

# ANALYSIS OF FACTORS AFFECTING EMPLOYEE LOYALTY AT THE GORONTALO HARBORMASTER AND PORT AUTHORITY OFFICE

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## ABSTRACT

Employee loyalty plays a crucial role in ensuring organizational effectiveness, service quality, and long-term sustainability, particularly in public sector institutions. This study aims to identify the internal and external factors influencing employee loyalty at the Gorontalo Harbormaster and Port Authority Office (KSOP Gorontalo) and to explore how employees perceive and experience these factors within the organizational environment. A qualitative research approach with a phenomenological design was employed to gain an in-depth understanding of employees' lived experiences related to loyalty. Informants were selected using purposive sampling based on their organizational roles, work experience, and knowledge of institutional practices. Data were collected through observation, semi-structured interviews, and documentation, and analyzed using the interactive model of Miles, Huberman, and Saldaña, consisting of data reduction, data display, and conclusion drawing. The findings reveal that job satisfaction is the primary internal factor affecting employee loyalty, particularly through effective communication, recognition, organizational support, and opportunities for career development. Government policies emerged as the most influential external factor, shaping work systems, technological adaptation, and service delivery processes. Furthermore, employees perceive loyalty as a multidimensional concept characterized by organizational pride, emotional attachment, commitment to public service, and a sense of belonging. The study concludes that employee loyalty is strengthened when organizational practices align with employees' expectations and professional aspirations. These findings provide practical insights for improving human resource management and sustaining employee commitment within public sector organizations.

**Keywords** : Employee Loyalty, Job Satisfaction, Government Policy, Public Sector Organization, Phenomenological Study

## INTRODUCTION

In the era of globalization and modern bureaucratic transformation, public sector organizations are required to continuously improve service quality, organizational effectiveness, and responsiveness to increasingly complex societal demands. The success of public organizations is not solely determined by policies and administrative systems but also by the quality and commitment of human resources responsible for implementing organizational functions. In this context, employee loyalty has emerged as a critical factor influencing organizational sustainability and performance.

Employee loyalty refers to an employee's commitment, emotional attachment, and willingness to remain with

and contribute positively to an organization. Loyal employees tend to demonstrate higher levels of dedication, responsibility, and work motivation, which ultimately contribute to organizational success. According to Vasumathi et al. [1], employee loyalty plays a strategic role in enhancing organizational performance through increased productivity, efficiency, and service quality.

Previous studies have identified various factors influencing employee loyalty. Work environment, compensation, career development opportunities, and working conditions are among the primary determinants of employee loyalty [2]. In the public sector, employee loyalty is significantly influenced by job satisfaction, organizational support, and opportunities for professional

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development [3]. Employees who perceive that their expectations and needs are fulfilled by the organization are more likely to exhibit stronger loyalty and commitment [4].

Leadership style has also been recognized as an important determinant of employee loyalty. Democratic and participative leadership styles encourage employee involvement in decision-making processes and strengthen organizational commitment [5]. Conversely, leadership approaches characterized by limited employee participation may negatively affect loyalty and commitment toward the organization [6]. Furthermore, organizational communication and interpersonal relationships contribute significantly to employee loyalty. Open communication, employee engagement, and participatory organizational practices have been found to foster stronger commitment and loyalty among employees [7].

The Gorontalo Harbormaster and Port Authority Office (KSOP Gorontalo) is a government institution responsible for ensuring maritime safety, supervising port operations, preventing marine pollution, and providing maritime administrative services. As a strategic public service institution under the Ministry of Transportation, KSOP Gorontalo requires competent and committed employees to effectively perform its duties and responsibilities. Therefore, employee loyalty is essential to maintaining service quality and achieving organizational objectives.

However, preliminary observations at KSOP Gorontalo indicate several issues potentially associated with declining

employee loyalty. These include low initiative in performing tasks, limited communication between employees and management, insufficient opportunities for training and professional development, and a lack of recognition for employee performance. Such conditions may negatively affect employee motivation, organizational commitment, and ultimately the quality of public services delivered.

Although numerous studies have investigated employee loyalty, most have employed quantitative approaches focusing on the relationships between loyalty and specific variables such as compensation, job satisfaction, leadership style, and organizational commitment [2][6]. These studies generally emphasize statistical relationships among variables while providing limited insight into employees' lived experiences and perceptions regarding loyalty. Moreover, studies specifically examining employee loyalty within harbormaster and port authority institutions, particularly in the Indonesian public sector context, remain scarce.

