



# The Impact of Compensation, Work Environment, and Job Characteristics on Employee Loyalty at PT. XYZ

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## Abstract

This study investigates the impact of compensation, work environment, and job characteristics on employee loyalty with job satisfaction as an intervening variable at PT. XYZ. The research was driven by a significant increase in employee turnover, from 2.6% in 2022 to 7.2% in 2024, reflecting a decline in employee loyalty. A total of 131 employees were selected using the Taro Yamane formula from a population of 195. The study used a quantitative explanatory approach, with data collected through structured questionnaires. The findings reveal that compensation, work environment, and job characteristics have a positive and significant effect on job satisfaction. Furthermore, these variables also influence employee loyalty directly and indirectly through job satisfaction. Job satisfaction was found to mediate the relationship between the independent variables and employee loyalty, strengthening the overall effect. This indicates that improving compensation, work environment, and job characteristics can effectively enhance job satisfaction, which in turn boosts employee loyalty. The study highlights the importance of focusing on job satisfaction to foster long-term commitment and reduce turnover rates.

## Keywords:

Compensation,  
Work Environment,  
Job Characteristics,  
Job Satisfaction,  
Employee Loyalty,  
Organizational Commitment

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## INTRODUCTION

In the face of increasingly competitive business environments, employee loyalty is not just about the duration of service, but rather a reflection of the emotional and professional bond between employees and the organization. Companies that are successful in fostering trust, appreciation, and emotional involvement among their employees tend to build lasting and productive loyalty. Employee loyalty is the result of a complex synergy of various human resource management aspects, such as fair compensation, conducive work environments, and meaningful job characteristics. A holistic understanding and management of these factors are crucial for organizations to not only retain employees but also motivate them to contribute maximally to the shared goals of the company.

Globally, employee loyalty faces significant challenges, particularly with the growing trend of mass resignations or the "Great Resignation." A survey conducted by the World Economic Forum (2021) showed that 41% of employees across 31 countries planned to leave their jobs within the year. Similarly, a 2024 PwC report cited by Reuters revealed that 28% of workers globally were likely to switch jobs within the next 12 months, up from 19% in 2022. These trends signal a weakening of employee loyalty worldwide, largely driven by individuals seeking

opportunities elsewhere. This situation compels organizations to develop more effective retention strategies to maintain their top talent amid the increasingly competitive job market.

While studies have identified various factors affecting employee loyalty, the relationship between compensation, work environment, and job characteristics remains underexplored in certain industries, especially in sectors like seafood processing. Existing literature often overlooks the unique work environments and job characteristics within such industries, highlighting a critical research gap. This research seeks to address this gap by focusing on the effects of compensation, work environment, and job characteristics on employee loyalty, using job satisfaction as an intervening variable.

Employee loyalty is influenced by emotional attachment, affective commitment, and satisfaction with different aspects of work, which include compensation, work environment, and job characteristics (Samat et al., 2020; Wularsih & Octafian, 2024). Previous studies have emphasized that compensation plays a central role in shaping job satisfaction and employee loyalty (Mabaso & Dlamini, 2018). Similarly, a conducive work environment is shown to enhance job satisfaction and organizational commitment (Astuti et al., 2022). Job characteristics, such as task variety and autonomy, also significantly contribute to job satisfaction (Puryana & Cahyati, 2020).

However, there is inconsistency in the results of studies conducted in different industries. For example, some studies found no significant relationship between compensation and employee loyalty (Samat et al., 2020). Additionally, research by (Ramadhanty et al., 2020) indicated that the work environment did not significantly affect loyalty, and (Lewicka et al., 2018) reported that job characteristics had no significant impact on employee loyalty. These inconsistencies call for a reevaluation of these factors, particularly in industries like seafood processing, which may have unique environmental and work characteristics.

This study offers a novel approach by integrating compensation, work environment, and job characteristics to assess their collective impact on employee loyalty, specifically in the context of PT. XYZ, a seafood processing company. By including job satisfaction as an intervening variable, this research attempts to fill the gaps in the existing literature, offering a more nuanced understanding of how these factors interplay to influence loyalty within a specific industry. This is especially important as the seafood processing sector presents distinctive challenges and opportunities in terms of work conditions and employee expectations.

