

Analysis of Factors Influencing Employee Loyalty: Leadership Style, Work Environment, Compensation

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ABSTRACT:-

Background: Employee loyalty is an important asset for organizations in facing global competition. This study is motivated by the importance of understanding the factors that influence employee loyalty, especially at PT Wijaya Karya Tirta Jaya Jatiluhur (PT WTJJ) as one of the BUMNs that plays an important role in sustainable development in Indonesia.

Objective: This study aims to analyze the effect of leadership style, compensation, and work environment on employee loyalty at PT WTJJ.

Method: Data were collected through an online questionnaire from 110 respondents who were employees of PT WTJJ. Data analysis was carried out using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method using SmartPLS software.

Results: The results showed that leadership style, availability, and work environment had a positive and significant effect on employee loyalty at PT WTJJ. Leadership style and work environment had a relatively greater influence compared to compensation.

Conclusion: Authentic leadership and a conducive work environment are dominant factors in increasing employee loyalty at PT WTJJ. Companies are advised to focus on developing authentic leadership and employee empowerment, as well as creating a positive and supportive work environment to increase employee loyalty.

Keywords: compensation, employee loyalty, leadership style, work environment.

INTRODUCTION

Loyalty employee is one of asset important for every organization, which does not only show commitment employee to company but also contribute to the success term long through improvement productivity and decline level *turnover*. In an era of increasingly competitive strict, understanding factors that influence loyalty employee become matter crucial. Many companies has realize that that influencing factors to loyalty employees , including factor style leadership, environment work and factors compensation to employee.

Good leadership style can increase motivation and commitment employees , who in turn push loyalty. Leadership style transformational, for example, relates to with ability leader For inspire and motivate employees. Leaders who support and empower his team tend create climate positive work. According to Bass and Avolio (1994), leadership transformational can increase involvement and commitment employee through increased sense of confidence self and purpose together. Research by Boehm et al. (2012) shows that style leadership transformational relate positive with loyalty employees in various sector , because employee feel more appreciated and motivated .

Environment good work also has influence significant to loyalty employees. A supportive, safe, and collaborative environment can help employee feel more comfortable and motivated For still working in a company . Edmondson (1999) in draft "*psychological safety*" state that environment supportive work can build trust and openness , which encourages employee For contribute in a way full . Research by Spector (1997) found that environment positive work related with improvement satisfaction work and loyalty employees . A study by Kahn (1990) also showed that employees who feel safe and valued tend more loyal to organization. Fair and competitive compensation contribute significant to loyalty employees . Adequate salary and benefits can increase satisfaction and reduce desire employee For look for other opportunities outside company . Theory Social Exchange Theory by Blau (1964) explains that employees who feel get appropriate reward from his company will feel own obligation For survive and contribute . Research by Dey et al. (2019) shows that adequate compensation relate positive with loyalty employees and reduce turnover. Also, a study by Yousef (2000) supports statement that satisfaction to compensation influential direct to loyalty employee.

In face challenges in the era of global competition, important for company For understand influencing factors to loyalty employees . Research This will focus on variables said, with hope can give more insight in for company For formulate effective strategies use increase loyalty employees . With understand factors this ,

company No only can increase productivity but also creates environment more work good and interesting for employee .

Lots of research discuss factors that influence loyalty employee like style leadership , environment work , and compensation , still A little research that examines in a way comprehensive How factors This interact and interact with each other influence in to form loyalty employees . Existing research tend focus on one or two factors only , so that not enough give description holistic about phenomenon loyalty employee . PT Wijaya Karya Tirta Jaya Jatiluhur (WTJJ) as a State - Owned Enterprise (BUMN) which operates in the field of management source water power , has role important in support development sustainable in Indonesia. In frame For increase performance company then PT WTJJ views need For capable guard loyalty its employees who contribute in its business and operational strategies For to achieve success term sustainable length . Study This aiming For analyze factors and its influence to loyalty employees at PT Wijaya Karya Tirta Jaya Jatiluhur (WTJJ) which includes : how influence style leadership environment work , compensation to loyalty employees and how interaction between style leadership , environment work , and compensation in influence loyalty employee .

LITERATURE REVIEW

A. Loyalty Employee

Loyalty, in context employees, referring to commitment and engagement a employee to his organization. This reflected in attitudes, behaviors, and intentions employee For still work in a company in term long . Loyalty employee No only just stay in the company, but also show dedication, support, and willingness For contribute to success organization. Loyalty employee is a complex and multidimensional concept. This refers to commitment and commitment employee to organization, which is reflected in attitudes, behaviors, and intentions they For still work in a company in term long . Meyer and Allen (1991) in article " *A three-component conceptualization of organizational commitment*" explain that loyalty employee consists of from three components : (1) *Affective commitment* that is attachment emotional to organization , where employee with high affective *commitment* feel become part from organization and have desire strong For still persist , (2) *Continuance commitment* that is commitment based on consideration costs and benefits , where employee stay in the company Because they feel will lost Lots matter If out , for example , salary , allowances , level career . (3) *Normative commitment*, that is commitment based on moral obligation , where employee feel obliged For still stay in the company Because reason ethical or gratitude love . Armansyah (2002), shows that loyalty organization as power of nature relatively from individual in identify involvement himself to in part organization . This is can marked with three thing , namely : acceptance to values and goals company , readiness and willingness employee For Work with truly on Name company , desire For maintain membership in organization and become part from company .

Loyalty work (Poerwopoespito , 2004) can seen from attitude employee show his skills and abilities with carry out order and responsibility responsibility , discipline and honesty in work as a the most important part in the company , attitude employee is loyal. Attitude the is results creation A atmosphere pleasant as well as support in place work , and guard image company and availability work in term long .

Theory attachment social (*social exchange theory*) from Blau (1964) , theory This explain that connection between employees and organizations based on the principle of reciprocity . Employees will show loyalty If they feel treated with fair and valued by the organization . On the other hand , if employee feel No appreciated , they tend lower his loyalty .

A number of theory motivation , such as Theory Hierarchy Maslow's Needs and Herzberg's Two Factor Theory , can explain motivating factors employees and improve loyalty , such as fulfillment need basic : salary , security work , rewards and opportunities For develop can increase loyalty employee .

Loyalty employee can measured through various indicators , such as : *employee retention rate*, *absenteeism rate*, *employee engagement*, *job satisfaction*, *organizational citizenship behavior* . Loyalty employee give Lots benefit for organization , including : increasing productivity and *customer satisfaction*, reduction cost *recruitment* and *training*, improvement *profitability*, strengthening *employer branding*.

A. Leadership

Leadership style own influence significant to loyalty employees . Transformational Leadership as Bass (1985) stated in his book "*Leadership and performance beyond expectations*" explain that leader transformational inspire and motivate employee with show clear vision , providing motivating , supportive challenges development employees , become good role models . Greenleaf (1977) in his essay "The Servant as Leader" introduces draft *servant leadership* , where the leader prioritize need employees and help they developing . Avolio et al. (2009) in the article "Authentic leadership development: Getting to the roots of positive forms of leadership" explains that authentic leader is an honest , ethical and consistent leader with values they .\

A number of style leadership :

1. *Authentic leadership* , where style leadership *authentic* which is *genuine* and *transparent* can build *trust* and *positive relationships* with employees , so that increase loyalty .
2. *Ethical leadership* is an ethical and upstanding leader tall moral values can create environment positive and improving work loyalty employee .
3. *Leader-member exchange (LMX) theory* , where theory This can explain How quality connection between leaders and members team (*dyadic relationship*) influences loyalty employee .

