

# The Influence of Transformational Leadership, Motivation, Compensation, and Work Environment on Employee Performance at Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency

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## ABSTRACT

The purpose of this study is to test and analyze the influence of transformational leadership, motivation, compensation, and work environment both partially and simultaneously on the loyalty of employees of the Banyuwangi Regency Cooperatives, Micro Enterprises and Trade Office. The method used is a quantitative approach with data collection through questionnaires, interviews, observations, and literature studies. The population and sample in this study are Non-Permanent Employees with Employment Agreements / Freelance Daily Workers (PTT-PK/THL) Office of the Banyuwangi Regency Cooperatives, Micro Enterprises and Trade Office which totals 43 people. Data analysis was carried out by multiple linear regression tests using the help of the SPSS 27.0 for windows computer program. The results of the analysis show that the regression equation in this study is  $Y = 0.480 + 0.317X_1 + 0.084 X_2 + 0.169 X_3 + 0.088 X_4$ . The Adjusted R Square value is 0.783. The results of the study show that partially, transformational leadership, motivation, compensation, and work environment have a significant influence on employee loyalty. Simultaneously, these four variables have also been proven to make a significant contribution to increasing employee loyalty. The conclusion of this study shows the importance of implementing a human resource management strategy that considers leadership, motivation, compensation, and work environment factors to support employee loyalty. This research can be a reference for policymakers in improving the performance and quality of public services in the government sector.

**Keywords:** *Transformational Leadership, Motivation, Compensation, Work Environment, Employee Loyalty*

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## 1. INTRODUCTION

Human resources are one of the most important factors in a company or organization. Human resource management is very important in the goals of a company, to achieve the goals of the company. Human resources in the company need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the Company's organization. Employee loyalty is an important factor for public organizations in providing optimal services to the community.

Employee loyalty is also greatly influenced by the leadership role in the organization. This is because leadership can direct the goals of the organization, motivating every behavior in it towards the achievement of the organization's goals. According to cavazotte, et al (2012: 443-445) transformational leadership as a leader who inspires followers to

transcend self-interest and can have a tremendous impact on his followers. With the implementation of transformational leadership, subordinates will feel trusted, appreciated, loyal and respectful to their leaders.

In addition to transformational leadership, motivation can also make a significant contribution to improving the quality of service. Those who are happy about their work situation will show high work motivation. The work situation in question includes, among others, work relationships, work facilities, work climate, leadership policies, work leadership patterns and working conditions. Motivation is used to motivate employees, develop initiative, and a sense of responsibility so that they are encouraged to improve their performance. Mathis and Jackson (2008) explain that motivation is the desire in a person so that it causes the person to take an action. That is what designs a person to move forward and push towards a better goal. Motivation is an action that encourages a person to do their job optimally, the greater the motivation of the employee, the better it will affect the performance of the employee which will have an impact on increasing the company's productivity..

An equally important factor in improving human resources is the work environment. With a fresh, comfortable working environment that meets the standards of needs, it fully contributes to the comfort of employees in carrying out their duties. Definition of work environment According to Nitisemitno (2000:183) is everything that exists around the worker, which can affect a worker in carrying out the tasks given. According to previous research, the work environment has a partial effect on employee loyalty. According to Mangkunegara (2006) the work environment includes a clear job description, adequate authority, challenging work targets, communication patterns, harmonious working relationships, a dynamic work climate, career opportunities, and adequate work facilities. This is in line with Sutrisno (2015: 24) who stated that factors that affect work loyalty in the company include: 1) Motivation, 2) Work Discipline, 3) Job Satisfaction, 4) Work Environment, 5) Job Characteristics, 6) Occupational Safety and Health, 7) Organizational Culture. Compensation to employees is one of the factors that also affects loyalty, as stated by Hasibuan (2012:185) who states that in order to retain employees so that they want to work for the company until retirement, they are given welfare or complementary compensation. The definition of Compensation according to Handoko (2001:155), is everything that employees receive in return for what the employee has done.

