

The Influence of Leadership, Work Environment, and Compensation on Employee Loyalty in Islamic Banking in Brebes and Tegal

Azam Muzaki¹, Akhmad Yusuf Khoiruddin²

^{1,2} Faculty of Islamic Economics and Business, UIN Sunan Kalijaga, Yogyakarta, Indonesia

*Corresponding author: 21108020074@student.uin-suka.ac.id

Article Info

Article History

Received : 20-09-2025

Revised : 25-09-2025

Accepted : 29-09-2025

Published : 30-09-2025

Article DOI:

ABSTRACT

Purpose: This study analyzes the influence of leadership, work environment, and compensation on employee loyalty in Islamic banks in the Brebes and Tegal regions.

Design/methodology/approach: The research used a quantitative survey approach with purposive sampling involving 40 employees of Islamic banks. Data were collected using a structured questionnaire and analyzed through Structural Equation Modeling (SEM) using SmartPLS software.

Findings: The results indicate that work environment and compensation have a positive and significant effect on employee loyalty, while leadership does not significantly influence loyalty. These findings highlight that non-financial and financial factors play a more substantial role in fostering employee loyalty compared to leadership in the studied context.

Theoretical Contribution/Originality: This research contributes to the literature on human resource management by emphasizing the importance of compensation and work environment in Islamic banking institutions. It also adds new empirical evidence showing that leadership may not always directly affect employee loyalty, particularly when organizational systems and compensation structures serve as substitutes for leadership roles.

Research limitation and implication: The study is limited to Islamic banks in Brebes and Tegal with a relatively small sample size, reducing its generalizability. Future research should expand to broader regions, employ qualitative or mixed methods, and include additional variables such as organizational culture, job satisfaction, and motivation. Practically, the findings suggest that Islamic banks should prioritize improving compensation systems and work environments, while also enhancing leadership styles to strengthen employee loyalty.

Keywords: Leadership, Work Environment, Compensation, Employee Loyalty, Islamic Banking, Human Resource Management, Organizational Performance

JEL Classification: J53, M12, M54

INTRODUCTION

In the era of globalization, business competition, particularly in the banking sector, is increasingly fierce. Sharia banks are required to attract and retain customers through improved services, product innovation, and operational efficiency to compete with conventional banks. A bank's success depends heavily on the quality of its human resources, with competent and loyal employees contributing significantly to the company's performance and growth. In recent years, Sharia banks in Indonesia have grown rapidly in line with increasing public awareness of Sharia principles. With products aligned with religious values, opportunities for growth are even greater if supported by competent and committed

human resources. Employees are a vital element driving a company's development, progress, and competitiveness (Kurniawan, 2019).

The OJK banking statistics report shows tight competition in the banking sector, where Sharia Commercial Banks compete with all banks in Indonesia. Significant growth is expected in 2024 compared to 2023, indicating success in maintaining operational performance. In this regard, human resource (HRM) management can influence employee loyalty through various factors, such as leadership, work environment, and compensation (Guferol & Hadisuwarno, 2023) .

Employee loyalty is a crucial indicator in evaluating the quality of a company's human resources (HR). Loyal employees contribute to performance and create a positive work environment that supports the achievement of company goals. Numerous studies support the importance of employee loyalty as a measure of HR quality. One such study, published in Hasibuan (2017), states that loyalty is one element used in employee evaluation, including loyalty to their job, position, and organization.

Employee loyalty is a condition in which employees demonstrate strong loyalty and commitment to the company they work for. This form of loyalty is not just words, but is clearly visible through consistent behavior and attitudes. These attitudes can include dedication, responsibility, and a desire to support company goals. Meanwhile, actions that reflect loyalty include working enthusiastically, maintaining company secrets, striving to improve performance, and persisting despite facing work challenges. Employee loyalty refers to the form of employee devotion to the company that is reflected through their attitudes and actions (Larastrini & Adnyani, 2019).

Leaders' attitudes and actions influence employee morale, satisfaction, and loyalty, thus playing a significant role in increasing or decreasing employee loyalty. Therefore, effective communication within an organization is essential to support this. According to Syahril (2019), leadership is a process that encompasses various efforts to influence individuals and groups to achieve mutually agreed-upon goals.