B. Compensation

Compensation is factor important in attract , motivate and retain employee . Vroom (1964) in his book "*Work and motivation*" explain that motivation employee influenced by expectations that business they will produce good performance, good performance will appreciated, and awards the worth for them. Fair and competitive compensation can fulfil expectation employees and improve loyalty . Adams (1965) in article "*Inequity in social exchange*" explain that employee compare their ratio of input (effort , skills) and output (salary, benefits) with other employees . If they feel treated No fair , loyalty they will decrease . A number of draft compensation among them draft *total rewards* covering *financial rewards*, *non-financial rewards*, *recognition* , *development opportunities* comprehensive can increase loyalty employees . ; whereas *pay transparency* and *pay equity* explain that openness and fairness in system payroll can increase *trust* and loyalty employee . Concept *total rewards* look at compensation in a way holistic , no only limited to rewards financial, but also includes *non-financial rewards* that can be increase *employee value proposition* and loyalty employee .

Financial Rewards include wages main (*basic salary*) received in a way periodic ., bonus is incentive addition based on performance or target achievement , allowance namely additional benefits like allowance health, retirement , transportation , and more . *Non-Financial Rewards* among them award that is *formal recognition* on performance or contribution employee ., *recognition* is informal appreciation, good both verbally and written , above performance and dedication employees ., *development opportunities*: that is chance For develop *skills* and *knowledge* through training , *mentoring* , *job rotation* , and others , *work-life balance* , namely environment flexible and *supportive* work to *work-life integration* . *Meaningful work* is : work that is *challenging* , *impactful* , and *aligned with employee values* . *Pay transparency* and *pay equity* which include *pay transparency* that is openness in system payroll , where the information about *salary range* , *pay structure* , and *criteria for salary increases* communicated in a way *clear* and *accessible* for employees . This is will increase *trust* and *perception of fairness* , minimizing *salary gap* that is not *justified* ., pushing employee For *perform* and *develop skills* in accordance *reward system* . *Pay equity* is justice in payroll , where employees paid in a way fair based on *job responsibilities*, *skills performance* , and *experience* , without discrimination *gender* , *race* , or factor others . This is will create environment inclusive and *motivating* work . improve *employee morale* and loyalty , strengthening *employer branding* and *talent attraction* .

Relation compensation with loyalty employee can explained by several theories , including :

1. Theory *Expectancy* (Vroom, 1964): Employees will motivated and loyal if they believe that *effort* will produce good *performance* , good *performance* will appreciated , and awards the *valuable* for them . Fair and competitive compensation can fulfil expectation employees and improve loyalty .
2. Theory *Equity* (Adams, 1965): Employees compare ratio their *input* (effort , *skills*) and *output* (salary , benefits) with other employees . Injustice in compensation can lower motivation and loyalty .
3. Theory *Two-Factor* (Herzberg, 1959): *Hygiene factors* (salary , conditions work) which is not adequate can cause *dissatisfaction* and decrease loyalty . *Motivator factors* (appreciation , *growth*) can increase *job satisfaction* and loyalty .

Compensation strategy For increase loyalty , including :

1. Comprehensive *Total Rewards* design : *tailored* with *employee needs* and *preferences* .
2. *Competitive Compensation* : *Benchmarking* with *market rates* and *industry standards* .
3. *Performance-Based Incentives* : Clear and achievable *reward system* .
4. *Pay Transparency* and *Pay Equity* : *Open communication* and *fair practices* .
5. *Regular Salary Reviews* : *Adjustments* based on *performance* and *market conditions* .

C. Environment Work

Environment positive and supportive work can increase satisfaction and loyalty employees . Herzberg (1959) in his book "*The motivation to work* " differentiates factor motivation that is achievement , recognition , growth and factors hygiene that is salary , conditions work , policy company . Factors poor hygiene , such as environment work that is not comfortable , can cause dissatisfaction and decrease loyalty Environment work and its influencing relationships loyalty employee among them *organizational culture*, *work-life balance*, *Organizational Culture* (culture) organization is system values , beliefs and norms that are adhered to together and guide behavior employee in a organization . Culture a positive , supportive , and *inclusive* organization can increase *sense of belonging* and loyalty employees . Aspects culture organizations that influence loyalty ,

namely : Core values : Core values like *respect* , *integrity* , *teamwork* and *excellence* create environment positive work ; open , *honest* and *transparent* communication build *trust* and *engagement* ; *leadership style* that is supportive , *empowering* and *inspiring leadership* Motivate employees ; *recognition* and *reward* that is appreciation and recognition on performance and contribution employees ; *work-life balance* that is support to balance between life work and personal ; *diversity* and *inclusion* that is environment work that appreciates differences and creating a sense of *belonging* for all employee .

Research : Sojka and Durden (2008): Culture strong organization relate positive with loyalty employee . Employee feel more bound with companies that support development personal and professional they . *Work-life balance* refers to the ability employee For balancing not quite enough answer work with life personal they . Companies that support *work life balance* employee can increase *well-being* and loyalty . Programs and policies *work life balance* including : *flexible work arrangements* (working hours) flexible , *remote work*) , sufficient *paid time off* (leave) , facilities *childcare* or *eldercare* , health and *wellness* programs . Benefits *work-life balance* : reduce *stress* and *burnout* , increasing *job satisfaction* and *engagement* , increasing *employee retention* , increase *productivity*

Employee empowerment is the process of giving employee *autonomy* and *responsibility* For make decision and take action in work them . Aspects *empowerment* including : *autonomy* that is freedom in taking decisions and implementation task ; access information that is access to information needed For finish work ; participation that is *involvement* in the process of taking decision ; *accountability* that is not quite enough answer on results work . Benefits *employee empowerment* that is increase *motivation* and *engagement* , increase *job satisfaction* , encourage *innovation* and *creativity* , increasing *productivity*

A number of theory connection environment Work with loyalty employee :

1. Theory *Two-Factor* (Herzberg, 1959): Environment poor work (*hygiene factors*) can cause *dissatisfaction* and decrease loyalty . Environment positive work (*motivator factors*) can increase *job satisfaction* and loyalty .
2. Theory *Social Exchange* (Blau, 1964): Employees will be loyal if feel treated fair and valued . Environment supportive and *empowering* work show award to employee .
3. *Job Characteristics Model* (Hackman & Oldham, 1976): *Skill variety* , *task identity* , *task significance* , *autonomy* , and *feedback* in work can increase *motivation* , *satisfaction* , and loyalty .

Strategy to improve environment work and loyalty , including :

1. Build culture positive organization : *Define* core values , *promote open communication* , and *create a culture of recognition* .
2. Support *work-life balance* : *implement flexible work arrangements* and supporting programs balance between life work and personal .
3. *Empower* employees , with give *autonomy* , access information , and opportunities For participate in taking decision. Create environment safe and *inclusive* work : *promote psychological safety* , *respect diversity* , and *ensure equal opportunities*.