In accordance with Regent Regulation Number 83 of 2021 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency, the Office has the task of assisting the Regent in carrying out government affairs in the field of cooperatives, micro enterprises and trade which are the regional authority and the assistance tasks given to the district. In carrying out these duties, the Service carries out the function of formulating and implementing technical policies in the field of cooperatives, micro enterprises and trade, the implementation of evaluation and technical reporting in the field of cooperatives, micro enterprises and trade, the implementation of service administration and the implementation of other functions given by the Regent related to their duties and functions. Due to the limited number of State Civil Apparatus (ASN) in the Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency, non-permanent employees such as PTT-PK/THL are often the backbone of the implementation of the programs of Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency, involved in various operational and administrative activities. Several factors underlie them to continue to choose to continue working as PTT-PK/THL in the midst of limited income and facilities obtained, including the comfort obtained includes the certainty of getting a salary, getting the opportunity to develop a network, getting the opportunity to work with a team while developing their own abilities, gaining pride in working in the environment and having the opportunity to be appointed as PPPK or civil servant. Based on data, 87.5% of PTT-PK/THL employees have

worked for more than 10 years despite limitations in income and facilities. This shows a high level of loyalty, which is based on work comfort, family atmosphere, and opportunities for self-development.

The purpose of this study is to test and analyze the influence of transformational leadership, motivation, compensation, and work environment both partially and simultaneously on the loyalty of employees of Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency. Through in-depth research on the analysis of the influence of transformational leadership, motivation, compensation and work environment on the loyalty of Non-Permanent Employees with Employment Agreements/Freelance Daily Workers (PTT-PK/THL) of Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency, it is hoped that relevant and useful findings can be found for the development of human resource policies in the public sector, as well as making a positive contribution to efficiency and organizational operational effectiveness.

## 2. METHODS

This research was carried out in the Office of Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency which is located at Jl. Adi Sucipto No. 76 Banyuwangi. The selection of the place was carried out by the researcher because the research place met the research criteria and a phenomenon was found that was in accordance with the researcher's explanation in the field and was the place where the researcher worked. The research period will be carried out from July 2024 to December 2024. In this study, the population is all Non-Permanent Employees with Employment Agreements/Freelance Daily Workers (PTT-PK/THL) who work in Office of Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency a total of 43 people. In this study, because the population is 43 employees, the author uses the saturation sampling method (census).

In this study, using a type of quantitative research, according to Kasiram (2008: 149) in his book *Qualitative and Quantitative Research Methodology*, quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know. This research is based on statistical calculations as the basis of analysis. According to Hardani et al. (2020), quantitative research is more systematic, planned, structured, clear from the beginning to the end of the research and is not influenced by the existing conditions in the field. The variables used in this study consisted of independent variables (transformational leadership (X1), motivation (X2), compensation (X3), and work environment (X4), and bound variables (Employee Loyalty (Y)).

The data analysis method consisted of Data Instrument Test (Validity Test and Reliability Test), Classical Assumption Test (Normality Test, Multicollinearity Test, and Heteroscedasticity Test), Multiple Regression Analysis, Coefficient of Determination (R<sup>2</sup>), and Hypothesis Test (Partial Influence Test (t-Test), and Simultaneous Influence Test (F-Test)).

## 3. RESULTS AND DISCUSSION

### Overview of the Research Site

Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency formed based on Regional Regulation Number 10 of 2019 concerning Amendments to Regional Regulation Number 8 of 2016 concerning the Establishment and Composition of the Regional Apparatus of Banyuwangi Regency. In accordance with Regent Regulation Number 83 of 2021 concerning Position, Organizational Structure, Duties and Functions and Work Procedures at Cooperatives, Micro Enterprises and Trade Office of Banyuwangi Regency, The Office has the task of assisting the Regent in carrying out government affairs in the fields of cooperatives, micro enterprises and trade which are the authority of the region and the task of assistance given to the district. In carrying out these duties, the

Service carries out the function of formulating and implementing technical policies in the field of cooperatives, micro enterprises and trade, the implementation of evaluation and technical reporting in the field of cooperatives, micro enterprises and trade, the implementation of service administration and the implementation of other functions given by the Regent related to their duties and functions.