The primary aim of this study is to investigate the influence of compensation, work environment, and job characteristics on employee loyalty at PT. XYZ, with job satisfaction acting as a mediating variable. Specifically, the study seeks to:

- Analyze the direct and indirect effects of compensation on employee loyalty.
- Examine the impact of work environment on employee loyalty.
- Investigate the influence of job characteristics on employee loyalty.
- Assess the relationship between compensation, work environment, and job characteristics with job satisfaction.
- Determine the role of job satisfaction as a mediating variable between these factors and employee loyalty.

Theoretical contributions of this study lie in its expansion of the understanding of employee loyalty through the lens of compensation, work environment, and job characteristics, particularly in a specialized industry. By exploring job satisfaction as a mediating factor, this research enriches the existing body of knowledge in organizational behavior, employee satisfaction, and loyalty theories.

From a practical standpoint, the findings of this study will serve as strategic insights for PT. XYZ's management in designing effective human resource policies. By understanding how compensation, work environment, and job characteristics influence employee satisfaction and loyalty, the company can optimize its

employee retention strategies. The results are expected to offer actionable recommendations for improving employee retention, engagement, and overall organizational performance in the highly competitive seafood processing industry.

## **METHOD**

This study aims to examine the impact of compensation, work environment, and job characteristics on employee loyalty at PT. XYZ, with job satisfaction acting as an intervening variable. To achieve this, a quantitative research design with an explanatory approach was employed. The explanatory design allows for the testing of hypotheses to understand the relationships between the independent variables (compensation, work environment, job characteristics) and the dependent variable (employee loyalty), mediated by job satisfaction.

The data for this research were collected using a structured questionnaire distributed to 131 employees of PT. XYZ, selected through probability sampling based on the Taro Yamane formula, which provided a sample size suitable for a 95% confidence level and a 5% margin of error. The questionnaire included various scales based on previous research, with Likert-type items ranging from "strongly agree" to "strongly disagree," to measure employee perceptions of compensation, work environment, job characteristics, job satisfaction, and loyalty.

To analyze the data, Structural Equation Modeling (SEM) using Partial Least Squares (PLS) was applied. This method is particularly useful for testing complex models with relatively small sample sizes and does not require data to follow a normal distribution. The analysis was conducted in two stages: (1) the outer model to assess the validity and reliability of the measurement instruments, and (2) the inner model to evaluate the relationships between the variables and test the hypotheses.

For validity, both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were employed to ensure that the constructs were accurately measured. Reliability was assessed using Cronbach's Alpha, with a threshold of 0.70 indicating acceptable reliability. The SEM model also allowed for the testing of direct and indirect effects, with job satisfaction as a mediating variable in the relationship between compensation, work environment, job characteristics, and employee loyalty.

This methodology ensures a robust and comprehensive analysis of the factors influencing employee loyalty at PT. XYZ and provides valuable insights for improving human resource practices within the organization.

## **RESULT AND DISCUSSION**

This section presents the key findings of the study on the influence of compensation, work environment, job characteristics, and job satisfaction on employee loyalty at PT. XYZ. Data was collected from 131 respondents using a structured questionnaire, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.1.4.

### **Respondent Characteristics**

The respondent demographics include gender, age, education level, and work experience, as summarized below.

#### **1. Gender Distribution**

A majority of the respondents were male, making up 54% of the sample, as shown in Table 1. This distribution is consistent with the gender composition in the production department at PT. XYZ.

**Table 1.** Respondent Characteristics by Gender

Gender	Frequency	Percentage (%)
Male	71	54%
Female	60	46%
<b>Total</b>	<b>131</b>	<b>100%</b>

2. Age Distribution

The majority of respondents (69%) were between the ages of 21 and 30, followed by those aged 31-40 (21%), as shown in Table 2.

**Table 2.** Respondent Characteristics by Age

Age Group	Frequency	Percentage (%)
21-30 years	91	69%
31-40 years	27	21%
41-50 years	13	10%
<b>Total</b>	<b>131</b>	<b>100%</b>

**Descriptive Statistics for Key Variables**

The key variables, including compensation, work environment, job characteristics, job satisfaction, and employee loyalty, were measured through items on the questionnaire. Below are the descriptive statistics for these variables.

1. Employee Loyalty (Y)

As shown in Table 3., the highest-rated item for employee loyalty was LY3 ("I feel responsible for this company"), with an average score of 4.05. This indicates a strong sense of responsibility and commitment among employees toward the company. However, the lowest score was for LY7 ("I never think about leaving this company") at 3.44, suggesting that some employees are still considering job alternatives. The overall average for employee loyalty was 3.74.