Besides leadership, the work environment is also a factor influencing employee loyalty. (Sihaloho & Siregar, 2020) explain that the work environment is one of the places employees most frequently encounter in carrying out their daily activities. A good work environment can have a positive impact on employees, thus influencing their performance improvement. Furthermore, the work environment also influences employee attitudes and emotions. If employees feel comfortable in their work environment, they will be more productive, allowing for effective and efficient work.

On the other hand, fair and adequate compensation can also influence employee loyalty, increasing employee satisfaction and strengthening their loyalty to the company. Employees who feel appreciated through adequate compensation tend to be more motivated to perform well (Wibowo, 2016). Compensation is a financial or non-financial reward for employee contributions. A conducive work environment needs to be balanced with adequate compensation, as it can increase loyalty and support the achievement of company goals, while also providing benefits for employees and profits for the company (Pratama & Armanu, 2022).

Thus, the purpose of this study is to examine the direct influence of leadership, work environment, and compensation on employee loyalty in Islamic banking in the Brebes and Tegal areas. The results of this study are expected to serve as a reference for Islamic banks in managing leadership, work environment, and compensation to increase employee loyalty, as well as help understand the factors that most influence performance and competitiveness. Theoretically, this study adds to the study of human resource management in Islamic banking and serves as a reference for further research related to employee loyalty.

LITERATURE REVIEW

Employee loyalty can be defined as the determination and ability to obey, carry out, and practice beliefs with full awareness and responsibility for the work (Fauchil et al., 2020). Employee loyalty can be defined as a form of dedication demonstrated by a leader or employee to the company, by placing the organization's interests above personal interests. Without loyalty, an organization will not function optimally. This loyalty arises when the work performed aligns with the individual's skills and knowledge, and is supported by years of experience.

One of the important factors that influence the formation of employee loyalty is leadership, work environment, and compensation. Leadership plays a crucial role in shaping employee loyalty, which will increase if the leader is able to build harmonious relationships. Because the success of a leadership style depends on the situation in which it is implemented, leaders need to choose the right style to maintain employee loyalty (Batubara, 2023). Leadership is a process in which someone influences others to achieve goals and directs them in a more coordinated and integrated manner. Leadership is a determining factor in the success of a company (Sharma & Jain, 2013).

The work environment directly impacts employee loyalty. A positive, safe, and supportive environment will make employees feel comfortable, engaged, and committed to the company. Good relationships with coworkers, support from superiors, and an inclusive company culture are crucial factors in creating a healthy work environment (Batubara, 2023). A supportive work environment is created through harmonious relationships between leaders, coworkers, and subordinates, complemented by adequate facilities and infrastructure. This positively impacts employees, ultimately increasing work efficiency. Therefore, the work environment plays a crucial role in supporting the smooth running of company activities (Dewi Susita, 2019).

Besides leadership and the work environment, compensation is also a crucial variable in fostering employee loyalty. Compensation is a crucial factor influencing work productivity and employee loyalty to the company. Every employee expects remuneration commensurate with their contributions and results to the company. Compensation provided to employees must comply with government regulations and consider the workload and position assigned (Batubara, 2023). Compensation encompasses all forms of compensation, both physical and non-physical, given to employees in return for their work. This

compensation can be in the form of money or goods, and is provided directly or indirectly, and is closely related to financial balance in the employment relationship (Azhar et al., 2020).

RESEARCH METHOD

The research used by the author is a quantitative survey. Quantitative research is a scientific research process carried out in a structured manner to examine elements and phenomena, while simultaneously exploring the cause-and-effect relationships between these elements. This research is defined as a systematic effort to study a phenomenon by collecting measurable data, then analyzing it using statistical techniques, mathematics, or computational methods.

In this study, the population in question is the employees of Islamic banking in the Brebes and Tegal areas, namely Bank BSI KCP Jatibarang Brebes, Bank Mega Syariah KC Tegal and Bank BTPN Syariah Tegal. The sampling technique used was purposive sampling, with the following criteria: (1) having permanent employee status and (2) having a minimum work period of one year. Based on these criteria, a total of 40 respondents were obtained whose data were used in the analysis.

