

Empirical Analysis of the Factors Influencing Employee Loyalty at PT BPR BKK Purwokerto

827

Herwiek Diyah Lestari

Universitas Wijayakusuma Purwokerto, Banyumas, Indonesia

E-Mail: dlherwiek72@gmail.com

Arinastuti Arinastuti

Universitas Wijayakusuma Purwokerto, Banyumas, Indonesia

Alfina Damayanti

Universitas Wijayakusuma Purwokerto, Banyumas, Indonesia

Ratna Pujiastuti

Universitas Wijayakusuma Purwokerto, Banyumas, Indonesia

Submitted:
FEBRUARI 2013

Accepted:
MARET 2013

ABSTRACT

Employees, as vital assets, are essential for a company's effective operation, and neglecting their well-being can lead to substantial losses. A company's ability to prioritize employee welfare fosters a sense of loyalty, crucial for enhanced productivity. Employee loyalty, reflected in a desire to stay with a company, stems from a comfortable organizational environment. Factors influencing this loyalty encompass work motivation, discipline, leadership quality, and a positive non-physical work environment. This study at PT BPR BKK Purwokerto, utilizing multiple linear regression analysis on 60 respondents, reveals that work motivation, discipline, leadership, and the non-physical work environment significantly contribute to fostering employee loyalty. The implications of these findings underscore the strategic importance of holistic employee management in organizational success. By investing in motivational strategies, cultivating effective leadership, fostering disciplined work culture, and promoting a positive non-physical work environment, companies can create an environment conducive to lasting employee loyalty. This not only ensures employee satisfaction but also establishes a foundation for heightened productivity, reducing turnover costs and contributing to the long-term success of the organization.

Keywords: Work motivation, Work discipline, Leadership, Non-physical work environment, Employee loyalty

ABSTRAK

Karyawan merupakan aset yang harus diperhatikan. Perusahaan tidak dapat beroperasi dengan baik dan akan mengalami kerugian besar tanpa peran karyawan. Oleh karena itu, ketika sebuah perusahaan dapat menjaga karyawan dengan baik, hal ini akan menciptakan rasa loyalitas karyawan terhadap perusahaan. Rasa loyalitas yang tinggi akan mampu meningkatkan produktivitas. Loyalitas karyawan adalah keinginan karyawan untuk tidak meninggalkan perusahaan karena loyalitas dapat membuat karyawan merasa nyaman dalam organisasi. Ada beberapa faktor yang memengaruhi loyalitas karyawan, termasuk motivasi kerja, disiplin kerja, kepemimpinan yang diimplementasikan oleh perusahaan, dan lingkungan kerja non-fisik yang harmonis. Tujuan dari penelitian ini adalah untuk menentukan dan menganalisis signifikansi pengaruh variabel motivasi kerja, disiplin kerja, kepemimpinan, dan lingkungan kerja non-fisik terhadap loyalitas karyawan di PT BPR BKK Purwokerto. Penelitian ini menggunakan analisis regresi linear berganda, melibatkan 60 responden yang merupakan karyawan PT BPR BKK di Purwokerto. Beberapa temuan dalam penelitian ini adalah bahwa motivasi kerja, disiplin kerja,

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 11 No. 3, 2023
pp. 827-834
STIE Kesatuan
ISSN 2337 - 7860

kepemimpinan, dan lingkungan kerja non-fisik berpengaruh positif dan signifikan terhadap loyalitas karyawan. Implikasi dari temuan ini menekankan pentingnya manajemen karyawan yang holistik dalam kesuksesan organisasi. Dengan berinvestasi dalam strategi motivasi, membentuk kepemimpinan yang efektif, membudayakan budaya kerja yang disiplin, dan mempromosikan lingkungan kerja non-fisik yang positif, perusahaan dapat menciptakan lingkungan yang kondusif untuk loyalitas karyawan yang langgeng. Hal ini tidak hanya menjamin kepuasan karyawan tetapi juga membentuk dasar untuk peningkatan produktivitas, mengurangi biaya pergantian, dan memberikan kontribusi pada kesuksesan jangka panjang organisasi.