FRAMEWORK OF THINKING AND HYPOTHESIS

Employee loyalty is one of the important aspects that must be considered by companies, because it contributes to the stability and productivity of the organization. Companies need to adopt an effective leadership style to create a harmonious relationship between leaders and employees. The right leadership style allows leaders to build strong collaboration in achieving company goals. Employee loyalty tends to increase when leaders are able to understand employee needs and apply approaches that are in accordance with their individual characteristics.

Compensation is one of the main factors in building loyalty. Employees whose basic needs are met through adequate compensation will be more likely to be loyal to the company, whether in the form of salary, benefits, or other incentives, not only as a form of appreciation for employee contributions but also increasing job satisfaction. By providing fair and competitive compensation, companies can ensure that employees feel appreciated, which ultimately strengthens their emotional ties to the organization.

A supportive work environment, both physically and psychologically, plays an important role in increasing employee productivity and well-being. A comfortable workspace, adequate facilities, and a conducive atmosphere allow employees to work optimally and feel appreciated as part of the company. Therefore, a combination of effective leadership style, adequate compensation, and a good work environment are crucial elements in creating employee loyalty. Based on thinking said , then can research model is compiled as Next

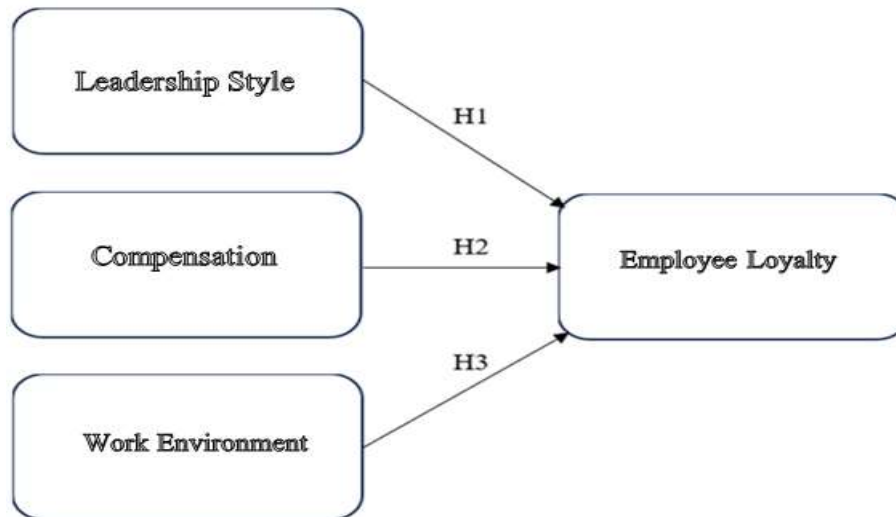


Figure 1. Research Concept Framework Model

Based on the framework model thinking draft study so hypothesis from study this is what it is answer temporary is as following :

H1: Leadership style own influence positive to loyalty employees at PT Wijaya Karya Tirta Jaya Jatiluhur

H2: Compensation own influence positive to loyalty employee PT .

H3: Environment Work own influence positive to loyalty employees at PT Wijaya Karya Tirta Jaya Jatiluhur

RESEARCH METHODS

A. Research Design

Study This is study descriptive with approach *time horizon* based on studies *cross-sectional* , where data is obtained from subject certain in one time during data collection period same time For answer question study in a way efficient and precise target in accordance with objective study (Sekaran & Bougie, 2016).

B. Population , Sample Study

Population in study This is all over employee PT Wijaya Karya Tirta Jaya Jatiluhur with active status registered as employee moment data collection was carried out . Election sample use technique *non-probability sampling* with method *purposive sampling* .. Criteria sample used is : employee active worked at PT Wijaya Karya Tirta Jaya Jatiluhur and has Work during One year or more . Amount sample study as many as 115 respondents .

C. Definition Operational Variables Research and Instruments

Operationalization variables used in study. This is as following :

1. Leadership Style

Leadership style is method leader influence and direct employee For reach objective organization, which includes fusion philosophy, skills, traits and attitudes applied in situation work . Indicator style leadership can seen table 1 below this.

Table 1Operationalization of Leadership Style Variables

Variables	Indicator	Code	Scale
Leadership Style	Give example Good .	LS1	Interval
	Encourage ideas /	LS2	
	Hear opinion	LS3	
	Care welfare	LS4	
	Behave fair	LS5	
	Care success	LS6	
	Familiar with team	LS7	
	Making time time talk	LS8	

Source:Foster (2019)

2. Compensation

Compensation is award financial or non - financial given to employee as reward on contribution they . The shape can in the form of reward direct or no direct as appreciation on effort and dedication they . Indicators For measure compensation can seen below this .

Table 2Operationalization of Compensation Variables

Variables	Indicator	Code	Scale
Compensation	Fair compensation	COM1	Interval
	Above average compensation	COM2	
	Compensation in accordance with burden Work	COM3	
	Compensation competitive and has reviewed	COM4	
	Additional income	COM5	
	Performance incentives	COM6	
	Workload allowance	COM7	
	Adequate facilities	COM8	

Source: Sukawati & Suwandana (2021)

3. Environment Work

Environment work is condition physical and non-physical place employee work that affects performance they . environment conducive work can increase productivity employees . Statements used for measure environment work can seen under this .

Table 3. Operationalization of Work Environment Variables

Variables	Indicator	Code	Scale
Environment Work	Lighting	WE1	Interval
	Temperature room	WE2	
	Equipment and supplies Supporter	WE3	
	Cleanliness and order	WE4	
	Occupational safety and security facilities	WE5	
	Connection between employee	WE6	
	Connection between superiors and subordinates	WE7	

Source: Pulawan *et . al.* (2019)

4. Loyalty Employee

Loyalty employee is attitude positive that drives employee For loyal and contributing more from formal obligations in the interests of company , boss , or team , so that increase efficiency and productivity organization. Statements used For measure loyalty employee can seen under this.

Table 3.4 3of Employee Loyalty Variables

Variables	Indicator	Code	Scale
Loyalty Employee	Regulation company increase welfare employee.	EL1	Interval
	Own not quite enough answer For contribute to success company .	EL2	
	Work The same with colleague Work in finish task.	EL3	
	The company becomes part from identity personal employee.	EL4	
	The company provides means For development self.	EL5	
	Communication open and honest support efficiency Work.	EL6	
	Comfortable give and ask help to colleague Work.	EL7	
	Task completed with joy and enthusiasm.	EL8	

Source: Simanjuntak *et al.* (2023)

Instrument study this use questionnaire , using application *Google form* , questionnaire spread it in a way *on line* with objective For save time and cost study this , thing this related with the limitations that researchers set with objective efficiency and effectiveness in do research .. The measurement scale used in study

This in operational the above variables is a Likert Scale, using scale 1-5, each being 1 (very disagree) agree), 2 (no) agree), 3 (neutral), 4 (agree), and 5 (strongly agree).