This condition reveals a research gap concerning the limited use of qualitative approaches to explore the internal and external factors influencing employee loyalty in public organizations. Understanding employee experiences and perceptions is crucial for identifying organizational factors that contribute to loyalty beyond measurable variables.

Therefore, this study aims to identify and analyze the internal and external factors affecting employee loyalty at the Gorontalo

Harbormaster and Port Authority Office. By employing a qualitative approach, this study is expected to provide a deeper understanding of employee loyalty and contribute practical recommendations for improving human resource management and organizational performance.

Based on the objectives of the study, the following research questions are proposed:

1. What internal factors influence employee loyalty at the Gorontalo Harbormaster and Port Authority Office?
2. What external factors influence employee loyalty at the Gorontalo Harbormaster and Port Authority Office?
3. How do employees perceive and experience the factors affecting their loyalty within the organization?

## **RESEARCH METHODS**

### **Research Approach and Design**

This study employed a qualitative approach with a phenomenological design to explore employees' lived experiences and perceptions regarding factors influencing employee loyalty at the Gorontalo Harbormaster and Port Authority Office (KSOP Gorontalo). A descriptive qualitative method was used to provide an in-depth understanding of the phenomenon based on participants' perspectives [8].

### **Research Informants**

Informants were selected through purposive sampling based on their experience, knowledge, and involvement in organizational activities. Participants consisted of employees who understood organizational policies and

culture and were willing to share their experiences. Data collection continued until data saturation was achieved.

### **Data Collection Techniques**

Data were collected through observation, semi-structured interviews, and documentation. Observation was conducted to understand the work environment and organizational culture. Interviews were used to explore employees' perceptions and experiences regarding loyalty, while documentation served to support and verify findings through organizational records and related documents.

### **Data Analysis**

Data were analyzed using the interactive model of Miles, Huberman, and Saldaña (2022), consisting of data reduction, data display, and conclusion drawing/verification. Relevant data were selected and organized into themes, narratives, and quotations to facilitate interpretation and identify factors influencing employee loyalty.

### **Trustworthiness of Data**

The trustworthiness of the findings was ensured through Lincoln and Guba's criteria: credibility, dependability, transferability, and confirmability. Credibility was established through triangulation and member checking. Dependability was maintained through consistent research procedures, while transferability was supported by detailed contextual descriptions. Confirmability was ensured by grounding interpretations in empirical data and maintaining systematic documentation throughout the research process.

## RESEARCH RESULTS

### Internal Factors: Job Satisfaction

The interview findings at the Gorontalo Harbormaster and Port Authority Office (KSOP Gorontalo) indicate that job satisfaction is one of the most influential internal factors affecting employee loyalty. Employees perceive job satisfaction as the extent to which their expectations regarding the work environment, communication, recognition, and career opportunities are fulfilled by the organization. When employees experience a positive work environment and receive adequate organizational support, they tend to develop a stronger commitment and attachment to the institution.

The interview conducted by the researcher with Mr. JYI (Head of KSOP Class III Gorontalo) on August 20, 2025, regarding job satisfaction revealed the following:

*"The organization consistently conducts employee satisfaction surveys on a regular basis. These surveys are designed to evaluate various important aspects of the work environment, such as workplace comfort, relationships among colleagues, and the quality of internal communication. The survey provides a clear picture of how employees feel about the duties and responsibilities they carry out. The results then serve as a basis for identifying areas that require improvement, enabling the organization to implement more targeted initiatives to enhance job satisfaction. This step is essential to ensuring employee well-being while simultaneously improving organizational effectiveness."* (Interview, August 20, 2025).

The statement demonstrates that employee satisfaction is not merely viewed as an individual matter but as an organizational priority that requires continuous evaluation. Through regular satisfaction surveys, management is able to identify employee concerns, monitor workplace conditions, and formulate policies that support employee well-being. Employees perceive these efforts as evidence that the organization values their contributions and is committed to maintaining a positive work environment. Such perceptions contribute to stronger organizational attachment and loyalty.

Furthermore, an interview with Mrs. LOW (Head of Shipping Traffic and Port Business Division) on August 21, 2025, revealed:

*"In my opinion, the organization does not rely solely on formal instruments such as surveys but also prioritizes an interpersonal approach through one-on-one meetings between supervisors and employees. These meetings serve as an important platform for exploring employees' opinions, aspirations, and needs in greater depth. Through direct interaction, employees are given the opportunity to express their views without pressure, creating more open and constructive communication. This approach makes employees feel heard, valued, and treated as an important part of the organization. Such feelings positively influence their motivation and job satisfaction while strengthening the relationship between management and employees in creating a more supportive work environment."* (Interview, August 21, 2025).