Kata kunci: Motivasi kerja, Disiplin kerja, Kepemimpinan, Lingkungan kerja non fisik, Loyalitas karyawan

INTRODUCTION

Human resources (HR) are a crucial asset in a company that needs careful maintenance and effective management for positive impacts on the organization. One such positive impact is the enhancement of employees' loyalty to the company. Employee loyalty manifests as a protective stance towards the organization, indicating active participation (Sutrisno, 2017). Loyal employees contribute to the smooth achievement of company goals. The level of employee loyalty is also influenced by factors related to work motivation (Mochklas & Mahardhika, 2018). Sutrisno (2017) defines work motivation as a condition that propels employees to engage in specific activities, essentially acting as a driving force. Higher levels of work motivation correlate with increased employee loyalty to the company. This assertion finds support in research conducted by Rukmana et al. (2022), Arianto (2022), Juliana (2022), Larengkeng et al. (2023) and Dharmadi et al. (2023), all indicating a positive and significant effect of work motivation on employee loyalty. However, these findings deviate from research by Vrisna et al. (2020), which suggests that work motivation does not significantly impact employee loyalty.

High employee loyalty is also influenced by factors related to work discipline (Mochklas & Mahardhika, 2018). Work discipline refers to the willingness and desire of employees to adhere to all organizational rules and social norms (Hasibuan, 2017). A positive work discipline demonstrated by employees contributes to an increased sense of loyalty to the company. Research conducted by Yanti et al. (2021), Gunawan & Tarto (2018), Mochklas & Mahardhika (2018) and Hidayati et al. (2018) suggests that work discipline has a positive and significant effect on employee loyalty. However, contrary findings are presented in research conducted by Faishol (2020), indicating that work discipline has no significant effect on employee loyalty.

Furthermore, high employee loyalty to the company is inseparable from the influence of leadership implemented by the company (Febrian et al., 2020). Leadership is the individual who guides an organization by spearheading social action, managing, guiding, or controlling employee efforts through their position, authority, or role (Kartono, 2016). Improved leadership within a company correlates with higher levels of employee loyalty. Research conducted by Dewi et al. (2023), Ramayani et al. (2022), Prayoga & Astuti (2021), Wahab & Liskawati (2020) and Febrian et al. (2020) indicates that leadership has a positive and significant effect on employee loyalty. However, Hairina & Jonnius (2021) present results indicating that leadership has no effect on employee loyalty. High employee loyalty is also influenced by factors related to a harmonious non-physical work environment (Manafe et al., 2022). The non-physical work environment encompasses all conditions within an organization that are interconnected with work relationships, including relationships between superiors, subordinates, and co-workers (Sedarmayanti, 2017). A positive non-physical work environment contributes to increased employee loyalty. Research conducted by Manafe et al. (2022), Helia et al. (2022) and Safar et al. (2023) suggests that the non-physical work environment has a positive and significant effect on employee loyalty. However, contrary findings are presented in research conducted by Alvina & Susanto (2022), indicating that the non-physical work

environment has no effect on employee loyalty. This study addresses a research gap by investigating differences in previous research results concerning the variables of work motivation, work discipline, leadership, and the non-physical work environment on employee loyalty variables.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Relationship Between Work Motivation and Employee Loyalty

Mochklas & Mahardhika (2018) stated that increasing employee loyalty in a company is influenced by work motivation factors. According to Sutrisno (2017), work motivation is a condition that encourages employees to carry out certain activities or, in another sense, serves as an element that drives employee actions. Research conducted by Rukmana et al. (2022), Arianto (2022), Juliana (2022), Larengkeng et al. (2023) and Dharmadi et al. (2023) suggests that work motivation has a positive and significant effect on employee loyalty. An increase in employee work motivation in a company is expected to positively influence the high level of employee loyalty within the organization. Building upon the findings from previous research, this hypothesis was formulated:

H1: Work motivation has a significant positive effect on employee loyalty.