Instrument study validity and reliability tests were carried out, More continued, Henseler, *et al* (2009) state that For fulfil validity discriminant from construct observed can known from mark *cross loading* on indicator from construct observed must more big or tall from mark *cross loading* on indicator from construct other.

Results from analysis *convergent validity* is shown in Table 4 and Table 5.

Table 4. Results Analysis Convergent Validity (Average Variance Extracted)

Variables	Average Variance Extracted (AVE)
<i>Customer satisfaction</i>	0.687
<i>Perceived ease of use</i>	0.663
<i>Repurchase intention</i>	0.692
<i>Trust</i>	0.749

Source: Data processed (2024)

Mark AVE (*Average Variance Extracted*) each from each variable more from 0.5.; meaning this research instrument has fulfil *convergent conditions validity*.

Table 5. Results Analysis Convergent Validity (Loading Factor)

Leadership Style	Compensation	Work environment	Loyalty Employee
LS1	0.844	COM1 0.752	WE1 0.867
LS2	0.887	COM2 0.830	WE2 0.859
LS3	0.771	COM3 0.853	WE3 0.879
LS4	0.844	COM4 0.817	WE4 0.906
LS5	0.862	COM5 0.837	WE5 0.846
LS6	0.843	COM6 0.866	WE6 0.869
LS7	0.804	COM7 0.839	WE7 0.828
LS8	0.794	COM8 0.833	EL8 0.715

Source: Data processed (2024)

Mark from *loading factor* has been greater than 0.7, so has fulfil *convergent validity*. Results *discriminant analysis validity* by using analysis *Fornell Larcker Creation* and *cross analysis loading*. The results of the analysis are shown in Table 6 and Table 7.

Table 6. Results Analysis Discriminant Validity (Fornell-Larcker Creation)

	Compensation	Loyalty Employee	Leadership Style	Environment Work
Compensation	0.829			
Loyalty Employee	0.850	0.814		
Leadership Style	0.833	0.859	0.832	
Environment Work	0.867	0.879	0.843	0.865

Source: Data processed (2024)

Based on mark correlationvariable which observed from every variable more tall compared to with other variables, so that the validity discriminant on this research has been fulfilled.

Table 7. Results Analysis Discriminant Validity (cross-loading)

	Compensation	Loyalty Employee	Leadership Style	Environment Work
COM1	0.752	0.665	0.663	0.638
COM2	0.830	0.634	0.609	0.622
COM3	0.853	0.690	0.699	0.715
COM4	0.817	0.698	0.690	0.605
COM5	0.837	0.698	0.665	0.710
COM6	0.866	0.770	0.801	0.843
COM7	0.839	0.747	0.681	0.765
COM8	0.833	0.722	0.699	0.822

EL1	0.770	0.827	0.734	0.770
EL2	0.712	0.787	0.735	0.762
EL3	0.737	0.848	0.697	0.724
EL4	0.709	0.888	0.734	0.741
EL5	0.662	0.849	0.693	0.705
EL6	0.691	0.829	0.692	0.720
EL7	0.635	0.758	0.660	0.683
EL8	0.603	0.715	0.637	0.601
LS1	0.642	0.675	0.844	0.659
LS2	0.757	0.783	0.887	0.741
LS3	0.627	0.634	0.771	0.640
LS4	0.731	0.760	0.844	0.781
LS5	0.666	0.690	0.862	0.683
LS6	0.728	0.740	0.843	0.747
LS7	0.652	0.700	0.804	0.673
LS8	0.724	0.715	0.794	0.668
WE1	0.741	0.767	0.710	0.867
WE2	0.766	0.756	0.741	0.859
WE3	0.756	0.775	0.708	0.879
WE4	0.807	0.788	0.760	0.906
WE6	0.718	0.725	0.734	0.869
WE7	0.703	0.733	0.691	0.828

Source: Data processed (2024)

Cross results loading in this study shows that the value of each the indicator on the observed variable is higher than the indicator other variables. Therefore, the validity discriminant on observed variables in this research has been fulfilled.

Reliability of the questionnaire items used in research using the value of Cronbach's alpha And composite value reliability . The results of the cronbach's value alpha and composite value reliability will be shown on Table 7.

Table 7. Results Analysis Cronbach's Alpha And Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability
Compensation	0.935	0.936
Employee Loyalty	0.927	0.929
Leadership Style	0.936	0.938
Work environment	0.944	0.944

Source: Data processed (2024)

The value of each variable in Cronbach's alpha exceeding 0.6 so scale reliable measuring instrument (research instrument) . More carry on on results composite reliability shows that the value of each variable exceeds 0.7, then all variables study this has met the requirements reliable .

Analysis of research data using structural equation modeling (SEM), There are two models of approach in this analysis, namely the approach outer model Which explain about measurement And second is approach inner model or structural model. Outer model explain about valid or No A data And explain reliable or No A data Which discussed in various aspect and criteria measurement.

In analysis data use structural equalization modeling (SEM) there is an inner model approach . . On inner model will discussing several data analyses in the form of coefficients of determination (R^2), cross - Validated redundancy (Q^2), path coefficient , and effect size (f^2) (Hair et et al ., 2014). Furthermore, the researchers added a goodness of fit test. of fit and hypothesis testing as criteria in analysis data. Here is a presentation of analysis data:

a. Coefficient of determinastion (R^2)

R^2 explains the effect of exogenous (independent) variables in explaining endogenous (dependent) variables in a model, the effects range from values $R^2 = 0$ until 1 in where number 1 represent accuracy prediction Which complete, mark from R^2 with assumption that from mark 0.75 own meaning variable dependent (substantial), 0.50 explain meaning variable dependent (moderate), And 0.25 explain meaning of variable dependent (weak) (Hair et et al ., 2014).

- c. *Cross-validated redundancy (Q²)*
According to Hair *et al.* (2014) *cross-validated redundancy (Q²)* is stage evaluation *predictive relevance* from *inner* model. A model from PLS Also need to see whether a PLS model has *predictive value relevance* or not. In this case, the measurement is based on the value of Q² if a value Q² more big from 0 so model own *predictive relevance* (Hair *et al.* , 2011).
- d. *Path coefficient*
Path coefficient represents the hypothetical relationship that represents and connecting constructs , value of *path coefficient* has a range of -1 until +1, with provision that coefficient approach number +1 represent connection positive strong, whereas coefficient approach number -1 indicates connection negative strong (Hair *et al.* , 2014). Matter This used Forprove what is the relationship of hypothesis is significant or not.
- e. *Effect of size (f²)*
Test *effect of size (f²)* show And explain representation And contribution of the independent variable construct in explaining variable construct dependent in a research model. Where the value of *the effect of size (f²)* in the form of 0.02 indicates that representation of small independent variables in explain the dependent variable, *effect value of size (f²)* is 0.15 indicating that representation variable independent medium in explain variable dependent , mark *effect of size (f²)* in the form of 0.35 show that representation of a variable independent strong in explain variable dependent (Hair *et al.* , 2014). To calculate *f²* namely by recording the change in the R² ^{value} when certain constructs are removed from the model, the researcher needs to estimate two models. track PLS. Model First is model complete like Which explained by the hypothesis will produce R² from the complete model (R² *included*), the second model is models must be identical unless there is a construct independent who was eliminated from model And will produce R² model change (R² *excluded*) (Hair *et al.* , 2014).
- e. *Goodness of fit (GoF index)*
Goodness of fit calculating the performance of a PLS model on a model *measurement* And *structural* with focus on overall performance prediction PLS model that will produce large and small performance of a model. According to Wetzels *et al.* (2009), *goodness of fit* of a model is categorized into three performance requirements of a model, namely in the form of a *small GoF* value of 0.1, *medium GoF* of 0.25, *GoF large* of 0.36. *GoF small* to mean that a model shows small performance on PLS, *medium GoF* means that a model shows medium performance on PLS, and *large GoF* to mean that a The model shows great performance on PLS. The following is the formulation of *goodness of fit* :