Data collection was conducted using a questionnaire instrument designed based on validated variable indicators from previous studies. The questionnaire was designed using a 4-point Likert scale, ranging from 1 (strongly disagree) to 4 (strongly agree) (Sekaran & Bougie, 2016). The instrument covers four main constructs: loyalty, leadership, work environment, and compensation. Loyalty is the dependent variable measured using three indicators: compliance, dedication, and integrity as developed by (Susanti & Utami, 2020). Leadership is measured using five indicators: intelligence, ability, assertiveness, self-confidence, and motivation as developed by (Usman, 2010). The work environment is measured using four indicators: work atmosphere, facilities, relationships with leaders, and relationships with colleagues as developed by (Prayekti & Pangestu, 2022). Compensation is measured using three indicators: salary, incentives/bonuses, and allowances as developed by (Rahayu & Juhaeti, 2022).

The collected data were analyzed using Partial Least Squares-based Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software version 3. This method was chosen because it has advantages in analyzing complex structural models, as well as being able to overcome the problems of non-normal data distribution and relatively small sample sizes (Hair et al., 2017). Data analysis was carried out through two main stages, namely outer model testing and inner model testing. The outer model testing aims to evaluate the validity and reliability of the construct with loading factor indicators (>0.70), Average Variance Extracted value (AVE >0.50), and Composite Reliability and Cronbach's Alpha values (>0.70). Furthermore, inner model testing was carried out to assess the strength of the relationship between variables through the path coefficient value (path coefficient), coefficient of determination (R^2), and predictive value of relevance (Q^2). Hypothesis testing was conducted using a bootstrapping procedure on 5,000 subsamples, with a 5% significance level (p -value <0.05) as the basis for decision-

making regarding whether to accept or reject the research hypothesis (Hair et al., 2017). Therefore, the researchers simply created the following conceptual framework:

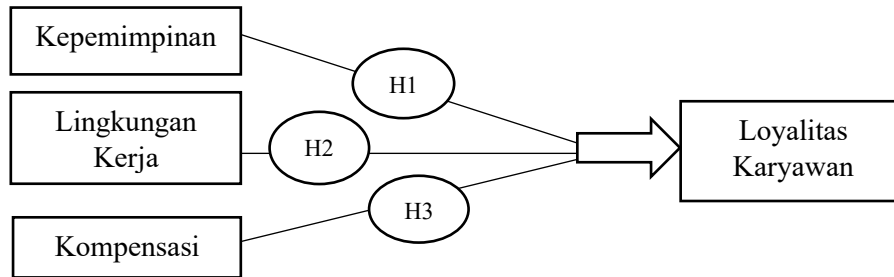


Figure 1. Conceptual Framework
Source : Author

Leadership is one of the important factors that influence the sustainability of a company. The role of leaders is crucial in determining the success or failure in achieving predetermined goals. Leaders are responsible for managing human resources with a focus on improving the quality of the workforce and building high work morale to encourage employee loyalty. If leaders are able to generate motivation and enthusiasm for work, employee loyalty is expected to increase (Citra & Fahmi, 2019). Leadership is a process in which someone influences and manages group members to achieve organizational goals. Leaders utilize their formal power to organize, direct, and control responsible members, so that all aspects of work can be coordinated in order to achieve these goals. Therefore, a leader needs to understand and actively participate in developing the abilities of their subordinates (Yamin & Maisah, 2010). Therefore, this study proposes the first hypothesis as follows:

H1: Leadership has a positive and significant influence on employee loyalty.

Creating a comfortable and safe workplace makes employees more focused and enthusiastic about their work, resulting in better results. Furthermore, a pleasant work environment makes employees feel valued and at ease, making them less likely to leave their jobs. This helps increase employee loyalty to the company, which is crucial for the company's long-term success and sustainability. Therefore, a positive work environment not only increases productivity but also maintains employee stability within the company (Rumadaul & Mathori, 2023). Sedarmayanti (2017) defines the work environment as everything surrounding a person's workplace, including work methods, individual and group work arrangements, and the tools and materials used in the work. Therefore, this study proposes the following second hypothesis:

H2: Work environment has a positive and significant influence on employee loyalty.