The findings indicate that interpersonal communication is a significant contributor to employee loyalty. Employees perceive direct interaction with supervisors as a form of recognition and appreciation. The opportunity to express opinions and aspirations openly creates a sense of trust and belonging within the organization. As a result, employees develop stronger emotional bonds with the institution and demonstrate greater willingness to remain committed to their responsibilities.

The interview conducted with Mr. JIM (Head of Navigation, Telecommunications, and Port Facilities Section) on September 15, 2025, revealed:

*"In my opinion, the organization also applies another method to assess employee satisfaction and loyalty, namely the Employee Net Promoter Score (eNPS). The eNPS is used to measure how likely employees are to recommend the organization as a workplace to others. This method is highly effective because it not only indicates employee satisfaction but also reflects their loyalty toward the organization. Through eNPS, management can determine whether employees are proud to be part of the institution and assess the extent to which the work environment provides positive experiences. The eNPS results become an important reference in formulating policies aimed at improving employee comfort and engagement in the workplace."* (Interview, September 15, 2025).

This statement highlights the importance of employee pride and organizational identification in fostering

loyalty. The use of eNPS enables management to assess not only employee satisfaction but also the degree of emotional attachment employees have toward the organization. Employees who are willing to recommend KSOP Gorontalo as a workplace generally demonstrate stronger loyalty, a higher sense of belonging, and greater confidence in the institution.

In addition, the interview with Mr. AS (Ship Captain) on October 7, 2025, revealed:

*"In addition to using formal instruments such as surveys and eNPS, I also pay attention to non-verbal aspects as part of assessing employee job satisfaction. Employees' facial expressions and responses during workplace interactions are important indicators that we observe. These observations include body language, facial expressions, and the way employees respond to daily work situations. Body language often provides more honest signals regarding their level of comfort and satisfaction, especially when these feelings are not explicitly expressed in words. This approach helps us obtain a more comprehensive picture, both quantitatively and qualitatively, enabling management to better understand employee conditions and take appropriate improvement measures."* (Interview, October 7, 2025).

The findings suggest that employee satisfaction is not only reflected through formal assessments but can also be observed through everyday interactions. Employees' behavior, attitudes, and non-verbal responses provide valuable insights into their workplace experiences. Observing these indicators allows management to identify hidden

concerns and address issues that may not emerge through conventional evaluation methods. Consequently, employees feel more understood and supported by the organization.

The interview conducted with Mrs. Y (Human Resources Officer) on October 8, 2025, revealed:

*"Job satisfaction within our organization is essentially viewed as the result of a comprehensive evaluation comparing employees' expectations with the realities they experience in their daily work. Through this evaluation process, we can identify which aspects are functioning well and which still require attention. Based on our findings, areas such as the quality of internal communication and opportunities for career development still need improvement. Therefore, we continuously strive to enhance these aspects so that employee satisfaction can improve comprehensively. In my view, increasing the alignment between employees' expectations and their actual experiences is the key to creating a more positive, productive, and sustainable work environment."* (Interview, October 8, 2025).

The statement indicates that employees evaluate their level of satisfaction by comparing their expectations with their actual workplace experiences. Employees expect supportive communication, fair treatment, and opportunities for professional growth. When these expectations are met, they tend to develop stronger trust in the organization and become more committed to achieving organizational objectives.

Based on the interviews with several informants, it can be concluded that job

satisfaction is a critical internal factor influencing employee loyalty at KSOP Gorontalo. Employees experience job satisfaction through organizational support, open communication, recognition, and opportunities for career advancement. These experiences create a sense of appreciation, belonging, and trust that strengthens their emotional attachment to the organization. Therefore, job satisfaction plays a central role in fostering employee loyalty and encouraging employees to remain committed to the institution.

## **External Factors**

### **1. Government Policies**

The findings indicate that government policies constitute one of the most important external factors influencing employee loyalty at KSOP Gorontalo. Employees perceive government regulations and policy reforms as factors that directly affect organizational operations, work procedures, technological adaptation, and professional responsibilities. Although policy changes often require adjustment and continuous learning, employees generally view them as necessary for organizational development and improved public service delivery.