$$GoF = \sqrt{AVE \times R^2}$$

- Information:
- 1. AVE (Average Variance Extracted) is the average of the variance extracted from indicators latent variables.
 - 2. R² is coefficient determination that shows how much Good variable independent explain variation in variable dependent

- f. *Test hypothesis*
Testing hypothesis done For prove relatedness between construct variable Which concerned. In do testing hypothesis instudy This , assisted by software SMART PLS, with use *bootstrapping* . According to Hair *et a.* (2011), procedure *bootstrapping* with create sample big *bootstrap* randomly with replacement from sample original with income sample *bootstrap* as many as 5,000 samples. Requirements A hypothesis in research No rejected , need mark from t- statistic significance more big from 1.96, or from *p-value* more small from alpha 0.05, Where mark significance t- statistics And *p-* value got from results *bootstrapping* .

ANALYSIS AND DISCUSSION

- A. **Description Subject Study**
Respondents study this as much as 100 respondent with description characteristics as following :
 - 1. Type sex
Respondent dominated male A total of 62 people (62 %) out of 38 women (38 %) .
 - 2. Age
Group age employees 21 – 34 years old more from half amount Respondent 53 Recipient (53 %), while age 35-55 years as much as as many as 31 Respondent (31 %), and the rest aged more from 55 years is as many as 16 respondents (16 %) .

3. Length of work

Employees with a working period of 1-5 years are more than half of the total number of employees; 59 respondents (59%), while those with a working period of 6-10 years received 30 respondents (30%), those with a working period of more than 10 years received 11 respondents (11%).

B. Analysis Results Descriptive Objects Study

1. Leadership Style

The collection of leadership style data from respondents' responses can be seen in Table 8 below:

Table 8. Respondents' Responses to Leadership Style

No.	Statement	STS	TS	N	S	SS	Answer Most (Percentage)
		1	2	3	4	5	
1.	I have the boss who gives examples and behavior Good .	1	4	18	26	66	Strongly Agree (57.4%)
2.	I have the boss who pushes member team Work For express ideas or suggestions .	0	5	11	37	62	Strongly Agree (53.9%)
3.	I have the boss who gives chance for all member team For to express opinion they .	1	6	15	33	60	Strongly Agree (52.2%)
4.	I have the boss who shows attention to welfare team .	0	7	12	37	59	Strongly Agree (51.3%)
5.	I have the boss who treats member team in a way equivalent .	0	5	14	37	59	Strongly Agree (51.3%)
6.	I have the boss shows concern to success member team .	1	4	18	31	61	Strongly Agree (53%)
7.	I have familiar boss with member team .	0	3	8	43	61	Strongly Agree (53%)
8.	I have the superior who provides time For talk with member team .	1	4	13	29	68	Strongly Agree (59.1%)

Source: Processed data (2024)

Response strongly agree in accordance order height percentage Respondent related statements questionnaire style Leadership at WTJJ is :

- a. I have the superior who provides time For talk with member team , with percentage majority answer (59.1%)
- b. I have the boss who gives examples and behavior good , (57.4%).
- c. I have the boss who pushes member team Work For expressing ideas or suggestions (53.9%).
- d. I have the boss who gives chance for all member team For to express opinion they (52.2%).
- e. I have the boss who shows attention to welfare team (51.3%).
- a. I have the boss who treats member team in a way equal to percentage (51.3%).
- b. I have the boss shows concern to success member team (53%).
- c. I have familiar boss with member team , (53%).

2. Compensation

Respondents' responses to the compensation variables are in Table 9 below:

Table 9. Respondents' Responses to Compensation

No.	Statement	STS	TS	N	S	SS	Answer Most (Percentage)
		WEIGHT					
		1	2	3	4	5	
1.	Wages I am the one who was given company equivalent with the job that i do do .	4	4	11	34	62	Strongly Agree (53.9%)
2.	Wages I above average employee in the company similar .	2	7	8	37	61	Strongly Agree (53%)
3.	Wages I in accordance with work that has been done I do it .	1	7	10	37	60	Strongly Agree (52.2%)
4.	Wages I Already competitive , enter reason and have reviewed return .	0	7	12	29	67	Strongly Agree (58.2%)
5.	I can receive other income outside of my	0	8	11	33	63	Strongly Agree

	main job salary.							(54.8%)
6.	The company provides incentives to employees who perform well.	1	6	13	26	69	Strongly Agree	(60%)
7.	I feel motivated in working because the company provides benefits that are appropriate to my workload.	1	8	14	24	68	Strongly Agree	(59.1%)
8.	The company provides various facilities, so it can help me in my work.	2	5	19	31	58	Strongly Agree	(50.4%)

Source: Processed data (2024)

Response strongly agree in accordance order height percentage Respondent related statements questionnaire compensation at WTJJ is :

- The company provides incentive to high achieving employees, (60%).
- I feel motivated in Work Because company give appropriate allowance with burden the work that I do have , (59.1%) .
- Wages I Already competitive, enter reason and have reviewed back, (58.2%).
- I can accept income others outsidefrom wages work main (54.8%).
- Wages I am the one who was given company equivalent with the job that i do do (53.9%).
- Wages I above average employee in the company similar, (53%).
- Wages I in accordance with work that has been done I do (52.2%)
- The company provides various facilities, so that can help I in working , (50.4%).

3. Environment Work

Respondents' responses to the work environment variables in this study can be seen in Table 10 below:

Table 10. Respondents' Responses to the Work Environment

No.	Statement	STS	TS	N	S	SS	Answer Most (Percentage)
		1	2	3	4	5	
1.	Condition lighting can support activity work I.	1	6	14	24	70	Strongly Agree (60.8%)
2.	Temperature suitable roomcan make I comfortable at the moment do work.	2	6	11	27	69	Strongly Agree (60%)
3.	The company provides equipment and supplies that can support comfort I in Work.	1	7	16	29	62	Strongly Agree (53.9%)
4.	The company has room the office that always awake cleanliness and order.	1	3	12	35	64	Strongly Agree (55.7%)
5.	I feel comfortable with the safety and security facilities provided by the company.	3	5	11	37	59	Strongly Agree (51.3%)
6.	Connection between employees insidecompany nature family and mutual support.	1	5	14	29	66	Strongly Agree (57.4%)
7.	Connection between superiors and subordinates in company nature harmonious, mutual respect and mutual respect guard ethics.	1	3	6	31	74	Strongly Agree (64.3%)

Source: Processed data (2024)

Response strongly agree in accordance order height percentage Respondent related statements questionnaire with environment work at WTJJ is :

- Condition lighting can support activity work I , (60.8%).
- Temperature suitable room can make I comfortable at the moment do work (60%).
- The company provides equipment and supplies that can support comfort I in working , (53.9%).
- The company has room the office that always awake cleanliness and order , (55.7%).
- I feel comfortable with facility security and safety work provided by the company (51.3%).
- Connection between employees inside company nature family and mutual support (57.4%) .
- Connection between superiors and subordinates in company nature harmonious , mutual respect and mutual respect guard ethics (64.3%).