Effective compensation can maximize employees' unique potential while allowing companies to recognize their abilities. Furthermore, appropriate compensation can make employees feel valued for their contributions to the company (Dhani & Surya, 2023). If employees receive rewards or wages commensurate with their contributions to the company, their loyalty to the organization tends to be longer-lasting. Compensation itself is a form of appreciation given by a company or organization to employees over a specific period, encompassing both financial and non-financial rewards (Apriyanto et al., 2023). Therefore, this study proposes the following third hypothesis:

H3: Compensation has a positive and significant effect on employee loyalty.

RESULTS AND DISCUSSIONS

Convergent Validity Test

Table 1 Validity Test Results Convergent

Variables	Items	Outer Loadings	AVE
Loyalty(Y)	L1	0.773	0.631
	L2	0.804	
	L3	0.857	
	L4	0.736	
	L5	0.801	
	L6	0.807	
	L7	0.755	
	L9	0.878	
	L10	0.831	
	L11	0.773	
	L12	0.705	
Leadership (X1)	K1	0.724	0.577
	K2	0.707	
	K3	0.782	
	K6	0.784	
	K7	0.740	
	K8	0.797	
	K9	0.826	
	K10	0.705	
	K11	0.800	
	K12	0.716	
Work Environment (X2)	LK1	0.763	0.666
	LK2	0.812	
	LK3	0.769	
	LK4	0.796	
	LK5	0.768	

	LK6	0.810	
	LK7	0.887	
	LK8	0.850	
	LK9	0.861	
	LK10	0.905	
	LK11	0.752	
	LK12	0.805	
Compensation (X3)	KO1	0.868	0.756
	KO2	0.768	
	KO3	0.849	
	KO4	0.852	
	KO5	0.871	
	KO6	0.842	
	KO7	0.881	
	KO8	0.891	
	KO10	0.908	
	KO11	0.919	
	KO12	0.904	

Source : Processed Primary Data, June 2025

The table above shows the results of convergent validity with a loading factor value greater than 0.70, indicating validity. Furthermore, the Average Variance Extracted (AVE) value is also used as a benchmark for validity, and is considered valid if the value is above 0.50. This indicates that the instrument or construct in this study is valid and able to measure the concept well. However, in this study, there are question items with outer loading values below 0.70, which means the item is invalid and cannot represent the variable. Therefore, according to (Setiabudhi et al., 2025), invalid items need to be deleted or removed from the study.

Validity Test Discriminant

Table 2 Validity Test Results Discriminant

	K	KO	LK	L
K				
KO	0.793			
LK	0.800	0.509		
L	0.721	0.833	0.702	

Source : Processed Primary Data, June 2025

From table 2 above, it can be seen that the overall HTMT value shows a figure <0.9. All variables can pass the discriminant validity test if they have an HTMT value <0.9 (Hair et al., 2019). Thus, it can be concluded that all variables in the study have good discriminant validity and further testing steps can be carried out.

Reliability Test

Table 3 Reliability Test Results

	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
Leadership	0.931	0.919
Compensation	0.971	0.967
Work environment	0.960	0.954
Loyalty	0.949	0.941

Source : Processed Primary Data, June 2025

Based on the reliability testing in the table above, all latent variables have good values. The Composite Reliability value for the Leadership variable is 0.931, Compensation 0.949, Work Environment 0.960, and Loyalty 0.971. Because all these values are greater than 0.7, it means that the indicators used to measure these variables are reliable, consistent and trustworthy, and capable of producing the same results across different times, places, and conditions.

Determination Test

Table 4 Results of Determination Test

Variables	R-Square	R-Square Adjusted
Loyalty (L)	0.839	0.826

Source : Processed Primary Data, June 2025

From the table above, it can be seen that the R-Square value of the Loyalty variable is 0.839, meaning that the Loyalty variable can be explained by the Leadership, Work Environment and Compensation variables by 83.9%, while the remainder is explained by variables outside those studied.