### Multiple Linear Regression Analysis

Multiple linear regression analysis in this study was used to determine whether there was an influence between independent variables (transformational leadership, motivation, compensation and work environment) on dependent variables (employee loyalty). The results of multiple linear regression analysis using the help of SPSS can be seen in the following table

### Coefficient of Determination ( $R^2$ )

The determination coefficient ( $R^2$ ) is used to measure how far the model is able to explain the variation of dependent variables. The  $R^2$  value shows how much or as much or as much the contribution of the independent variables (Transformational Leadership, Motivation, Compensation and Work Environment) to the dependent variable (Employee Loyalty).

The value of the determination coefficient in the regression model of this study using the help of SPSS can be seen in the following table.

Table 1. Multiple Linear Regression Coefficient of Determination Values

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,896 <sup>a</sup>	,804	,783	1,534

a. Predictors: (Constant), X4, X1, X3, X2

Source : Data processed by researchers, 2024

Based on the data in table 4.16 above, it shows that the R Square value or the Adjusted R Square determination coefficient is 0.783. This shows that the ability of the variables Transformational Leadership (X1), Motivation (X2), Compensation (X3) and Work Environment (X4) in explaining the employee loyalty variable (Y) is 78.3%, while the rest (21.7%) is explained by other variables.

Table 2. The Effect of High and Low Determination Coefficients

No.	Interval	Relationship Level
1	0,80 - 1,00	Very Strong
2	0,60 - 0,799	Strong
3	0,40 - 0,599	Strong Enough
4	0,20 - 0,399	Low
5	0,00 - 0,199	Very Low

In accordance with table 4.8 regarding the influence of high and low determination coefficients, it can be concluded that the influence of Transformational Leadership (X1), Motivation (X2), Compensation (X3) and Work Environment (X4) is strong in explaining Employee Loyalty (Y).

### Partial Effect Test (t-test)

The t-test in this study was used to determine whether the independent variables (Transformational Leadership, Motivation, Compensation, and Work Environment) had a partial (individual) effect on the dependent variable (Employee Loyalty). The results of the t-test analysis using the help of SPSS are as follows:



Table 3. Results of t test analysis

Variable	t test	t table	Significance	Alpha
Transformational Leadership	4,875	1,68288	0,000	0,05
Motivation	2,313	1,68288	0,026	0,05
Compensation	2,400	1,68288	0,021	0,05
Work Environment	3,539	1,68288	0,001	0,05

Source : Attachment

The t-value of the table is obtained from the calculation:

$$t \text{ table } df = n - 2 = 43 - 2 = 41$$

$$\begin{aligned} \text{Then } t \text{ table} &= \text{TINV}(\text{probability} : \text{deg\_freedom}) \\ &= \text{TINV}(0,05 : 41) \\ &= 1,68288 \end{aligned}$$

### Simultaneous Effect Test (Uji F)

The F test is used to test whether independent variables simultaneously affect dependent variables.

H5: Transformational Leadership, Motivation, Compensation and Work Environment simultaneously have a significant effect on employee loyalty

The value of Ftable is obtained from the calculation of:

$$F \text{ table } df_1 = k - 1 = 4 - 1 = 3$$

$$df_2 = n - k = 43 - 4 = 39$$

$$\begin{aligned} \text{Then } F \text{ table} &= \text{FINV}(\text{probability} : \text{deg\_freedom1} : \text{deg\_freedom2}) \\ &= \text{FINV}(0,05 : 3 : 39) = 2,845 \end{aligned}$$

So in this study, the Ftable obtained a value of 2.845..

Table 4. Results of test analysis F

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44,250	4	11,063	38,855	,000 <sup>b</sup>
	Residual	10,819	38	,285		
	Total	55,070	42			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X1, X3, X2

Data source : Attachment

From table 10 above, it is known that the value of Fcal of 38.855 is greater than Ftable 2.845 and the significance level of 0.000 is less than 0.05, so that H0 is rejected and H5 is accepted, meaning that the variables of Transformational Leadership, Motivation, Compensation and Work Environment simultaneously have an effect and significant on the loyalty of PTT-PK/THL of the Banyuwangi Regency Cooperatives, Micro Enterprises and Trade Office.