The Relationship Between Work Discipline and Employee Loyalty

High levels of employee loyalty are also impacted by factors related to work discipline (Mochklas & Mahardhika, 2018). Work discipline is characterized by employees' willingness and desire to adhere to all organizational rules and social norms (Hasibuan, 2017). Studies conducted by Yanti et al. (2021), Gunawan & Tarto (2018), Mochklas & Mahardhika (2018) and Hidayati et al. (2018) reveal that work discipline has a positive and significant effect on employee loyalty. An increase in employee work discipline within a company is anticipated to positively shape the heightened level of employee loyalty within the organization. Building on the insights gained from prior research, this hypothesis is formulated as follows:

H2: Work discipline has a significant positive effect on employee loyalty.

The Relationship Between Leadership and Employee Loyalty

The strong loyalty of employees to the organization is closely linked to the impact of the leadership implemented by the company (Febrian et al., 2020). Leadership is characterized as an individual who oversees an organization, leading social action by managing, guiding, and controlling employee efforts through their position and authority (Kartono, 2016). Studies conducted by Dewi et al. (2023), Ramayani et al. (2022), Prayoga & Astuti (2021), Wahab & Liskawati (2020) and Febrian et al. (2020) assert that leadership has a positive and significant influence on employee loyalty. An improvement in leadership within a company is expected to positively impact the elevated level of employee loyalty in the organization. Drawing on the findings of the preceding research, this hypothesis is articulated as follows:

H3: Leadership has a significant positive effect on employee loyalty.

The Relationship Between Non-Physical Work Environments and Employee Loyalty

Elevated employee loyalty is also impacted by favorable non-physical work environment factors (Manafe et al., 2022). The non-physical work environment encompasses all conditions within an organization that are interconnected with work relationships, including the dynamics among superiors, subordinates, and colleagues (Sedarmayanti, 2017). Research by Manafe et al. (2022), Helia et al. (2022) and Safar et al. (2023) affirms that the non-physical work environment has a constructive and statistically significant influence on employee loyalty. The non-physical work environment plays a crucial role in fostering employee loyalty; thus, if a company successfully implements a conducive non-physical work environment, it can enhance employee comfort and consequently boost loyalty. This implies that an optimal non-

physical work environment leads to heightened employee loyalty. Building on the insights from previous research, this hypothesis is articulated as follows:

H4: The non-physical work environment has a significant positive effect on employee loyalty.