4. Loyalty Employee

Respondents' responses to the employee loyalty variable in this study can be seen in Table 11 below:

Table 11. Respondents' Responses to Employee Loyalty

No.	Statement	STS	TS	N	S	SS	Answer Most (Percentage)
		1	2	3	4	5	
1.	I feel that with existence rules implemented by the company can increase welfare all employee .	2	4	13	29	67	Strongly Agree (58.3%)
2.	I feel responsible to make my best contribution to the success of the company.	0	5	10	43	57	Strongly Agree (49.6%)
3.	Me and my colleagues Work always Work The same in finish work good inside or outside office .	1	5	16	30	63	Strongly Agree (54.8%)
4.	I feel that company This is part from identity and character self I .	0	6	14	32	63	Strongly Agree (54.8%)
5.	I feel that the company can provide the means for me to develop and grow.	1	7	14	33	60	Strongly Agree (52.2%)
6.	I feel that open and honest communication with coworkers is very helpful in completing tasks efficiently.	1	6	15	25	68	Strongly Agree (59.1%)
7.	I feel comfortable asking for help or providing assistance to coworkers when needed.	0	8	15	34	58	Strongly Agree (50.4%)
8.	I always do every job that is my responsibility with pleasure.	0	7	15	30	63	Strongly Agree (54.8%)

Source: Processed data (2024)

Response strongly agree in accordance order height percentage Respondent related statement questionnaire loyalty employees at WTJJ :

- I feel that open and honest communication with colleague work is very helpful in finish tasks with efficient , (59.1%).
- I feel that with existence rules implemented by the company can increase welfare all employees , (58.3%) .
- Me and my colleagues Work always Work The same in finish work good inside or outside office ,(54.8%).
- I feel that company This is part from identity and character self I , (54.8%).
- Every the work that becomes not quite enough answer I always I do it with like liver , (54.8%).
- I feel that company can give means For I develop and grow, (52.2%).
- I feel comfortable For request help or give help to colleague Work If required, (50.4%).
- I feel responsible answer For give contribution best I to success company, with percentage (49.6%).

C. Hypothesis Test Analysis Results

1. Multicollinearity Analysis Results

Multicollinearity tests in research This is presented in Table 12 below. This:

Table 12. Multicollinearity Test Results

Variables	VIF	Information
Employee Loyalty Leadership Style →	4.716	There is no multicollinearity
Employee Loyalty Compensation →	4.039	There is no multicollinearity
Employee Loyalty Work Environment →	4.977	There is no multicollinearity

Source: Processed data (2024)

In this test looks variable style leadership , compensation , and environment Work to loyalty employee No there is multicollinearity between variables because own VIF value < 5 on each variable . No existence multicollinearity show that variables independent in study This give unique contribution in explain variable dependent (loyalty) employees). In other words, no There is variable independent " overlapping " overlap "

with variable independent other in explain loyalty employees . This is strengthen validity from the research model and facilitate interpretation results regression ..

2. Results of Determination Coefficient Analysis (R^2)

Coefficient determination used For testing structural in researching connection between variables . Here served results coefficient determination (R^2) in Table 13:

Table 13. Results of Determination Coefficient Analysis (R^2)

Variables	<i>R- Square</i>	Information
Employee Loyalty	0.831	Tall

Source: Processed data (2024)

Table 13 shows R^2 value for variable loyalty employee as big as 0.831, means that 83.1% variation in loyalty employee can explained by variables independent in the research model this , namely style leadership , compensation , and environment work . The rest as big as 16.9% explained by other variables outside the research model . The R^2 value of 0.831 is classified as height , thing This show that the research model This own good ability in explain factors that influence loyalty employee .

In other words, the variables style leadership , compensation , and environment Work in a way together is strong predictor For loyalty employees . However , still there is 16.9% variation in loyalty employees who do not can explained by this model , that is , it is still There is other factors outside style leadership , compensation , and environment work that also plays a role in influence loyalty employee .

3. Effect Analysis Results Size (f^2)

Effect test results *size* is used to measure the significance of research results regarding the magnitude of differences between variables in Table 15,

Table 14. Effect Analysis Results Size (f^2)

Variables	f^2	Information
Leadership Style → Loyalty Employee	0.150	Currently
Compensation → Employee Loyalty	0.060	Small
Work environment → Employee Loyalty	0.202	Currently

Source: Processed data (2024)

Effect size (f^2) is used For measure the magnitude influence a variable independent to variable dependent in the research model . f^2 shows how much big contribution a variable independent in explain variance from variable dependent . Criteria , $f^2 = 0.02$: influence small , $f^2 = 0.15$: influence medium , $f^2 = 0.35$: influence big.

The results of the f^2 test as shown in table 14 that :

- a. Leadership style own influence medium ($f^2 = 0.150$) to loyalty employee , meaning , style leadership give sufficient contribution means in explain variation loyalty employee .
- b. Compensation own influence small ($f^2 = 0.060$) to loyalty larawan . meaning , compensation only give relative contribution small in explain variation loyalty employee .
- c. Environment Work own influence medium ($f^2 = 0.202$) against loyalty employees . That is , the environment Work give sufficient contribution means in explain variation loyalty employee .

Analysis results *effect size* show that style leadership and environment Work is relative factors more important in influence loyalty employee compared to with compensation . Although compensation important , but non- financial factors like style supportive leadership and environment conducive work own more roles big in build loyalty employee.

Study this give implications important for company For more focus on development style leadership and improvement environment Work as a strategy for increase loyalty employee .

4. Goodness Analysis Results of Fit (GoF)

Goodness of Fit (GoF) is index used For evaluate the overall fit of the SEM PLS model. Index This measure how much both structural models and measurement models in predict data. Based on calculation , obtained mark GoF as big as 0.762 , meaning the research model own good performance in predict data. High GoF value indicates that the research model This own good validity and reliability that is this model has fulfil goodness of fit criteria and can used For test hypothesis research . These results show that variables used in

research , namely style leadership , compensation , and environment work , in accurate and consistent measure construct that you want measured . In addition that , relationship between variables the in the model also fits with the data collected . With Thus , research This give strong support to model validity and reliability results study .

5. Hypothesis Test Results

Hypothesis testing use *bootstrapping* through SmartPLS For test influence from variable independent to variable dependent , with criteria *t-statistics* more tall from 1.96 and *p-values* more small from 0.05.