## Discussion

### The Influence of Transformational Leadership on Employee Loyalty

Transformational leadership partially has a significant effect on employee loyalty, showing that transformational leadership carried out by the Head of Service has an important role in increasing employee loyalty, especially PTT-PK/THL Dinas. Transformational leaders who are able to inspire, provide clear direction, and appreciate employee contributions create emotional bonds and a strong sense of attachment in employees to the organization. This significant influence shows that when leaders implement an approach that empowers, supports growth, and cares about the needs of employees, they feel valued and more committed to the organization. This means that effective transformational leadership is able to encourage employees to have higher loyalty,

because employees feel part of a larger vision and mission, and are valued in the process of achieving them. The results of this study are in accordance with previous research conducted by Ni Made Dwi Sumantri dkk (2023), Selfinia Utami, dkk (2023), Yosef Ang, Edalmen (2021), Anggun Maidah (2020, Anak Agung Putri Mahayuni, dkk (2020).

### **The Effect of Motivation on Employee Loyalty**

The results of data analysis showed that motivation partially had a significant influence on the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises and Trade of Banyuwangi Regency. The results of this study can be interpreted that motivation has an important role in increasing the loyalty of PTT-PK/THL to the Banyuwangi Regency Cooperatives, Micro Enterprises and Trade Office. When the PTT-PK/THL Banyuwangi Regency Cooperatives, Micro Enterprises and Trade Office feels motivated, either through awards, recognition, encouragement from leaders, or opportunities for self-development, they will have a stronger emotional attachment to the Agency. This has an impact on increasing employee loyalty to continue working and contributing optimally, commitment to the vision and mission of the Agency, as well as the desire to continue to provide the best performance at the Banyuwangi Regency Cooperatives, Micro Enterprises and Trade Office. The results of this study are in accordance with previous research conducted by Ni Made Dwi Sumantri dkk (2023), Amanah (2023), Syaiful Jaya dkk (2022), Lulut Klaudia, dkk (2021), Arie Windratno (2020), Anak Agung Putri Mahayuni, dkk (2020).

### **Effect of Compensation on Employee Loyalty**

The results of the data analysis show that partial compensation has a significant influence on the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises and Trade of Banyuwangi Regency. The results of this study can also be interpreted that compensation has an important role in influencing the level of loyalty of PTT-PK/THL in the Banyuwangi Regency Cooperatives, Micro Enterprises, and Trade Office. When the compensation provided is in line with the expectations and needs of the worker, it can increase their satisfaction with the job, which in turn contributes to their sense of loyalty and commitment to the Service. This shows that good compensation management can be a key factor in maintaining employee retention, especially among contract or honorary workers who are often more vulnerable to job turnover. The results of this study are in accordance with previous research conducted by Evi Cahyani (2024), Selfinia Utami, dkk (2023), Amanah (2023), Yosef Ang, Edalmen (2021), Arie Windratno (2020).

### **The Effect of the Work Environment on Employee Loyalty**

The results of the data analysis showed that the work environment partially had a significant influence on the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises and Trade of Banyuwangi Regency. The results of this study can be interpreted that work environment factors, such as lighting, temperature, noise, color, movement space, safety, and relationships between employees, have a significant influence on the level of loyalty of PTT-PK/THL at the Banyuwangi Regency Cooperatives, Micro Enterprises, and Trade Office. A conducive and supportive work environment can increase employee comfort and satisfaction, which in turn encourages them to be more loyal and committed to the Service. In other words, the better the work environment provided, the more likely employees are to show high loyalty to the place where they work. The results of this study are in accordance with previous research conducted by Evi Cahyani (2024), Selfinia Utami, dkk (2023), Dody Nurchusna Firdaus (2023), Anggun Maidah (2020), Anang Agung Putri Mahayuni, dkk (2020).

### **The Simultaneous Influence of Transformational Leadership, Motivation, Compensation, and Work Environment on Employee Loyalty**

The results of the data analysis show that transformational leadership, motivation, compensation and work environment simultaneously have a significant influence on the loyalty of the PTT-PK/THL of the Banyuwangi Regency Cooperatives, Micro Enterprises and Trade Office. These four factors interact with each other in creating conditions that support employee satisfaction, welfare, and commitment to the organization. Inspirational leadership can increase motivation, which in turn can increase satisfaction with compensation and the work environment. These factors support each other and contribute significantly to the loyalty of the PTT-PK/THL Dinas in maintaining the stability and performance of the Banyuwangi Regency Cooperatives, Micro Enterprises, and Trade Office.