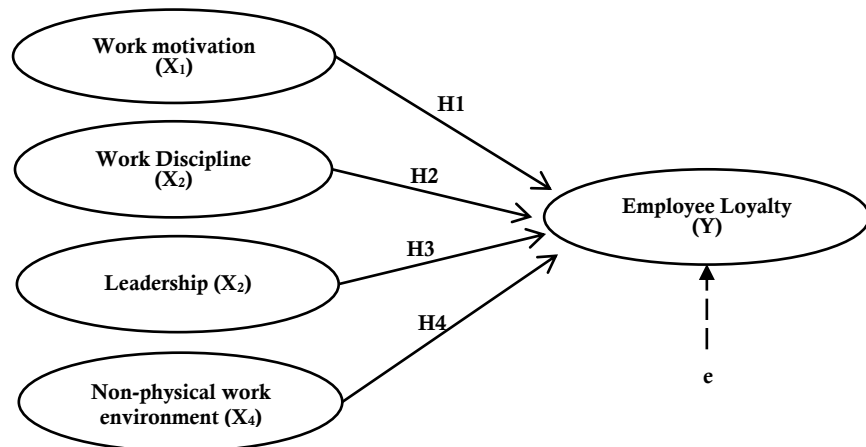


Figure 1. Research Model

RESEARCH METHODS

In this study, measurements related to the variables studied were adopted from previous research. Employee loyalty uses 3 measurement items. that work motivation is evaluated using 6 items. Work discipline was analyzed using 4 measurement items. Leadership uses 6 measurement items, and based on the non-physical work environment it is analyzed using 5 measurement items. The total number of measurements was 24 questions which had been adapted to respondents in Purwokerto. The unit of analysis in this research is the permanent employees of PT. BPR BKK has 60 employees. The sampling technique was proportional stratified random sampling. According to proportional stratified random sampling, it is a sampling technique used when the population has members/elements that are not homogeneous and proportionally stratified. This research uses a survey method by distributing questionnaires. This research uses a survey method by distributing questionnaires online via the Google Form application. Measurements were carried out using a Likert Scale with a scale of 1-5 ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Respondents in this research were employees of PT. BPR BKK in the Purwokerto area whose population size is known with certainty, so the sampling method uses references from Slovin. The analysis tool uses Multiple Regression. This research was conducted to measure all elements of the model, such as work motivation, work discipline, leadership, non-physical work environment, and employee loyalty.

RESULTS AND DISCUSSION

After distributing the questionnaire online via Google Form, data was obtained from 60 respondents who worked as PT employees. BPR BKK in the Purwokerto area. In the data, respondents who met these criteria consisted of 25 male respondents (41.67%) and 35 female respondents (58.33%) with the age category <30 years as many as 27 people (45%), 30-40 years as many as 21 people (35%) and >40 years as many as 12 people (20%). Meanwhile, if we look at the latest education, there were 16 respondents with a high school/vocational school equivalent (26.67%), 11 people with a diploma (18.33%) and 33 people with a bachelor's degree (55%). Based on length of work, respondents were ≤ 3 years as many as 10 people (16.67%), 3 – 5 years as many as 18 people (30%) and > 5 – 7 years as many as 32 people (53.33%).

Instrument testing was carried out using validity and reliability tests. This test was carried out to test the validity of the questionnaire. Validity testing was carried out using product moment correlation, to test the questionnaire variables used in the research. The validity test was carried out on 24 questions asked to 30 respondents as a pilot sample.

The validity test results show that all question items have a value of $r_{count} > r_{table}$ so that all question items are declared valid and can be used as a data collection tool. Reliability testing was carried out using the Cronbach alpha coefficient. The reliability test results of the variables employee loyalty (0.819), work motivation (0.881), work discipline (0.818), leadership (0.885) and non-physical work environment (0.828) are greater than 0.70 so it can be concluded that the instrument is declared reliable.

The classical assumption test is an analysis carried out to assess whether a linear regression model using the Ordinary Least Square method has problems or not. The results of the normality test using the Kolmogorov Smirnov test obtained an asymp value. $sig\ 0.200 > 0.05$, it can be concluded that the standardized residual value is normally distributed. The results of the multicollinearity test obtained VIF values for the variables work motivation (2.897), work discipline (1.887), leadership (3.845) and non-physical work environment (1.824), < 10 , so it can be stated that between the independent variables there are no symptoms of multicollinearity. The results of the heteroscedasticity test obtained significant values from the variables work motivation (0.908), work discipline (0.689), leadership (0.663) and non-physical work environment (0.077) $> 0.05 > 0.05$, so it can be concluded that all variables there are no symptoms of heteroscedasticity. The research model hypothesis testing can be seen in Table 1.

Table 1. Research Model Hypothesis Testing

Hypothesis	Hypothesis Statement	t-count	t-table	Sig.
H1	Work motivation has a significant positive effect on employee loyalty	2,536	1,67303	0,014
H2	Work discipline has a significant positive effect on employee loyalty	2,975	1,67303	0,004
H3	Leadership has a significant positive effect on employee loyalty	4,561	1,67303	0,000
H4	Non-Physical Work Environment has a significant positive effect on employee loyalty	4,027	1,67303	0,000

The t-test outcomes derived from the multiple linear regression analysis in the above Table 1 indicate that the t-values for the variables work motivation, work discipline, leadership, and the non-physical work environment surpass the critical t-table value of 1.67303, with a significance value of 0.014, smaller than the α value of 0.05. The t-count values fall within the rejection region of H_0 or the acceptance region of H_a , providing evidence that work motivation, work discipline, leadership, and the non-physical work environment exert a positive and significant impact on employee loyalty. Consequently, the acceptance of the first, second, third, and fourth hypotheses, asserting that work motivation, work discipline, leadership, and the non-physical work environment significantly influence employee loyalty at PT BPR BKK Purwokerto, is warranted. This study examines and assesses five variables, encompassing work motivation, work discipline, leadership, and the non-physical work environment, as independent variables influencing employee performance, the dependent variable.

