

Implementation of Employee Assistance Program (EAP) in Handling Increased Organizational Commitment in Company X

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Abstract. *Organizational commitment is a behavior that is often interpreted as a strong desire of workers to be part of a certain organization, a desire to work hard to achieve organizational goals, and having confidence and awareness to accept organizational values and goals. To increase organizational commitment, researchers use the Employee Assistance Program (EAP) as an intervention, EAP as a workplace-based program designed to assist in the identification and resolution of productivity problems. Human Resources staff must have a high commitment in an organization for maximum development in the company. The method used in this study is a quantitative experiment with subjects from the Human Resources department. The results of this study were 2 people who experienced low organizational commitment, by conducting several consultations with a counseling centered therapy approach which was carried out for 1 month resulting in less effective changes for employees who had organizational commitment problems*

Keywords – *Employee Assistance Program, Organizational Commitment, Counseling, Human Resources Management*

I. INTRODUCTION

Fierce competition in the business world demands that organizations work smarter. There are many ways to do it for organizations to create an advantage. Improving the quality of human resources is very important to build competitive advantage [1]. An effective and evolving organization prioritizes its human resources to perform their roles optimally, particularly when confronting environmental changes. Management in human resource plays a critical role in addressing various issues related to employees, laborers, managers, and other workers, ensuring they support the organization's or company's activities to achieve established goals [2]. In supporting the needs of workers' activities, companies need to maximize employees in the HR department so that they have a high organizational commitment [3].

Organizational commitment refers to a scenario where employees are aligned with an organization's goals and are determined to remain part of it. High job involvement signifies a strong attachment to one's specific role, whereas high organizational commitment indicates a strong allegiance to the organization employing the individual [4]. Meyer & Allen said that if an organization's commitment is indirectly a need to continue to take a series of actions so that an organization will seek to develop its workers' commitment to produce stability, it is a holding that workers who have high commitment will work harder and go further to achieve organizational goals [5]. Meyer & Allen also said that there are 3 aspects of organizational commitment: normative commitment, continuance commitment, and affective commitment [6]. Organizational commitment is characterized by behavior that is often carried out as a strong desire of workers to be part of a certain organization, a desire to work hard to achieve organizational goals, and have confidence and awareness to accept organizational values and goals [7]. HR staff must have a high commitment in an organization for maximum development in the company.

Moreover The commitment of the HR staff organization to reflect the seriousness and support provided by the company to the management of human resources. This commitment will create a supportive work environment for employees, increase productivity, and strengthen a positive work culture. Another role of an organization's commitment to its HR staff is to establish fair policies

and procedures for implementing effective employee programs. The HR department is responsible for attracting and recruiting new employees and managing employee performance and development. Additionally, HR is tasked with designing policies and procedures that regulate employee behavior, including codes of ethics, disciplinary methods, and grievance policies. [8].

There is a phenomenon that occurs in company X HR department is from the number of employees who exist and the length of time they have served the company, there have not been many significant changes that come from innovations created in HR employees. The lack of innovation from the HR staff itself inhibits the management of human resources which indirectly affects productivity/performance. HR staff are dominated by employees who prefer to do existing programs rather than developing or creating new programs to be carried out. According to some informants feel that their colleagues are less productive in doing their work, while the informants feel that they have done their work according to their jobdisk, but the income in them is felt to be less and their career path is difficult to go up because for income and work level in other companies with a period of service to the same company he can get more than the company he is currently working for. This shows that there is a lack of organizational commitment, with a lack of productivity by employees makes it difficult for the company to grow.

Employee involvement or participation is the willingness of employees to try their best for the benefit of the organization by involving themselves in the organization's work activities. This involvement will cause employees to be willing and happy to cooperate, both with their superiors and with fellow colleagues [9]. There are problems that occur when the researcher designs the implementation of the intervention program *Employee Assistance Program (EAP)* to increase organizational commitment to employee X. EAP is a form of company in counseling, this is good to do both as an internal and external service [10]. Today's workplace counseling practice emphasizes the provision of a series of services to employees, in a confidential concept, and in particular with a holistic approach to emotional well-being in the workplace. *Employee Assistance Professionals Association* defines EAP as a workplace-based program designed to assist in the identification and resolution of productivity issues related to employees distracted by health, marital, family, financial, alcohol, drug, legal, psychological, emotional, stress, or other personal concerns that may affect the employee's work performance [11]. The researcher used EAP intervention with mentoring in the form of counseling because according to the results of the interview, there was a problem of organizational commitment where the informant felt that the income, effort, time, and career path were problematic. *Continuance commitment* which defines the extent to which an employee must remain in the organization due to the time, cost, and effort that has been put in. Counseling interventions can increase organizational commitment by understanding organizational values in employees, resolving conflicts in the workplace, improving employee psychological well-being, and developing employees' interpersonal relationships with the organization.