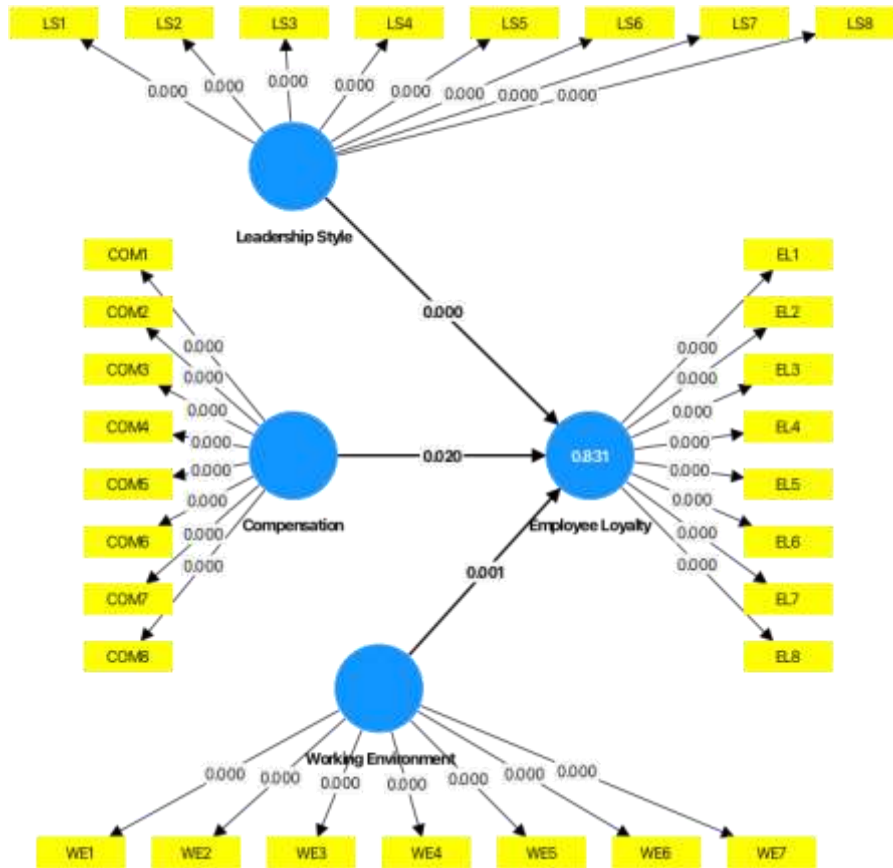


Figure 2. Test Results *Bootstrapping*
Source: Processed data (2024)

Table 15. Hypothesis Testing Results

Variables	Original Sample	t-statistic	p-values	Information
Employee Loyalty Leadership Style→	0.219	2,330	0.020	Hypothesis Accepted
Employee Loyalty Compensation→	0.330	3,537	0.000	Hypothesis Accepted
Employee Loyalty Work Environment→	0.412	3.421	0.001	Hypothesis Accepted

Source: Processed data (2024)

Figure 2 and Table 15 show Hypothesis test results , *bootstrapping* values with *t- statistics* > 1.96 will be declared valid in the study and *p- value* < 0.05. Hypothesis test results from *bootstrapping* and tables can known connection between variables, namely :

a. Connection style leadership → loyalty employee .

Coefficient path : 0.000, p -value : 0.020, indicating connection significant . Leadership style influential positive and significant to loyalty employees . This means that the more Good style leadership , increasingly tall loyalty employee .

b. Connection compensation -> loyalty employee .

Coefficient path : 0.020, p -value : 0.000. Compensation influential positive and significant to loyalty employees . This means that the increase compensation will followed with improvement loyalty employee .

c. Connection environment work -> loyalty employee .

Coefficient path : 0.001, p -value : 0.001. Environment Work influential positive and significant to loyalty employees . This means that the more Good environment work , more and more tall loyalty employee .

DISCUSSION

Research result This show that style leadership, compensation, and environment Work own influence significant positive to loyalty PT WTJJ employees . Findings This *consistent* with study previously (Meyer & Allen, 1991; Bass, 1985; Edmondson, 1999) which *highlights* importance *leadership, rewards, and positive work environment in fostering employee loyalty ."*

1. Leadership style influential positive and significant to loyalty PT WTJJ employees .

This result support theory *Transformational Leadership* (Bass, 1985) and *Authentic Leadership* (Avolio et al., 2009) which state that a visionary, inspiring and *genuine* leader can build *trust and engagement* with employees , so that increase loyalty . *Leadership style* at PT WTJJ which prioritizes *open communication , employee empowerment , and ethical conduct* possibility big contribute to the creation of *positive organizational culture* that encourages loyalty ."

Influence positive *authentic leadership* to loyalty employee *underscore* importance *trust , transparency , and genuine relationships* in place work . *Leaders* at PT WTJJ who *demonstrate* values This *likely create a sense of belonging and shared purpose* that *resonates* with employee ." statement the highlight How *authentic leadership* can increase loyalty employee with emphasize importance *trust , transparency , and genuine relationships* in place Work .

Leadership style developed is *genuine and transparent* leaders , lead *with their values , and build trust* with employee so that will grow : (1) A sense of trust between leaders and employees , where employees Certain that leader *fair , reliable , and caring* about *well being* they , (2) Openness in communication and decision making decision , so that employee feel *informed and involved . ,* (3) Sincere and respectful relationship between leaders and employees , *built on open communication and mutual understanding ,* (4) Feelings become part from *team or community , feel accepted and valued ,* (5) Similarity goals and *values* between leaders and employees , so that feel *connected to goals* organization , (6) *Connect on an emotional level , feel that values and goals they aligned* with organization .

In essence , *authentic leadership* create environment positive and supportive work , where employees feel *trusted , valued , and connected* with leaders and organizations . This is *fosters a sense of belonging and shared purpose ,* which ultimately *drives employee loyalty .* Implementation leadership at PT WTJJ, so that *leaders* at PT WTJJ *demonstrate authentic leadership* with display attitudes and behavior : (1) *Openly communicating* vision , mission and goals company , (2) *Actively listening feedback and concerns* employees , (3) *Making fair and transparent decisions ,* (4) *Recognizing and appreciating employee contributions ,* (5) *Supporting employee growth and development .*

Attitude and behavior the *build trust , transparency , and genuine relationships* with employees , so that create *sense of belonging and shared purpose* that *resonates* with *values* employees . The impact is that employees feel more *connected* with PT WTJJ and *motivated* For *stay with the company long-term .*

2. Compensation own influence positive However relatively small to loyalty PT WTJJ employees .

Research result indicates that although compensation (salary , bonus, allowances) contributes positive to loyalty employees at PT WTJJ, but the impact No as big as other factors such as style leadership and environment work . This is due to Because level competitiveness income (*Competitive Salary Level*) , possible possibility that *salary level and benefit package* at PT WTJJ are already competitive compared to *market rate or industry standards* in the environment local and also national Likewise *intrinsic motivation* Where Employees at PT WTJJ may be more driven by intrinsic motivation, such as meaningful work, a sense of purpose, opportunities for growth and development, and positive work relationships. These non-financial factors play a more significant role in fostering their loyalty. Dewhurst et al. (2010), in his research find that *non-financial factors* like *work-life balance and career development opportunities* has a stronger influence on employee loyalty in knowledge-based industries. This finding is in line with observations at PT WTJJ where intrinsic motivation appears to be a stronger driver of loyalty.