**Table 3.** Descriptive Statistics for Employee Loyalty

Item	STS	TS	RR	S	SS	Mean
LY3	7	4	15	54	51	4.05
LY7	12	12	41	39	27	3.44
Average						3.74

2. Compensation (X1)

KS8 ("The company provides adequate work facilities such as uniforms, parking, and canteen") received the highest score (4.10), while KS4 ("I receive incentives that are in line with industry standards") had the lowest score (3.47), as shown in Table 4. The overall average for compensation was 3.80.

**Table 4.** Descriptive Statistics for Compensation

Item	STS	TS	RR	S	SS	Mean
KS8	7	7	11	47	59	4.10
KS4	7	9	46	54	15	3.47
Average						3.80

### Structural Model Evaluation

#### 1. Outer Model Evaluation

The convergent validity and discriminant validity tests showed that all indicators met the required thresholds. The Average Variance Extracted (AVE) values for all constructs were above 0.50, indicating that the latent variables explained more than 50% of the variance of their respective indicators. The cross-loading analysis further confirmed the discriminant validity of the model.

#### 2. Inner Model Evaluation

The R-squared ( $R^2$ ) values demonstrated a high explanatory power of the model. For job satisfaction (Z), the  $R^2$  value was 0.889, meaning that 88.9% of the variance in job satisfaction was explained by the independent variables. Similarly, employee loyalty (Y) had an  $R^2$  value of 0.890, indicating that 89.0% of the variation in employee loyalty was explained by compensation, work environment, job characteristics, and job satisfaction (Table 5.).

**Table 5.** R-Squared Values

Variable	R-Squared	Adjusted R-Squared
Job Satisfaction (Z)	0.889	0.886
Employee Loyalty (Y)	0.890	0.886

### Hypothesis Testing

#### 1. Direct Effects

The results from the bootstrapping procedure revealed that compensation, work environment, and job characteristics all had a significant positive effect on job satisfaction, which in turn positively influenced employee loyalty.

- Compensation ( $\beta = 0.352$ ,  $t = 4.448$ ,  $p = 0.000$ ) had a significant positive effect on job satisfaction.
- Work Environment ( $\beta = 0.356$ ,  $t = 5.170$ ,  $p = 0.000$ ) also had a significant positive effect on job satisfaction.
- Job Characteristics ( $\beta = 0.285$ ,  $t = 3.914$ ,  $p = 0.000$ ) positively influenced job satisfaction.

Furthermore, job satisfaction significantly influenced employee loyalty ( $\beta = 0.313$ ,  $t = 3.022$ ,  $p = 0.003$ ).

**Table 6.** Bootstrapping Results for Direct Effects

Path	Path Coefficient	T-statistic	P-value	Conclusion
Compensation → Job Sat.	0.352	4.448	0.000	Accepted H1
Work Environment → Job Sat.	0.356	5.170	0.000	Accepted H2
Job Characteristics → Job Sat.	0.285	3.914	0.000	Accepted H3

#### 2. Indirect Effects

The indirect effects through job satisfaction were also significant, suggesting that job satisfaction mediates the relationship between compensation, work environment, and job characteristics with employee loyalty.

- Compensation → Job Satisfaction → Employee Loyalty: The indirect effect ( $\beta = 0.110$ ,  $t = 2.583$ ,  $p = 0.010$ ) shows that job satisfaction mediates the effect of compensation on employee loyalty.
- Work Environment → Job Satisfaction → Employee Loyalty: The indirect effect ( $\beta = 0.111$ ,  $t = 2.470$ ,  $p = 0.014$ ) also shows a significant mediation by job satisfaction.

- Job Characteristics → Job Satisfaction → Employee Loyalty: The indirect effect ( $\beta = 0.089$ ,  $t = 2.367$ ,  $p = 0.018$ ) indicates a significant mediating effect of job satisfaction.

**Table 7.** Bootstrapping Results for Indirect Effects

Path	Path Coefficient	T-statistic	P-value	Conclusion
Compensation → Job Sat. → Loyalty	0.110	2.583	0.010	Accepted H8
Work Environment → Job Sat. → Loyalty	0.111	2.470	0.014	Accepted H9
Job Characteristics → Job Sat. → Loyalty	0.089	2.367	0.018	Accepted H10

The results demonstrate that compensation, work environment, and job characteristics have significant direct and indirect influences on employee loyalty, with job satisfaction playing a crucial mediating role. Enhancing job satisfaction is a strategic approach to strengthen employee loyalty in the long term, as it strengthens the effects of compensation, work environment, and job characteristics on loyalty. These findings highlight the importance of a holistic approach in improving both extrinsic (e.g., compensation) and intrinsic (e.g., job satisfaction) factors to foster a committed workforce.