F-square test

Table 5 F-square Test Results

Hypothesis	Connection	F Square	Results
H1	Leadership (K) → Loyalty (L)	0.153	Currently
H2	Work Environment (LK) → Loyalty (L)	0.684	Strong
H3	Compensation (KO) → Loyalty (L)	1,735	Strong

Source : Processed Primary Data, June 2025

Hypothesis Testing

Table 6 Hypothesis Test Results

Relationship and Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
K → L (H1)	-0.321	0.164	1,957	0.051	Rejected
LK → L (H2)	0.490	0.095	5,138	0,000	Accepted
KO → L (H3)	0.856	0.111	7,735	0,000	Accepted

Source : Processed Primary Data, June 2025

Based on the results of the PLS-SEM analysis shown in table 4.11, it shows that LK has a significant positive effect on L (p Values = 0.000 < 0.05), KO has a significant positive effect on L (p Values = 0.000 < 0.05), In contrast to the results above, K on L has an insignificant positive effect (p Values = 0.051 > 0.05). Therefore, H2, H3 are supported or accepted in this study, while H1 is not.

DISCUSSION

H1: Leadership Has a Positive Influence on Employee Loyalty

The first hypothesis test aims to prove whether Leadership (K) plays a positive and significant role in Loyalty (L). Based on the results of the hypothesis test, the relationship between K and L obtained a p-value of 0.051 > 0.05 with a coefficient value of -0.321. These results indicate no effect between Leadership (K) and Loyalty (L). Thus, hypothesis 1 (H1) regarding the influence of Leadership (K) on Loyalty (L) is rejected.

These results align with research conducted by Maulana et al. (2024) and Nur & Hidayat (2023), which showed no significant effect between leadership and employee loyalty. In that study, the leadership style tended to be autocratic, resulting in no significant effect on employee loyalty.

According to Ningrum & Purnamasari (2022), leadership style has no significant effect on employee loyalty. This indicates that the leadership implemented has not been able to foster loyalty, necessitating policy changes. Wulandari et al. (2024) also found in their research that leadership has no significant effect on employee loyalty. Authoritarian leadership styles, such as micromanaging or a lack of recognition, can actually decrease employee loyalty.

In some cases, leaders prioritize targets and results over interpersonal relationships, thus reducing communication, attention, and closeness with subordinates. As a result, a socio-psychological distance forms that weakens employee loyalty. This phenomenon aligns with Robbins & Judge's (2024) theory of Substitutes for Leadership and Neutralizers of Leadership. Within a strong organizational system, with standardized procedures and structured compensation, the role of the leader can be substituted, allowing

employee loyalty to be maintained without the leader's direct involvement. Conversely, low interaction and high work pressure can neutralize the influence of leadership, so the applied leadership style has no significant impact on loyalty.

H2: Work Environment Has a Positive Influence on Employee Loyalty

The second hypothesis aims to prove whether the Work Environment (WE) plays a positive and significant role on Loyalty (L). Based on the results of the structural model analysis (Inner Model) in hypothesis testing, it can be seen that the relationship between WE and L obtained a p-value of $0.000 < 0.05$ with the original sample or a coefficient value of 0.490. These results indicate that there is a significant positive influence between the Work Environment (WE) on Loyalty (L). Thus, hypothesis 2 (H2) regarding the positive and significant influence of the Work Environment (WE) on Loyalty (L) is accepted or supported.

This is in line with research conducted by Fitri et al. (2023) and Andinni & Harun (2024). There is a positive influence between the work environment and employee loyalty. In other words, the better the work environment, the higher the employee loyalty. A conducive and harmonious work environment, built through good relationships between superiors, coworkers, and subordinates, and supported by adequate facilities and infrastructure, will have a positive influence on employees and encourage increased loyalty.