3. Environment Work influential to loyalty employee .

Study This explain that *Supportive work environment and work-life balance initiatives* at PT WTJJ have a high potential to contribute to employee well-being and sense of belonging, which ultimately increases loyalty. Research results This consistent with *Job Characteristics Model* (Hackman & Oldham, 1976) which states that *job enrichment and employee empowerment* can increase *motivation , job satisfaction , and loyalty .* This is in line with the results of the study which stated that a positive work environment contributes to loyalty

at PT WTJJ.

A number of supporting things environment positive work among them environment *respectful* , and *inclusive* , where employees feel valued , supported and empowered through open *communication* , *teamwork* , *recognition* , *fair treatment* , *opportunities for growth* . Employee will be loyal if feel treated fair and valued . Environment supportive and *empowering* work show award to employees , as Theory *Social Exchange* (Blau, 1964).

The existence of programs and policies companies that support employee in balancing not quite enough answer work and life personal (*work-life balance initiatives*) through : *flexible work arrangements* (working hours) flexible , *remote work*) , *paid time off* (leave) , *childcare/eldercare support* , *wellness programs* . Guaranteed welfare employee (*employee well-being*) which refers to health physical , mental and emotional employee .

Environment supportive work (*supportive work environment*) and *work-life balance* will reduce stress, increase comfort work and *initiatives reduce stress* , *improve job satisfaction* , and increase welfare in a way Overall , When employees feel supported and included, they develop a stronger sense of belonging and connection to the company. Employees will feel part from *team* or *community* in place work , feel accepted and appreciated .

When employees feel a sense of belonging and that their well-being is supported, they tend to be more loyal to the company. Commitment and engagement employee to company , reflected in desire For *stay with the company* and *contribute to its success* .

Hackman & Oldham (1976), in the theory *Job Characteristics Model* How *job design* can influence *motivation* , *job satisfaction* , and *performance* . Delivered that this model focus on characteristics key , *job enrichment* and *employee empowerment*, According to this model, job enrichment and employee empowerment lead to higher levels of motivation, job satisfaction, and ultimately, employee loyalty. In conclusion, although compensation is important for attracting and retaining employees, this study suggests that non-financial factors may play a more prominent role in fostering employee loyalty at PT WTJJ. This highlights the importance of focusing on intrinsic motivation, creating a positive work environment, and providing opportunities for growth and development to enhance employee loyalty.

Environment poor work (*hygiene factors*) can cause *dissatisfaction* and decrease loyalty . Environment positive work (*motivator factors*) can increase *job satisfaction* and loyalty ; as delivered by Theory *Two-Factor* (Herzberg, 1959) .

LIMITATIONS STUDY

This study has several limitations. First, the generalizability of the findings may be limited because the study was conducted in a single organization using a non-probability sample. Second, this study did not cover all potential factors that may influence employee loyalty. Third, the cross-sectional design limits the ability to establish causality. Future studies are advised to address these limitations by using larger samples and using a longitudinal design.

IMPLICATIONS AND RECOMMENDATIONS

1. Research result This applied in concrete implications . Implications for PT WTJJ, for example : PT WTJJ needs maintain and strengthen development program leadership that focuses on *authentic leadership* and employee *empowerment* ; developing a fair and competitive compensation system is factor important in attract and retain employee .
2. "PT WTJJ should sustainable For investment in development program leadership should continue to invest in leadership development programs that foster authentic leadership behaviors . Mentoring and coaching programs can help leaders develop self-awareness, emotional intelligence, and ethical decision-making skills."
3. Recommendation special in the form of Suggestion For repair *work-life balance* , where PT WTJJ can set implementation *flexible work arrangements* and welfare programs employee .
4. Future research recommended For see limitations study This or emerging and relevant trends for example dig about role technology in to form loyalty employees in the digital era on the spot Work .

CONCLUSION AND SUGGESTIONS

Based on data analysis and discussion that has been done , can concluded a number of matter as following :

- A. Leadership style influential positive and significant to loyalty employees of PT Wijaya Karya Tirta Jaya Jatiluhur (PT WTJJ). The more Good style the leadership that is applied , the more high level loyalty employees . Effective leadership styles , such as leadership transformational and leadership authentic , can creating a sense of trust , openness , and positive relationships between leaders and employees , so that

increase loyalty .

- B. Compensation influential positive However relatively small to loyalty PT WTJJ employees . Although fair and competitive compensation important For attract and retain employees , the impact to loyalty No as big as other factors such as style leadership and environment work . Employees at PT WTJJ tend to more motivated by factors intrinsic , such as meaningful work , belonging , and opportunity For develop .
- C. Environment Work influential positive and significant to loyalty PT WTJJ employees . Environment positive , supportive and empowering work can increase motivation , satisfaction work , and in the end loyalty employees . Employees who feel appreciated , supported , and given chance For participate tend more loyal to company .

Following some suggestions that can under consideration based on results study This :

A. For PT WTJJ:

- 1. Maintain and improve style effective leadership .

Keep going . implement and develop style leadership transformational and authentic . Leaders at PT WTJJ should be become good role model , giving inspiration and motivation to employees , as well as build positive and mutually beneficial relationships believe .

- 2. Upgrade environment positive and supportive work .

Create environment comfortable , safe and conducive work For increase productivity and well-being employees . Give chance to employee For participate in taking decisions , and support their work-life balance .

- 3. Evaluate and optimize system compensation .

Although compensation No own impact as big as other factors to loyalty , important For ensure that system compensation at PT WTJJ remains fair and competitive . Do it review periodic For ensure that salary , bonus and allowances in accordance with standard industry and performance employee .

- 4. Do study more carry on .

Study more carry on with more samples large and longitudinal design can done For strengthen results study this . Research next also can consider other possible factors influence loyalty employees , such as culture organization , development program career , and balance life Work .

B. For Researcher Furthermore :

- 1. Use more samples large and representative .

Study furthermore recommended For use more samples big and representative from various levels and divisions at PT WTJJ.

- 2. Apply design longitudinal research.

Longitudinal research designs can give deep understanding connection cause and effect between the variables studied.

- 3. Consider other relevant factors.

Study furthermore can consider other possible factors influence loyalty employees, such as characteristics individual employees, characteristics work, and factors external like condition economy and competition industry.

Additional suggestions for PT WTJJ:

- 1. Effective communication.

Important for PT WTJJ to build open and transparent communication between management and employees. This is can help in create each other understanding, building trust, and improve loyalty employee .

- 2. Development career.

Give chance to employee For develop career They are at PT WTJJ. Training , mentoring, and rotation programs work can help employee increase skills and knowledge they , as well as feel appreciated and motivated For contribute more Lots to company .

- 3. Recognition and awards .

Give recognition and awards to high achieving employees . This is can Motivate employee For Keep going increase performance them and strengthen loyalty they to company .

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