## Discussion

The results of the study indicate that compensation has a significant positive effect on employee loyalty. This finding reinforces the idea that fair and adequate compensation increases employees' sense of being valued and strengthens their commitment to the organization (Mabaso & Dlamini, 2018). The highest-rated component of compensation is work facilities, which indicates that employees perceive the work environment as conducive to their performance and overall job satisfaction. This aligns with previous research by (Kalyanamitra et al., 2020), who found that adequate facilities contribute positively to employee retention.

However, the lowest-rated component was incentives, suggesting that employees feel the rewards based on performance are insufficient. This aligns with the findings of (Ateeq et al., 2023), who emphasized that performance-based incentives play a critical role in employee motivation and loyalty. Therefore, companies should focus on improving the incentive system to better align with employees' expectations. Enhancing the incentive structure could significantly strengthen the relationship between compensation and employee loyalty.

The study also reveals that the work environment has a positive and significant impact on employee loyalty. A comfortable, safe, and supportive work environment fosters a sense of security and belonging, encouraging employees to remain committed to the organization (Emmanuel, 2021). The highest-rated factor within the work environment was lighting, which suggests that a well-lit workspace is crucial in creating a comfortable and productive atmosphere. This finding is consistent with the research of (Basalamah & As'ad, 2021), which highlighted the importance of physical working conditions in enhancing employee well-being.

On the other hand, the lowest-rated factor was the relationship between subordinates and supervisors, indicating that communication and leadership skills still need improvement. This finding aligns with (Aslam et al., 2018), who noted that poor communication with supervisors can lead to disengagement. Companies must prioritize improving leadership and interpersonal relationships to increase the positive impact of the work environment on employee loyalty.

The results show that job characteristics positively influence employee loyalty. Jobs that are meaningful, clearly defined, and provide a sense of contribution lead employees to feel more involved and committed to the company (Astuti et al., 2022). The highest-rated indicator for job characteristics was task identity, suggesting that

employees understand the significance of their work and feel a sense of pride in completing it. This finding supports the work of (Panda et al., 2022), who found that job clarity and meaningfulness foster greater engagement and loyalty.

However, the lowest-rated factor was autonomy, indicating that employees feel restricted in how they perform their tasks. This limitation can reduce job satisfaction and, by extension, loyalty (Sjahruddin, 2016). Increasing autonomy, as suggested by (Chmeit, 2024), could help employees feel more empowered and valued, thereby improving their loyalty to the organization.

The study confirms that compensation positively influences job satisfaction. When employees perceive their compensation as fair and consistent with their contributions, they feel more appreciated, which enhances their overall job satisfaction (Sutanto & Perdana, 2017). The highest-rated aspect of compensation in this study was facilities, which reinforces the importance of a supportive physical work environment for enhancing job satisfaction (Murtiningsih, 2020). However, incentives were again rated the lowest, suggesting that performance-based rewards are perceived as inadequate. This aligns with the findings of (Nugroho et al., 2022), which indicated that insufficient rewards could undermine employee satisfaction.

The study further reveals that the work environment significantly impacts job satisfaction. A safe, organized, and supportive environment helps employees feel valued and motivates them to perform better (Kodarlikar & Umale, 2020). Lighting, again, was the highest-rated indicator, suggesting that well-lit workspaces are essential for creating an enjoyable and productive work environment. However, the relationship between subordinates and supervisors received the lowest rating, indicating that interpersonal dynamics need attention. Improving communication and support from supervisors could enhance job satisfaction and strengthen the work environment's effect on loyalty (Ashraf, 2019).

The results suggest that job characteristics also play a significant role in job satisfaction. Jobs that are meaningful and offer room for personal development increase employees' satisfaction (Davidescu et al., 2020). Task identity was rated the highest, indicating that employees feel a strong connection to their work. However, autonomy was rated the lowest, suggesting that employees desire more control over how they perform their tasks. Providing greater autonomy could improve job satisfaction and, in turn, boost employee loyalty (Hidayati et al., 2019).