The research that has been carried out is from Firdhayanti & Djoekardi, with the title "Implementation of *Employee Assistance Programs (EAP)* by Iradat Consultant as an EAP service provider in handling worker problems". This study employs a qualitative approach through descriptive research, the entire process in this study is carried out for six months. In implementing the EAP program, IK as one of the EAP service providers provides services to workers who have problems related to family, work, and problems that originate from within workers. EAP services are provided in the form of counseling to clients by applying a comprehensive EAP model. The implementation of the EAP program in IK produces services that can help workers solve problems

experienced by workers, such as increased emotional stability and improved worker performance [12].

Research that has also been carried out by Hakim et al., with the title "Employee Assistance Program as a Means of Improving Employee Mental Health in Karawang". The research was conducted for 4 months which produced 2 employees who needed assistance. After counseling and finding that the first employee had problems with late entry to work, decreased work motivation, and communication skills, then in the second employee there were problems related to lack of experience in their new position. The solution provided is related to the existing problem, in the first employee it is recommended to communicate with the boss about working hours, be given work motivation training, and practice self-control and emotions. Then the second employee should be given leadership training and training on techniques in their field of work to increase insight in the employee's field of work. The next recommendation should be to conduct training and development on 5R, and safety working to improve service and quality of work productivity [14].

There is a difference in the research that will be carried out is that the author will conduct EAP to solve the problem of organizational commitment which interferes with worker productivity, besides that this study uses an experimental quantitative method because the results of the experimental research can be used to predict how EAP may affect organizational commitment in the future. The purpose of this study is to determine the effectiveness of the implementation of EAP in increasing organizational commitment to employees.

II. METHOD

The research employs a quantitative experimental method. According to Sugiono, this method involves using quantitative techniques to examine the impact of an independent variable or treatment on a dependent variable or outcome under controlled conditions [15]. The method employed in this study is the Wilcoxon test. The Wilcoxon Signed-Ranks Test is a non-parametric technique used to analyze data from two related groups, such as observations of the same object under two different conditions [16], the Wilcoxon Sign Ranks Test is carried out if the data is not distributed normally.

This study uses a counseling approach *Client Centered Therapy* as a form of effort from the EAP process, According to Rogers (Corey, 2010), counseling *Client Centered Therapy* is a method in which the main role is held by the counselor himself, the counselor is given the freedom to find solutions to the problems they face [17]. This approach is considered effective for dealing with this type of problem because it can improve the counselor's ability to be independent in making decisions. Deep *Client Centered Therapy*, emphasis is placed on the client's ability to identify the issues that are important to them and find ways to address those issues. Thus, counselors are given the position to have skills in making decisions. This research will also intervene on employees who have *Pre-test* showed a very low category, there were 4 counseling sessions that would be carried out on the employee, the results of the research conducted by Anjani and Utaminingsing explain that was an increase in student learning motivation. The subjects in the study were given individual counseling services with a counseling approach *Client Centered* as many as 4 meetings in each subject, and resulted in increased learning motivation [18].

III. RESULTS AND DISCUSSION

A. Result

After the Introduction and Observation Period of the Environment of the research site, the organization commitment pre-test was given which aimed to measure the level of organizational commitment owned by HR employees. The measurement of organizational commitment is carried out using an organizational commitment scale adapted from Meyer and Allen [19]. After it was done *Pre-test* organizational commitment to carry out categorization scoring, In order to group which employees enter in the very low category. In categorizing the scale of organizational commitment, the author classifies it into five categorizations with manual calculations, namely with the formula put forward by Azwar, 2012 which is explained in the following norms [20]:

Table 1. Calculation of Score Categorization Formula

INTERVAL	CRITERION
$X < M - 1.5 SD$	Very Low
$X - 1.5 SD < X \leq M - 0.5 SD$	Low
$M - 0.5 SD < X \leq M + 0.5 SD$	Keep
$M + 0.5 SD < X \leq M + 1.5 SD$	Tall
$M + 1.5 SD < X$	Very High

Table 2. Scoring classification data against Employees

INTERVAL	CRITERION
$X < 116$	Very Low
$116 < x \leq 133$	Low
$133 < x \leq 150$	Keep
$150 < X \leq 166$	Tall
$X > 166$	Very High

Table 3. Data categorization of HR employees

INTERVAL	CRITERION	FREQUENCY
$X < 116$	Very Low	2
$116 < x \leq 133$	Low	5
$133 < x \leq 150$	Keep	10
$150 < X \leq 166$	Tall	1

X > 166	Very High	0
T TAL		18

Referring to the results shown in the table above, it can be concluded that out of 18 people from the HR department at company X, there are 2 HR employees who are categorized very low, 5 people with low categorization, 9 people enter medium categorization, and 1 person with very high categorization. 2 people identified as having low organizational commitment will be intervened in EAP with counseling techniques.