This research substantiates the first hypothesis, indicating that work motivation significantly and positively affects employee loyalty at PT BPR BKK Purwokerto. The findings of this study align with those of a previous investigation by Mochklas & Mahardhika (2018), highlighting work motivation as a crucial factor with a positive and significant impact on employee loyalty. Moreover, the outcomes of this research reinforce the conclusions drawn from studies by Rukmana et al. (2022), Arianto (2022), Juliana (2022), Larengkeng et al., (2023) and Dharmadi et al., (2023), which all provide evidence supporting the notion that work motivation positively influences employee loyalty. The improved perception of work motivation, as perceived by employees based on six indicators—namely remuneration, working conditions, work facilities, work performance, recognition from superiors, and the nature of the work—leads to enhanced employee loyalty.

Based on the research results, it is evident that this study supports the second hypothesis, asserting that work discipline has a significant positive impact on employee loyalty. The outcomes of this research align with the conclusions of a previous study by Mochklas & Mahardhika (2018), emphasizing work discipline as a crucial factor with a positive and significant effect on employee loyalty. Moreover, the results of this research reinforce the findings of studies by Yanti et al. (2021), Gunawan & Tarto (2018), Mochklas & Mahardhika (2018) and Hidayati et. al., (2018), all of which provide evidence that work discipline positively and significantly influences employee loyalty. The enhanced perception of employees regarding work discipline, as measured by indicators such as adherence to time rules, company regulations, workplace behavior norms, and other company regulations, leads to increased employee loyalty.

This research supports the third hypothesis, indicating that leadership has a significant positive effect on employee loyalty at PT BPR BKK Purwokerto. The results align with a prior study by Febrian et al., (2020), emphasizing leadership as a crucial factor with a positive and significant effect on employee loyalty. Furthermore, these findings reinforce studies conducted by Dewi et. al., (2023), Ramayani et al. (2022), Prayoga & Astuti (2021), Wahab & Liskawati (2020) and Febrian et. al., (2020), all of which provide evidence that leadership positively and significantly influences employee loyalty. The enhanced perception of leadership, measured by indicators such as decision-making ability, motivation skills, communication proficiency, control over subordinates, responsibility, and emotional control, correlates with an increased level of employee loyalty at PT BPR BKK Purwokerto.

Based on the research results, it is evident that this research supports the fourth hypothesis, asserting that the non-physical work environment has a significant positive effect on employee loyalty at PT BPR BKK Purwokerto. The outcomes of this study align with the conclusions of a prior study by Manafe et. al., (2022), highlighting the non-physical work environment as a crucial factor with a positive and significant effect on employee loyalty. Moreover, the results of this research reinforce the findings of studies conducted by Manafe et. al., (2022), Helia et. al., (2022) and Safar et. al., (2023), all of which provide evidence that the non-physical work environment positively and significantly influences employee loyalty. The improved perception of the non-physical work environment, encompassing indicators like working relationships with superiors, subordinates, and colleagues, a family-like atmosphere, and effective communication, leads to greater loyalty among PT BPR BKK Purwokerto employees.

CONCLUSION

The results obtained demonstrate that this research has successfully provided partial evidence that work motivation, work discipline, leadership, and the non-physical work environment have a positive and significant effect on employee loyalty at PT BPR BKK Purwokerto. The implication of this research is that the management of PT BPR BKK Purwokerto should implement appropriate policies related to work motivation, work discipline, leadership, and the non-physical work environment. Measures that can be taken include enhancing work motivation by repairing and replacing work facilities that are no longer suitable for use, improving employee work discipline by enforcing compliance with company regulations and applying appropriate sanctions for violations committed by employees, enhancing leadership through regular meetings to convey information to employees, and improving the non-physical work environment in the company by encouraging teamwork or group activities, fostering a sense of mutual assistance among employees, and creating a harmonious family-like atmosphere.

