment has a positive effect on loyalty. Therefore, it can be concluded that the non-physical work environment will increase the loyalty of the Sungai Penuh City Bappeda.

### **The Effect of Organizational Commitment on Loyalty**

The third objective of this study was to determine the effect of organizational commitment on loyalty to the Sungai Penuh City Bappeda. The results of statistical analysis using multiple linear regression showed that the third hypothesis was accepted. The results of the analysis of the influence of the organizational commitment variable (X 3) on the loyalty variable (Y) obtained a calculated t value = 3.153 (df = 60 - 3 = 57;  $t_{table} = 1,984$ ); ( $t_{calculate} > t_{table}$ ), with a significant level level of  $0.004 < 0.05$ , as a result of which hypothesis three (H3) is accepted. The results of the analysis showed that there was a significant influence between the variables of organizational commitment to the loyalty of the Sungai Penuh City Bappeda. The results of this study are in accordance with the theory of commitment in each employee is very important because with a commitment an employee can become more responsible for his work than an employee who does not have a commitment. Usually employees who have a commitment, will work optimally so that they can devote their attention, thoughts, energy and time to their work, so that what they have done is in accordance with what the company expects. Bansal et al (2016) \define commitment as the force that binds a person to an action that has relevance to one or more goals. Robbins and Judge (2019 : 315) define

commitment as a state in which an individual takes sides with the organization and his goals and desires to maintain his membership in the organization.

The results of this study are in accordance with the research of Hanifah Handayani (2018) which concluded that organizational commitment has a positive effect on loyalty. The results of this study are also in accordance with Ratnasmita (2018) found that organizational commitment has a positive effect on loyalty. Therefore, it can be concluded that the organization's commitment will increase the loyalty of the Sungai Penuh City Bappeda.

### **The Effect of Career Development, Non-Physical Work Environment and Organizational Commitment on Loyalty**

The fourth objective of this study is to determine the influence of career development, non-physical work environment and organizational commitment to the loyalty of employees of the Sungai Penuh City Bappeda. Based on research, the loyalty of the Sungai Penuh City Bappeda is good judging from the respondent's response (TCR) of 85.26%, stating that loyalty is good. This means that the Employees of the Sungai Penuh City Bappeda are already very serious in doing their work and trying to complete it on time.

Hypothesis testing, the results of the analysis of the influence of career development ( $X_1$ ), non-physical work environment ( $X_2$ ), and organizational commitment ( $X_3$ ) simultaneously (together) on loyalty (Y), obtained a *calculated* F value of 8.171 with a probability of significance of  $0.000 < 0.05$ . With  $df_1 = (k-1) = 3$ ,  $df_2 = 60-3 = 57$ , F table 2.70, then  $F_{calculated} > F_{table}$  or  $39,182 > 2.84$ , as a result of which the hypothesis is accepted. The results of the analysis showed that simultaneously (together) there was a significant influence between the variables of career development, non-physical work environment and organizational commitment to the loyalty of the Sungai Penuh City Bappeda.

#### **4. CONCLUSION**

Career development ( $X_1$ ) has a significant positive effect on loyalty (Y). This means that the more career development increases, the loyalty of employees will increase. On the contrary, unclear career development will reduce the loyalty of employees of the Sungai Penuh City Bappeda. Non-physical work environment ( $X_2$ ) has a significant positive effect on loyalty (Y). In other words, a good non-physical work environment will have an impact on increasing employee loyalty. On the other hand, a poor non-physical work environment will later reduce the loyalty of employees of the Sungai Penuh City Bappeda.

Organizational commitment ( $X_3$ ) has a significant positive effect on loyalty (Y). In the meaning of the word, organizational commitment that is increasingly conducive to making employees will increase the loyalty of their employees. On the contrary, organizational commitments that are less conducive have an impact on reducing the loyalty activities of employees of the Sungai Penuh City Bappeda. Career development ( $X_1$ ), non-physical work environment ( $X_2$ ), and organizational commitment ( $X_3$ ) simultaneously (together) to employee loyalty (Y). The results of the analysis show that simultaneously (together) there is a significant influence between the variables of career development, non-physical work environment and organizational commitment to the loyalty of employees of the Sungai Penuh City Bappeda

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