Previous research by Giovanni & Ie (2022) and Kurniati & Riyanto (2022) found that the work environment has a positive and significant influence on employee loyalty. When employees perceive that their work environment has an attractive building, adequate work equipment, comfortable rest facilities, a decent place of worship, and access to public transportation around the work location, their tendency to show loyalty to the company will increase. In addition, the creation of solid cooperation and a family atmosphere in work relationships makes employees feel at home working in the company, which ultimately increases their loyalty. Mutual respect and positive relationships from superiors to employees are also important factors in forming loyalty, where the higher the appreciation and quality of the relationship, the greater the loyalty shown by employees.

H3: Compensation Has a Positive Influence on Employee Loyalty

The third hypothesis aims to prove whether Compensation (KO) plays a positive and significant role on Loyalty (L). Based on the results of the structural model analysis (Inner Model) in hypothesis testing, it can be seen that the relationship between LK and L obtained a p-value of $0.000 < 0.05$ with the original sample or a coefficient value of 0.856. These results indicate a significant positive influence between compensation (KO) on Loyalty (L). Thus, hypothesis 3 (H3) regarding the positive and significant influence of Compensation (KO) on Loyalty (L) is accepted or supported.

This aligns with research conducted by Fitri et al. (2023), which showed that compensation positively influences employee loyalty. Better compensation leads to higher loyalty because employees feel their work is valued. Similarly, Pramudita (2024) found that adequate compensation increases employee loyalty, both through meeting needs, providing welfare, training, and career development. Other forms of compensation, such as praise, awards, and incentives, also strengthen loyalty. Thus, compensation is a crucial factor in fostering employee loyalty to the company.

Previous research by Febriana & Kustini (2022) and Gaol (2021) found that compensation has a direct, significant, and positive effect on employee loyalty. This means that the greater the compensation given to employees, the higher their level of loyalty to the company.

CONCLUSION AND RECOMMENDATION

This study aims to examine the influence of leadership, work environment, and compensation on employee loyalty in Islamic banking, with employees in Brebes and Tegal as the research subjects. The results of the analysis indicate that the first hypothesis (H1) is rejected, meaning that leadership does not have a positive and significant effect on employee loyalty. Conversely, the second hypothesis (H2) is supported, so that the work environment is proven to have a positive and significant effect on employee loyalty. Similarly, the third hypothesis (H3) is also supported, meaning that compensation has a positive and significant effect on employee loyalty. Overall, this study confirms that the work environment and compensation are important factors in increasing employee loyalty, while the role of leadership in the context of this study has not been proven significant.

Despite being conducted systematically, this research has several limitations that should be noted. First, the study's population and sample focused only on Islamic bank employees in the Brebes and Tegal regions, making the results less generalizable to other sectors or regions. Second, the use of solely quantitative methods limited the study's ability to explore employee perceptions and experiences in greater depth through a qualitative approach. Third, this research was conducted over a specific period, potentially influenced by external factors such as economic, social, and cultural conditions.

Based on the research findings, several recommendations are worth considering. Companies should conduct ongoing leadership training for managers and direct supervisors, emphasizing a participatory, communicative, and empathetic leadership style to build better relationships with employees and increase their loyalty. Furthermore, involving employees in decision-making processes, particularly those related to tasks and responsibilities, can strengthen trust, create a sense of appreciation, and boost work motivation. Meanwhile, future research is recommended to expand the scope of research to various industries and regions, and consider using qualitative or mixed methods to delve deeper into employee perceptions, experiences, and motivations not covered by quantitative analysis. Further research could also include other variables, such as organizational culture, job satisfaction, motivation, or internal communication, to gain a more comprehensive understanding of the factors influencing employee loyalty.