This research still has several limitations that need correction for further investigation. Firstly, the respondents were limited to employees from the BPR BKK branches in Central, West Purwokerto, East Purwokerto, and HR Branch, Benjamin. To better capture employee loyalty at PT BPR BKK Purwokerto, future research could expand to other branches, such as the North Purwokerto branch and the South Purwokerto branch,

that were not covered in this study. Additionally, repeating the research at the same location, PT BPR BKK Purwokerto, with unexplored independent variables like career development, workload, welfare programs, compensation, and organizational culture could provide a more comprehensive understanding.

Secondly, this research utilized a questionnaire as a measuring tool due to its cost-effectiveness, time efficiency, and ease of administration. However, questionnaires have inherent limitations, such as the potential for inaccurate responses, dependence on respondents' current situations, and challenges in determining the honesty of answers. For future studies, administering closed questionnaires directly with clear guidance could help address some of these limitations. Moreover, supplementing closed questionnaires with open-ended questions allows respondents to freely express thoughts related to the variables under investigation, potentially revealing unexpected insights.

REFERENCES

- [1] Alvina, J., & Susanto, A. H. (2022). Pengaruh Beban Kerja dan Lingkungan Kerja Non Fisik Terhadap Loyalitas Karyawan Miski Aghnia Corporation. *Jurnal Riset Manajemen Dan Akuntansi*, 2(3), 86–96.
- [2] Arianto, B. (2022). Dominasi Motivasi Kerja, Kompensasi, Dan Budaya Organisasi Terhadap Loyalitas Tenaga Kependidikan: Study Kasus di Universitas PGRI Adi Buana Surabaya. *HELPER: Jurnal Penelitian Dan Pembelajaran*, 39(1), 6–12.
- [3] Dewi, A. F., Sari, P., & Pohan, Y. A. (2023). Pengaruh Kepemimpinan Dan Lingkungan Kerja Terhadap Loyalitas Kerja Pegawai di Dompot Dhuafa Waspada. *Accumulated Journal*, 5(1), 82–96.
- [4] Dharmadi, I. P. A., Parwati, K. S. M., & Tunjungsari, K. R. (2023). Pengaruh Motivasi dan Pemberian Kompensasi Terhadap Loyalitas Karyawan di Hotel Four Points by Sheraton Bali Seminyak. *PARIS (Jurnal Pariwisata Dan Bisnis)*, 2(3), 672–681.
- [5] Faishol, M. (2020). Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Melalui Loyalitas Karyawan PT. Indofodd CBP Sukses Makmur Distrik Surabaya. *Jurnal Bisnis Dan Ekonomi*, 1(1), 1–9.
- [6] Febrian, W. O., Firdaus, M. A., & Marlina, A. (2020). Pengaruh Kepemimpinan Dan Pengembangan Karir Terhadap Loyalitas Karyawan PT. BPRS Al Salaam Amal Salman. *Manager: Jurnal Ilmu Manajemen*, 3(1), 65–72.
- [7] Gunawan, Y. M., & Tarto, T. (2018). Pengaruh Budaya Kerja Dan Disiplin Kerja Terhadap Loyalitas Guru (Survei Pada Guru di Sekolah Dasar Negeri Kota Tangerang). *Prosiding Seminar Nasional Unimus*, 1(1), 447–452.
- [8] Hairina, H., & Jonnius, J. (2021). Analisis Determinan Kepuasan Kerja dan Loyalitas Pegawai di UIN Suska Riau. *Muhammadiyah Riau Accounting and Business Journal*, 3(1), 012–020.
- [9] Hasibuan, M. (2017). *Manajemen Sumber Daya Manusia* (Edisi Revi). Jakarta: Bumi Aksara.
- [10] Helia, S., Purnama, R. E., Saffriwan, S., Naveria, R., & Aminur, A. (2022). 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. *Jurnal Ekonomi*, 11(3), 1463–1472.
- [11] Hidayati, Y. S., Budiwati, H., & Ariyono, K. Y. (2018). Pengaruh Kompensasi Finansial dan Kepuasan Serta Disiplin Kerja Terhadap Loyalitas Sopir Rental Mobil di Lumajang. *Jurnal Riset Manajemen*, 1(2), 166–177.
- [12] Kartono, K. (2016). *Pemimpin dan Kepemimpinan*. Jakarta: Rajawali Pers.
- [13] Larengkeng, G. V., Kojo, C., & Saerang, R. T. (2023). Pengaruh Pelatihan Kerja, Integritas Dan Motivasi Terhadap Loyalitas Pegawai Pada Inspektorat Kabupaten Kepulauan Talaud. *Jurnal EMBA*, 11(1), 405–413.
- [14] Manafe, Y. A., Gana, F., & Fanggidae, A. H. J. (2022). Pengaruh Program Kesejahteraan dan Lingkungan Kerja Non Fisik Terhadap Loyalitas Karyawan pada Aston Kupang Hotel dan Convention Center. *Jurnal Sosial Teknologi (SOSTECH)*, 2(3), 190–205.
- [15] Mochklas, M., & Mahardhika, B. W. (2018). Effect of Work Discipline, Career Development, Work Motivation and Work Load on the Loyalty of Women Workers in South Korea Companies. *Saudi Journal of Business and Management Studies (SJBMS)*, 3(8), 922–927.
- [16] Prayoga, S. S., & Astuti, P. B. (2021). Pengaruh Iklim Organisasi, Kepemimpinan, Dan Kompensasi Terhadap Loyalitas Pegawai non PNS Disdukcapil Kabupaten Kebumen. *Jurnal Fokus Manajemen Bisnis*, 11(2), 200–215.
- [17] Ramayani, R. F., Endrekson, R., Purnomo, H., Putra, A. S., & Givan, B. (2022). The Effect Of Leadership, Salary and Benefits On Employee Loyalty In Export Import Companies. *Journal of Innovation Research and Knowledge*, 1(12), 1759–1766.