The study also highlights that job satisfaction significantly influences employee loyalty. Employees who are satisfied with their jobs are more likely to stay with the organization and contribute positively (Phuong & Tran, 2020). The highest-rated indicator of job satisfaction was relationships with coworkers, which reflects a supportive and positive work culture. However, the lowest-rated factor was promotion opportunities, which suggests that employees are dissatisfied with the chances for career advancement. This finding supports previous research by (Maulana et al., 2024), who emphasized that career development opportunities are crucial for maintaining employee loyalty.

The study found that compensation indirectly influences employee loyalty through job satisfaction. This finding aligns with the work of Sorn et al., who showed that compensation, when perceived as fair, enhances job satisfaction, which in turn strengthens loyalty (Sorn et al., 2023). However, the low rating for incentives indicates that improvements in this area are necessary to optimize the relationship between compensation, job satisfaction, and loyalty.

Similarly, the work environment also exerts an indirect effect on employee loyalty through job satisfaction. A supportive and comfortable work environment fosters job satisfaction, which in turn enhances loyalty (DIYA, 2023). Improving supervisor-subordinate relationships could strengthen this indirect effect and increase the overall impact of the work environment on employee loyalty.

Finally, the study shows that job characteristics influence employee loyalty indirectly through job satisfaction. Jobs that are meaningful and provide opportunities for growth enhance job satisfaction, which then boosts loyalty. Providing more autonomy could improve job satisfaction and strengthen the relationship between job characteristics and employee loyalty (Zychová et al., 2024).

Overall, the findings of this study highlight the importance of compensation, work environment, and job characteristics in fostering both job satisfaction and employee loyalty. By focusing on these factors, organizations can create a more engaged and committed workforce.

## **CONCLUSION**

This study aimed to examine the influence of compensation, work environment, and job characteristics on employee satisfaction and loyalty at PT. XYZ, with job satisfaction serving as a mediating variable. The findings reveal that compensation, work environment, and job characteristics significantly and positively affect both employee satisfaction and loyalty. Specifically, well-structured compensation systems, a comfortable and supportive work environment, and clear and meaningful job characteristics contribute to higher levels of job satisfaction and increased loyalty. Moreover, job satisfaction plays a crucial role as a partial mediator in strengthening the impact of compensation, work environment, and job characteristics on employee loyalty. These results align with existing literature that emphasizes the importance of these factors in fostering a committed and satisfied workforce.

Furthermore, the study highlights that despite positive influences, areas such as employee retention, career advancement opportunities, and the incentive system require improvement. Specifically, the willingness of employees to stay and the opportunities for promotion were found to be suboptimal, indicating that the company needs to focus on enhancing career development pathways and improving the reward system to further boost employee loyalty and satisfaction. Additionally, communication and support from leadership, as well as granting employees more autonomy in their tasks, are crucial to improving work satisfaction and strengthening loyalty.

## **Recommendations**

Based on the findings of this study, several recommendations can be made for PT. XYZ to improve employee satisfaction and loyalty. First, the company should strengthen its employee retention strategies. This can be achieved by developing clear and structured career progression paths and offering continuous opportunities for professional development. Providing a more consistent and equitable reward system will also ensure that employees feel valued, further enhancing their loyalty to the company. Additionally, it is important to focus on improving career development opportunities. By establishing transparent, objective, and competence-based promotion mechanisms, the company can create a fair and motivating environment for employees to grow within the organization. Moreover, offering both technical and soft skills training can help employees prepare for higher responsibilities and career advancement.

The incentive system also requires revision to ensure that rewards are perceived as fair and commensurate with employees' contributions. A more structured and transparent incentive system will boost both employee satisfaction and motivation. Furthermore, improving the communication and support from leadership is crucial. The company should invest in leadership development programs to enhance the interpersonal and communication skills of managers. Stronger leadership can help build trust and foster better relationships between management and employees, ultimately contributing to a more positive work environment.

Lastly, granting employees more autonomy in their roles would also be beneficial. By giving employees more decision-making power and allowing them the flexibility to manage their tasks, the company can enhance job

satisfaction and further promote loyalty. Empowering employees to take ownership of their work can foster a deeper sense of responsibility and engagement.

For future research, expanding the study to include a larger and more diverse sample from different industries would provide a broader understanding of the factors influencing employee satisfaction and loyalty. Additionally, exploring other variables, such as leadership style, organizational culture, and work-life balance, could offer more insights into the psychological and social factors that contribute to employee commitment.

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