REFERENCES

- Andinni, LA, & Harun, P. (2024). The Influence of Work Environment, Workload, and Motivation on Job Satisfaction and Their Impact on Employee Loyalty (A Case Study of Employees of PT. X Working in the Customer Product Division). *Journal of Accounting, Management, and Islamic Economics*, 2(1), 187–206. <https://doi.org/10.35384/jamie.v2i1.541>
- Apriyanto, K., Zuhaena, F., Lestari, HD, Sundari, S., & Setiawan, H. (2023). The Influence of Transformational Leadership, Organizational Culture, Compensation, and Work Environment on Employee Loyalty at Bojongsari Water Tourism Object. *National Seminar of LPPM UMMAT*, 2(April), 1–12.
- Azhar, ME, Nurdin, DU, & Siswadi, Y. (2020). The Influence of Work Discipline and Compensation on Employee Job Satisfaction. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi dan Hukum*, 4(1), 46–60. <https://doi.org/10.30601/humaniora.v4i1.422>
- Batubara, DW (2023). The Influence of Leadership Style, Motivation, and Work Environment on Employee Loyalty (Case Study at the Department of Industry and Trade of North Sumatra Province). *Journal of Creative Student Research (JCSR)*, 1(1), 286–306. <https://ejurnal.politeknikpratama.ac.id/index.php/jcsr/article/view/1138>.
- Citra, LM, & Fahmi, M. (2019). The Influence of Leadership, Job Satisfaction, and Work Motivation on Employee Loyalty. *Maneggio: Scientific Journal of Master of Management*, 2(2), 214–225. <https://doi.org/10.30596/maneggio.v2i2.3776>
- Dewi Susita. (2019). Employee Work Productivity (Case Study of PT Artolite Indah Mediatama). *Indonesian Journal of Management Science Research (JRMSI) Vol 10, No. 2, 2019, 10(2)*, 386–404. <http://journal.unj.ac.id/unj/index.php/jrmsi>
- Dhani, NKSJ, & Surya, IBK (2023). The Influence of Motivation, Compensation, and Work Environment on Employee Job Satisfaction (A Study at PT Bali Busana Kreasi in Badung Regency). *E-Journal of Management, Udayana University*, 12(6), 602.
- Fauchil, FW, Didit, DD, & Nikmah, NRS (2020). The Role of Remuneration Contribution and Social Support in Organizational Life to Build Work Engagement. *Journal of Islamic Economics Perspectives*, 1(2), 20–32. <https://doi.org/10.35719/jiep.v1i2.24>
- Febriana, A., & Kustini, K. (2022). The Impact of Compensation and Workload on Employee Loyalty at PT. Berlian Multi Sejahtera. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 5(3), 656–664. <https://doi.org/10.37481/sjr.v5i3.519>
- Fitri, DD, Marsofiyati, M., & Wahono, P. (2023). The Effect of Compensation and Work Environment on the Loyalty of Non-PNS Employees at Hospital X. *SYNTAX IMPERATIVE JOURNAL: Journal of Social Sciences and Education*, 4(4), 325–342. <https://doi.org/10.36418/syntax-imperatif.v4i4.258>
- Gaol, CL (2021). The Effect of Compensation and Workload on Employee Loyalty at PT. ARTHA GITA SEJAHTERA MEDAN. 1–10.