The interview conducted by the researcher with Mr. AS (Ship Captain) on October 7, 2025, regarding government policies revealed:

*"In my opinion, government policies emphasizing transparent and efficient governance require significant changes in work systems, technological adaptation, and human resource management practices at the*

*Gorontalo Harbormaster and Port Authority Office.*" (Interview, October 7, 2025).

This statement demonstrates that government policies influence not only organizational systems but also employees' daily work experiences. Employees are required to adapt to new regulations, technologies, and standards of accountability. Such changes encourage employees to become more disciplined, adaptive, and responsive to organizational developments.

Furthermore, the interview with Mr. JIM (Head of Navigation, Telecommunications, and Port Facilities Section) on September 15, 2025, revealed:

*"The impact of government policies related to the implementation of the All Indonesia system in port services has been quite significant. This policy has brought major changes, particularly in accelerating service delivery and increasing transparency in work processes. With the introduction of an integrated and fully digital system, many procedures that previously required considerable time can now be completed more quickly and efficiently. However, I also recognize that adapting to this new technology requires employees to continuously improve their competencies. We must keep learning and adjusting to the system in order to perform our duties effectively. Although the adaptation process is not always easy, the implementation of this technology has greatly facilitated our daily work activities. Overall, I view this government policy as an appropriate and relevant response to current public service demands. Through a more structured, modern, and transparent system, the quality of port*

*services can be enhanced, providing greater benefits for both the public and related institutions.*" (Interview, September 15, 2025).

The findings reveal that employees perceive digital transformation policies as both challenges and opportunities. On one hand, technological changes require employees to develop new competencies and continuously update their knowledge. On the other hand, the implementation of digital systems improves efficiency, transparency, and service quality. Employees generally view these improvements positively because they simplify work processes and support organizational effectiveness.

The interview with Mrs. LOW (Head of Shipping Traffic and Port Business Division) on August 21, 2025, revealed:

*"Government economic stimulus policies, such as port tariff discounts, have encouraged an increase in the flow of goods and passengers, which has had a positive impact on our operational activities."* (Interview, August 21, 2025).

This finding suggests that government economic policies indirectly influence employee loyalty through their impact on organizational performance. Increased operational activities create opportunities for employees to contribute more actively to organizational success. As organizational performance improves, employees develop greater confidence in the institution and become more motivated to support its goals and objectives.

Overall, the findings indicate that government policies significantly influence employee loyalty by shaping organizational

systems, encouraging technological adaptation, and supporting operational growth. Employees experience these policies as realities that affect their daily responsibilities and professional development. Although policy changes often require adjustments and additional effort, employees generally perceive them as beneficial because they contribute to organizational modernization, improved public service quality, and long-term institutional sustainability. These positive perceptions ultimately strengthen employees' commitment and loyalty toward KSOP Gorontalo.

## **DISCUSSION**

### **Internal Factors Influencing Employee Loyalty**

The findings indicate that job satisfaction is a key internal factor influencing employee loyalty at KSOP Gorontalo. Employees who perceive a supportive work environment, effective communication, and opportunities for career development tend to demonstrate stronger organizational attachment and commitment. The findings suggest that employee loyalty is not solely determined by financial rewards but also by psychological and social experiences within the workplace.

This finding supports the study conducted by Hadj [4], which found that job satisfaction significantly influences employee loyalty because employees who experience fulfillment of their professional expectations are more likely to remain committed to their organizations. Similarly, Rahimi [3]

emphasized that job satisfaction and organizational support are among the most important determinants of loyalty in public sector organizations.

The present study further demonstrates that organizational efforts such as satisfaction surveys, one-on-one meetings, and employee feedback mechanisms contribute positively to employee perceptions of organizational support. These findings are consistent with the Social Exchange Theory, which suggests that employees reciprocate favorable treatment from organizations through positive attitudes and behaviors, including loyalty. When employees perceive that the organization values their contributions and cares about their well-being, they are more willing to maintain long-term commitment.

Another important aspect emerging from the findings is career development. Employees expressed the need for greater opportunities for professional growth and advancement. This finding aligns with Cuong [2], who identified career development as a significant determinant of employee loyalty. Employees who perceive opportunities for advancement are more likely to invest their efforts in organizational success and less likely to seek employment elsewhere.

Therefore, the findings suggest that employee loyalty at KSOP Gorontalo is strengthened through the fulfillment of both intrinsic and extrinsic needs, including recognition, communication, career opportunities, and organizational support.