After the Pre-Test, an intervention was carried out in the form of an Employee Assistance Program (EAP) on employees. This program is in the form of individual counseling whose score from the Pre-Test results shows a very low category. Counseling was carried out 4 meeting sessions, the first session was held on February 4, 2024, the second session was held on February 13, 2024, the third session was held on February 19, 2024 and the fourth session was held on February 27, 2024. The technique used in this counseling is in the form of *Client Centered Therapy*. Before the counseling session, the researcher builds a relationship by starting to provide *infomed concents* as a sign that the results of the counseling will be kept confidential. The first meeting was used as a stage to explore problems regarding what the client felt while working in the company, in this session the two clients were open to telling stories related to the problems they experienced.

After the problem begins to be told in the next stages, namely the stage of exploring and exploring the client's problem more deeply so that the client has a new perspective and alternative to the problem he is experiencing, after the stage of choosing and determining the attitude, together with the client reviews the problems faced by the client trying to reconfirm to the respondent about the problem experienced by the respondent, the author also digs deeper information Regarding clients with data sources from significant others, namely internship supervisors. The problems faced by these 2 employees have several similarities in the aspects of the problem that can be concluded from the table below:

Table 4. Results of AN Client Counseling

SESSION 1			
Time	Phase	Achievements	Information
60 Minutes	Building relationships	Counseling can be open and trusting.	Counseling was carried out for 36 minutes, AN was very open and trusted in the implementation of this counseling.
	Problem exploration	The counselor is able to express his feelings, the problems he feels during work.	AN is able to express the problems he feels at work.

SESSION 2			
Time	Phase	Achievements	Information
60 minutes	The level of openness to the experience	Counseling can more clearly tell about experiences related to the problems felt by counselors.	Counseling lasted for 62 minutes, AN shared some experiences of his problems

SESSION 3			
Time	Phase	Achievements	Information
60 Minutes	The stage of choosing and determining attitudes.	The counselor is able to reveal the answer from himself to solve the problem	Counseling was carried out for 58 minutes, AN had begun to think about doing a middle way from his problem

SESSION 4 AN			
Time	Phase	Achievements	Information
45 Minutes	The willingness stage is a process.	Counselors are willing to open themselves up as a new experience to change behavior in a more positive direction.	AN has tried to do positive things related to the problems he felt before.

Table 5. Results of FS Client Counseling

SESSION 1			
Time	Phase	Achievements	Information

40 Minutes	Building relationships	Counseling can be open and trusting.	The counseling was carried out for 39 minutes, FS was quite open and trusted in the implementation of this counseling. At first I felt a little hesitant and afraid of side effects, but after further approaches, FS began to be able to understand the concept of this counseling
	Problem exploration	The counselor is able to express his feelings, the problems he feels during work.	FS is able to express the problem clearly what he feels at work.

SESSION 2

Time	Phase	Achievements	Information
60 minutes	The level of openness to the experience	Counseling can more clearly tell about experiences related to the problems felt by counselors.	The counseling lasted for 31 minutes, FS shared some experiences of his problems

SESSION 3

Time	Phase	Achievements	Information
60 minutes	The stage of choosing and determining attitudes.	Counseling can more clearly tell about experiences related to the problems felt by counselors.	Counseling was carried out for 40 minutes, FS shared some experiences from his problems

SESSION 4

Time	Phase	Achievements	Information
40 Minutes	The willingness	Counselors are willing to open	

stage is a process.	themselves up as a new experience to change behavior in a more positive direction.	FS has opened his mind to do positive things in solving his problems
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After being carried out at the counseling stage of session 1, AN looked very excited to do counseling, the approach that needed to be done on AN was not too difficult because AN was immediately open to the problems felt. Meanwhile, FS was a little scared at the beginning because he was afraid that his position would be threatened as an employee, but after approaching and explaining the concept of this counseling, FS began to be confident and quite cooperative in the counseling process. The problem that FS felt was that he did not feel close to his colleagues to work well together, FS also felt that the effort he spent was not in accordance with the salary he got.

Followed by the second session which aims to be a stage of openness to problems, AN feels that he does not work according to his *passion*, and is not able to contribute in making job reforms, innovations or so on. A little different from FS, the problem that FS feels is that he does not feel close to his colleagues to work well together, FS feels that the effort he spends is not in accordance with the salary he gets.