#### 4. CONCLUSION

Based on the processing of descriptions, analysis, interpretation of data and processing of statistical data that have been described in the previous chapters, it can be concluded that transformational leadership partially affects the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises, and Trade of Banyuwangi Regency. This indicates that transformational leadership indicators consisting of charisma, motivational inspiration, intellectual simulation, and individual attention are able to influence the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises, and Trade of Banyuwangi Regency. Motivation partially affects the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises, and Trade of Banyuwangi Regency. This indicates that motivational indicators consisting of motivation, willingness, willingness, forming expertise, forming skills, responsibilities, obligations, and goals are able to influence the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises, and Trade of Banyuwangi Regency. Compensation partially affects the loyalty of the PTT-PK/THL of the Banyuwangi Regency Cooperatives, Micro Enterprises, and Trade Office. This indicates that compensation indicators consisting of the type of work and responsibility, the role of the labor union, and the company's ability are able to affect the loyalty of the PTT-PK/THL of the Banyuwangi Regency Cooperatives, Micro Enterprises, and Trade Office. The work environment partially affects the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises, and Trade of Banyuwangi Regency. This indicates that the indicators of the work environment consisting of lighting, air temperature, noise, use of colors, necessary movement space, work safety, and employee relations are able to affect the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises, and Trade of Banyuwangi Regency. Transformational leadership, motivation, compensation, and work environment simultaneously affect the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises, and Trade of Banyuwangi Regency. This indicates that together / simultaneously, indicators of transformational leadership, motivation, compensation, and work environment are able to influence the loyalty of the PTT-PK/THL Office of Cooperatives, Micro Enterprises, and Trade of Banyuwangi Regency.

Based on the above conclusions, it is known that transformational leadership, motivation, compensation, and work environment both partially and simultaneously affect employee loyalty, so that practical implications from the results of this study can be compiled including: leader competency development through trainings, employee competency development through skills training and capacity development, improvement of organizational culture, improvement of work morale and creating stronger emotional engagement between employees and agencies, improvement of the welfare of the Agency's PTT-PK/THL through increased salaries, provision of health insurance, access to formal training or awards, improvement of work facilities such as comfortable workspaces, appropriate equipment, and workplace cleanliness, and can be a reference for other agencies or agencies to adopt transformational leadership, motivation, compensation, and work environment in order to improve employee loyalty so as to contribute to improving the overall performance of the organization, especially in service to the community.

The results of this study support the theory of transformational leadership by Indrayanto et al (2013) which states that the transformational leadership style inspires followers to be involved, committed, and have a vision and purpose for their organization, encourages followers to be innovative in solving organizational problems, and supports followers to have competence in leadership through coaching and supervision. In this context, the PTT-PK/THL staff of the Banyuwangi Regency Cooperatives, Micro Enterprises, and Trade Office showed increased loyalty as a result of the transformational leadership approach. The results of this study also support Herzberg's motivation theory in Hasibuan (2021) which distinguishes between maintenance factors (hygiene factor) and satisfaction/motivation factors (motivation factor). The results of this study show that motivational factors such as rewards for performance and career development opportunities affect the loyalty of PTT-PK/THL Dinas employees. In terms of compensation, the results of this study support the theory of Hasibuan (2012) which states that in order to retain employees so that they want to work for the company until retirement, they are given welfare or complementary compensation. In this context, PTT-PK/THL Dinas who feel they get fair compensation tend to be more loyal to Dinas. Meanwhile, in terms of the work environment, the results of this study support the theory of Ishak and Tanjung (2003) which states that the benefits of the work environment are to create work passion so that productivity and work performance increase. This is also in line with Sutrisno (2015) who stated that the factors that affect work loyalty in the company, one of which is the work environment. A supportive work environment will create comfort that encourages employee loyalty.

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