- Giovanni, VF, & Ie, M. (2022). The Influence of Work Environment and Job Satisfaction on Employee Loyalty in the Creative Industry. *Journal of Managerial and Entrepreneurship*, 4(1), 232. <https://doi.org/10.24912/jmk.v4i1.17196>
- Guferol, DS, & Hadisuwarno, H. (2023). The Influence of Work Environment, Leadership Style, and Compensation on Employee Loyalty. *Human*, 10(1), 1–18.
- Hair Jr, J.F., Hult, G.T.M., Ringle, C., & Sartetd, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM). Sage Publications.
- Hair, J.F., Risher, J.J., Sarstedt, M., & Ringle, C.M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hasibuan. (2017). Human Resource Management. PT Bumi Aksara.
- Kurniati, N., & Riyanto, S. (2022). The Influence of Environment, Motivation, and Workload on Employee Loyalty. *Indonesian Branding Study*, 4(2), 91–105.
- Kurniawan, IS (2019). Factors Influencing Employee Loyalty at PT. Bank Syariah Mandiri Makassar Branch Office, 16(1), 85–97.
- Larastrini, PM, & Adnyani, IGAD (2019). The Influence of Job Satisfaction, Work Environment, and Work-Life Balance on Employee Loyalty. *E-Journal of Management*, Udayana University, 8(6), 3674. <https://doi.org/10.24843/ejmunud.2019.v08.i06.p14>
- Maulana, R., El Hida, R., Ramdani, F., & Sunimah, S. (2024). Making employee loyalty: impact of leadership and job satisfaction. *International Journal of Humanities Education And Social Sciences*, 3(6), 3253-3260.
- Robbins, S. P., & Judge, T. A. (2024). III Organizational Support. In *Organizational Politics, Justice, and Support*. <https://doi.org/10.5040/9798400693939.0006>
- Ningrum, P., & Purnamasari, W. (2022). The Influence of Leadership Style and Organizational Culture on Employee Job Satisfaction and Loyalty. *IQTISHADEquity*, 4(2), 107–115.
- Nur, M., & Hidayat, R. (2023). The Influence of Discipline and Leadership on Work Commitment, Which Implications for Employee Loyalty at PT. Flexindo Segara (A Study on Production Operators at PT. Flexindo Segara). *JiIP - Scientific Journal of Educational Sciences*, 6(2), 1311–1316. <https://doi.org/10.54371/jiip.v6i2.1646>
- Pramudita, NSA (2024). The Influence Of Compensation And Workload On Employee Loyalty At PT Suara Merdeka Press Semarang. *Management Studies and Entrepreneurship Journal (MSEJ)*, 5(1), 961–969.
- Pratama, RY, & Armanu, A. (2022). The Effect of Compensation and Work Environment on Employee Loyalty. *Journal of Entrepreneurship and Innovation*, 1(2), 144–153. <https://doi.org/10.21776/jki.2022.01.2.03>
- Prayekti, P., & Pangestu, KA (2022). The Influence of Transformational Leadership, Work Environment, and Compensation on Employee Job Satisfaction at PT BPR BKK Kebumen (Perseroda).

- JENIUS (Scientific Journal of Human Resource Management), 5(2), 373.
<https://doi.org/10.32493/jjsdm.v5i2.16515>
- Rahayu, S., & Juhaeti. (2022). The Effect of Compensation and Work Environment on the Performance of Production Employees at PT. Aisan Nasmoco Industri in Cikarang, West Java. *JIMEN Journal of Innovative Management Students*, 2(3), 176–187.
- Rumadaul, SR, & Mathori, M. (2023). The Influence of Work Environment on Employee Loyalty with Employee Performance as a Mediating Variable. *Indonesian Journal of Accounting and Business Research*, STIE Widya Wiwaha, 3(3), 839–857. <https://doi.org/10.32477/jrabi.v3i3>
- Sedarmayanti. (2017). *Human Resource Management*. Refika Aditama.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (Vol. 34, Issue 7). <https://doi.org/10.1108/lodj-06-2013-0079>
- Setiabudhi, H., Suwono, Setiawan, YA, & Karim, S. (2025). Quantitative with smart pls. *Ebooks.Borneonovelty.Com*, 1–115.
<https://ebooks.borneonovelty.com/media/publications/588838-analisis-data-kuantitatif-dengan-smartpl-29069ce4.pdf>
- Sharma, M. K., & Jain, S. (2013). Leadership management: Principles, models and theories. *Global journal of management and business studies*, 3(3), 309–318.
- Sihaloho, RD, & Siregar, H. (2020). The influence of the work environment on employee performance at PT. Super Setia Sagita Medan. *Scientific Journal of Socio Secretum*, 9(2), 273–281.
- Susanti, DW, & Utami, NMS (2020). The Influence of Employee Work Engagement, Work Loyalty, and Teamwork on Employee Performance at CV. Sanitary Bali Pinangsia. *Jurnal Emas*, 2, 224–234.
<https://e-journal.unmas.ac.id/index.php/emas/article/view/1742/1394>
- Syahril, S. (2019). Leadership Theories. *Ri'ayah*, 04(2), 208–215.
- Usman, H. (2010). *Educational Management Theory, Practice, and Research*. Bumi Aksara.
- Wibowo. (2016). *Performance Management*. PT. Rajagrafindo Persada.
- Wulandari, N., & Sholihin, H. (2019). Career Development, Compensation, and Organizational Climate on Employee Royalty. *Tjyybjb.Ac.Cn*, 27(2), 58–66.
- Yamin, M., & Maisah. (2010). *Leadership and future management*.