Followed by the third session, AN said that at the beginning he was assigned to the HR department he tried to contribute to decision-making, but he felt *insecure* because his other colleagues were better than AN. Since then he felt that he had to take part in decision-making. AN feels that the salary is sufficient because he feels that his work is small and not optimal in working because this job is not according to his *passion*, but AN has begun to feel that he wants to work more wholeheartedly. Meanwhile, FS felt that he had done his best in doing his jobdisk, but he felt that the salary he got was not appropriate. Then FS felt that he was not participating in decisionmaking because he felt that he did not fit the character of his colleagues. However, FS has begun to think that he must have a good relationship to be more comfortable to do his best work.

Once the third stage is completed, the final stage follows. In this final phase, several tasks must be accomplished: the counselor and the counselee should draw conclusions about the results of the counseling process, develop an action plan based on the agreements reached during problemsolving, and then evaluate and assess the counseling process and outcomes through immediate feedback.

The results of the last meeting aimed at self-reflection on what the client felt and what changed from him, evaluation of success by asking the client if there was any change in him after the previous counseling was held related to the problems felt before, different responses that can be concluded from the table above. AN and FS both feel that they want to change negative thoughts to positive thoughts and want to try to be maximum at work.

Based on the table above before and after individual counseling, it can be seen that there are general changes in the respondents both in terms of being able to do new routines in order to carry out work more wholeheartedly, willing to adapt, dare to try new things, and think positively. Therefore, it can be concluded that there is a general change in individual counseling towards organizational commitment. After being given individual counseling, the next step is to provide a *Post-Test*, which is to re-measure the level of organizational commitment from employees and employees through an organizational commitment questionnaire used during *the Pre-Test*.

After the intervention *Employee Assistance Program (EAP)* employees, and the last stage is to carry out *Post-Test* to re-measure the level of organizational commitment of employees through questionnaires. Measurement of organizational commitment is carried out using an organizational commitment scale adapted from Meyer and Allen (in Jaros, 2007) as used at the time of *Pre-test*. Measurement of organizational commitment is carried out to HR employees who at the time of the pre-test are in the very low category and receive Individual Counseling intervention. Measurements were made using the Wilcoxon test with the following data:

Table 6. Wilcoxon Test Results

Test Statistics ^a	POST TEST - PRE TEST
Z	-1.342 ^b
Asymp. Sig. (2-tailed)	.180

- a. Wilcoxon Signed Ranks Test
- b. Based on negative ranks.

Based on the Wilcoxon tests that have been carried out, the results of counseling interventions to increase organization commitments have not changed significantly. Because the asymp value of $180 > 0.05$ which means that counseling interventions are not efficient enough to overcome organizational commitment problems that occur in employees.

Table 7. Organizational Commitment score data before and after the intervention was given

It	SBJ	Before Score	Score Category	After Score	Score Category
1.	AN	110	Very Low	134	Keep
2.	FS	114	Very Low	142	Keep
Total Employees					2

Referring to the results shown in the table above, it can be seen that the organization 's commitment before being given individual counseling services is in the very low category, after being given individual counseling services, there is an increase in categories that start from a very low category to a low category. Although there is an increase in categorization in every employee who is intervened through the counseling process, the Wilcoxon test that has been carried out shows that the counseling process is less effective to improve organizational commitment.

The thing that may cause the lack of effectiveness of counseling in this study is that according to research that has been conducted by Firdhaynti & Djoekardi, to deal with employee problems by using a counseling process for 11 months, EAP counseling in this study is short-term because it focuses on solving problems related to workers, not problems that require long-term treatment [12] While this research was only conducted for 1 month. Another study conducted by olek Farrassoya et al., that supervision has a positive impact on organizational commitment, the study shows that supervision or supervision carried out by the head of the hospital room can make the

commitment of nurses to provide nursing care to patients stronger [21]. There is also a study that has been conducted from Ananda & Winata that the effectiveness of the influence of leadership behavior on organizational commitment is 30%, so it is concluded that there is a positive and significant influence of leadership behavior on organizational commitment. The proposal from the previous research from Mustika et al., is an intervention design, namely training to increase motivation and commitment involving all members of the organization to understand commitment as a member and foster a sense of responsibility, commitment, and motivation in the organization members [22]. Some of the studies above are studies with organizational commitment problems that are not from the counseling process and are effective to be carried out.

IV. CONCLUSION

The conclusion of this study is the implementation of the Employee Assistance Program (EAP) in dealing with the increase in organizational commitment of company X employees where there are 2 employees with a very low category and are intervened with EAP using *cintred therapy* counseling techniques. In the results of the intervention that has been categorized, the 2 employees have experienced a slight increase, but in the Wilcoxon test that has been carried out, it is said that the counseling intervention has not been effective enough to increase organizational commitment. For further research, interventions that have proven that it can be effective for organizational commitment, for example, by giving supervision, commitment training, or by instilling leadership behavior towards organizational commitment.

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Conflict of Interest Statement:

The author declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.