### **External Factors Influencing Employee Loyalty**

The findings reveal that government policies significantly influence employee loyalty by shaping organizational practices, work procedures, and service delivery systems. Employees generally perceive policy reforms and technological modernization as necessary efforts to improve organizational effectiveness and public service quality.

This finding is consistent with Rahimi [3], who argued that external organizational conditions, including institutional policies and administrative systems, influence employees' attitudes and commitment toward their organizations. In the context of KSOP Gorontalo, government initiatives promoting transparency, accountability, and digital transformation have altered employees' daily work experiences and responsibilities.

The implementation of the All Indonesia digital system represents a notable example of how public sector modernization influences employee loyalty. Although technological changes require employees to continuously update their skills and adapt to new procedures, employees generally perceive these reforms positively because they improve efficiency and service quality. This finding supports the argument of Bejarano Auqui et al. [7], who found that organizational innovations and modern work systems contribute to stronger employee engagement and commitment.

Moreover, employees reported that economic stimulus policies affecting port activities created a more dynamic operational environment. Increased operational activities

provided employees with greater opportunities to contribute to organizational objectives, thereby enhancing their sense of purpose and organizational significance.

From a public administration perspective, these findings indicate that government policies not only affect organizational performance but also influence employee attitudes and behaviors. Employees are more likely to develop loyalty when policy changes are accompanied by adequate support, training opportunities, and clear communication regarding organizational objectives.

### **Employees' Perceptions and Experiences of Loyalty**

The phenomenological findings reveal that employee loyalty is experienced as a multidimensional phenomenon involving emotional attachment, organizational pride, professional commitment, and a sense of belonging. Employees do not perceive loyalty merely as remaining employed within the organization; rather, they associate loyalty with feeling valued, supported, and involved in organizational development.

This finding supports Trofimov et al. [5], who found that employee loyalty is strongly associated with emotional commitment and positive relationships between employees and management. Employees who experience trust, recognition, and meaningful participation in organizational processes are more likely to develop long-term loyalty.

Furthermore, the findings align with Vasumathi et al. [1], who emphasized that loyal employees demonstrate greater

commitment to organizational success and are willing to contribute beyond their formal job responsibilities. In the present study, employees described loyalty as a willingness to adapt to organizational changes, support institutional goals, and contribute to public service improvement.

Another important finding concerns organizational pride. Employees expressed a strong sense of responsibility toward the institution's mission of ensuring maritime safety and providing quality port services. This suggests that loyalty is not solely influenced by personal benefits but is also shaped by employees' identification with organizational values and public service objectives.

The findings also reinforce the concept that employee loyalty develops through continuous interaction between individual experiences and organizational conditions. Positive experiences, supportive leadership, career development opportunities, and effective policy implementation collectively contribute to the formation of loyalty. Conversely, deficiencies in communication, recognition, and professional development may weaken employees' emotional attachment to the organization.

Overall, the phenomenological analysis demonstrates that employee loyalty at KSOP Gorontalo is constructed through employees' lived experiences within the organization. Loyalty emerges when employees perceive alignment between their personal expectations, professional aspirations, and organizational values. Such alignment fosters commitment, organizational

pride, and a willingness to contribute to the long-term success of the institution.

## **CONCLUSION**

This study aimed to identify the internal and external factors influencing employee loyalty at the Gorontalo Harbormaster and Port Authority Office (KSOP Gorontalo) and to understand how employees perceive and experience these factors. The findings indicate that job satisfaction is the primary internal factor affecting employee loyalty. Employees tend to demonstrate stronger commitment and attachment to the organization when they experience supportive communication, recognition, organizational support, and opportunities for career development. These factors contribute to positive work experiences that foster long-term loyalty.

The study also found that government policies serve as an important external factor influencing employee loyalty. Policy reforms, technological modernization, and digital transformation initiatives affect employees' work practices, responsibilities, and organizational experiences. Employees generally perceive these changes positively when they contribute to improved service quality, operational efficiency, and organizational development.

Furthermore, employees perceive loyalty as more than merely remaining employed within the organization. Loyalty is experienced as a sense of belonging, emotional attachment, organizational pride, commitment to public service, and willingness to adapt to organizational changes. These

experiences demonstrate that employee loyalty develops through the interaction between individual expectations and organizational conditions.

Practically, KSOP Gorontalo should strengthen employee engagement through effective communication, recognition programs, career development opportunities, and continuous support during organizational change initiatives. This study is limited to a single public sector institution and a qualitative approach. Future studies may employ mixed-methods or comparative approaches across different government institutions to obtain broader insights into employee loyalty in the public sector.

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