- [18] Rukmana, D. A., Prasetyo, D. E., Ginting, H. N., Payu, R. M. H., Wibisono, S., & Sofyandi, H. (2022). The Effect of Compensation and Work Motivation on Employee Loyalty at Harbour Brightshoes. *Technium Social Sciences Journal*, 32(1), 548–557.
- [19] Safar, I., Mujahid, M., Mapparenta, M. N., & Nurdin, N. (2023). The Role of Compensation Moderation on the Effect of Work Environment on Employee Loyalty at PT. Prima Karya Manunggal. *International Journal of Health, Economics, and Social Sciences (IJHES)*, 5(2), 92–97.
- [20] Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Refika Aditama, Bandung.
- [21] Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia* (Kedelapan). Jakarta: Prenada Media Group.
- [22] Vrisna, V. A., Utami, W. R., & Dwiatmadja, C. (2020). Pengaruh Pengembangan Karir, Motivasi Kerja Dan Pemberian Kompensasi Terhadap Loyalitas Kerja Karyawan (Studi Kasus Pada Karyawan PT. Tribun Berita Online). *International Journal of Social Science and Business*, 4(2), 267–275.
- [23] Wahab, A., & Liskawati, L. (2020). Pengaruh Kepemimpinan dan Kecerdasan Emosional Terhadap Loyalitas Pegawai Pada Sekretariat Dewan Perwakilan Rakyat Daerah (DPRD) Kabupaten Donggala. *Jurnal Ekonomi Trend*, 8(1), 1–13.
- [24] Yanti, S., Rumengan, J., & Gunawan, D. (2021). Influence Of Work Discipline, Ethics, Communication, Work Satisfaction On Employee Work Loyalty In Batam University. *IAIC International Conferences*, 3(2), 24–32.
- [25] Yuliana, U. (2022). Pengaruh Motivasi, Kompensasi, dan Lingkungan Kerja Terhadap Loyalitas Karyawan di Star Hotel Semarang. *Gemawisata: Jurnal Ilmiah Pariwisata*, 18(2), 116–123.