

EMPLOYEE PERFORMANCE IMPACTED BY WORK ENVIRONMENT AND COMPENSATION THROUGH LOYALTY AT PUSKESMAS CERME

Woro Utari¹⁾ and Suci Mulyani²⁾



AFFILIATION:
Wijaya Putra University

CORRESPONDENCE:
woroutari@uwp.ac.id¹⁾

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Abstract: This study aims to identify the significant influence of the work environment and salary on employee performance at Cerme Public Health Center. The sample consists of 50 employees from various divisions of Cerme Public Health Center, selected using the Proportional Random Sampling technique. This research employs an explanatory method with a quantitative approach, and data were collected through questionnaires. Data analysis was conducted using Partial Least Square (PLS) to test both direct and indirect effects through outer and inner model testing. The results indicate that the work environment has a positive and significant impact on loyalty; compensation also has a positive and significant effect on loyalty, and performance is positively and significantly influenced by the work environment, compensation, and loyalty. Additionally, there is a strong and mutually beneficial relationship between the work environment and salary in influencing employee performance through loyalty.

Keywords: Performance, Loyalty, Work Environment, Compensation.

INTRODUCTION

The availability of competent and well-performing human resources (HR) is essential to achieving organizational success. HR refers to employees who have the readiness, ability, and readiness to achieve organizational goals (Hoar et al., 2021). Without effective HR as managers of organizational systems, organizations may face difficulties in achieving their goals. HR, or employees, are the main assets that implement policies and ensure the continuity of the organization. Therefore, it is important for management at all levels to recognize the important role of HR in the growth and success of the organization. HR development must be managed effectively to develop employee performance, which is a

determining factor in achieving organizational goals.

The ability of an organization to achieve its goals is directly correlated with the performance of its workforce; on the other hand, low levels of performance in the organization make achieving goals more challenging (Handoko & Susbiyani, 2022).

In today's global era, organizations must focus on improving the quality of human resources to achieve the desired goals. The quality of employees who are tough, responsible, and highly dedicated to the organization is highly expected. The work environment is one of the things that can guarantee that employees can work well for the company (Indra Syafrin et al., 2022). Kazmir in Azizah (2020) emphasized that employee performance can be influenced by the work environment, namely the atmosphere or environment around the workplace. On the other hand, the availability of remuneration is another element that may have an impact on employee performance. Saluy & Treshia (2018) define compensation as any form of reward received by employees for their work performance, including cash and direct or indirect commodities. Fair remuneration and a positive work environment are key elements that influence how well employees perform (Julita et al., 2022). While capable fulfillment can increase employee satisfaction and motivation, a comfortable and safe work environment motivates people to do their best.

In addition, employee loyalty is also a crucial aspect in determining their loyalty and dedication to the organization, which contributes to the long-term success of an organization in achieving its goals (Utari et al., 2023). Employees with high loyalty are employees who are responsible, enthusiastic, and consistent in carrying out their work well but remain dedicated to the company (Gomes, 2017). Fitri et al. (2023) found that employee loyalty is influenced by the work environment and salary. An accommodating workplace will increase employees' sense of belonging and strengthen their commitment to the company (Rohimah, 2018). The existence of various factors that influence employee loyalty to the organization shows that it is important for the organization to ensure that each employee has high loyalty (Utari & Darmita, 2022). This also applies to organizations in the health service sector, such as Puskesmas.

The Puskesmas is an important entity in public health services, responsible for providing integrated health services to the community in its area (Dinkes, 2024). The success of the Puskesmas in achieving the goal of quality service is highly dependent on the contribution of employees, including their dedication and loyalty to the organization (Fitri et al., 2023). According to Maulida and Askiah (2020), the sustainability of Puskesmas operations and employee performance are significantly influenced by employee loyalty. Therefore, it is important to study how the work environment and incentives of the Cerme Puskesmas affect employee performance, with loyalty as a mediating factor.

METHODS

The research procedure is a series of actions taken to find the truth of a study, starting from formulating the problem to developing a hypothesis based on observations of previous studies (Sahir, 2021). To explain the causal relationship between the variables studied, this study uses an explanatory research type with quantitative techniques (Sihaloho & Siregar, 2020). To determine the pattern, direction, and intensity of the relationship between variables, the quantitative method used in this study produces data that is examined statistically (Priadana & Sunarsi, 2021). The research variables include employee performance (Y) which is an engagement variable; independent variables such as work environment (X1) and recovery (X2); and intervening variables such as employee loyalty (Z). Using the Proportional Random Sampling Technique, a research sample of 50 employees was selected for the study conducted at the Cerme Health Center. The Partial Least Square data analysis strategy includes a measurement model (outer model), a structural model (inner model), and quantitative descriptive analysis.

FINDING AND DISCUSSIONS

Respondent Overview

The total of 50 respondents working at Cerme Health Center from each division were given a questionnaire as part of this study. After that, the respondent data was described using respondent attributes such as age and gender, job position, and length of service.

Table 1. Characteristics of Research Respondents

Characteristics	Frequency	%	Characteristics	Frequency	%
Gender			Education		
Male	13	26%	High School	6	12%
Female	37	74%	D3	35	70%
Age			S1	9	18%
25-29 years	11	11%	Work Period		
30-39 years	29	29%	<5 years	13	26%
40-49 years	10	10%	6-10 years	37	74%

Based on Table 1 shows from the respondents of the study that most of the respondents who are employees of Cerme Health Center are mostly female employees with D3 Midwifery Education. While for the age characteristics of the majority of employees with the age of 30-39 years, and the characteristics of the length of service are the majority of employees with a work period of 6-10 years.

Conceptualization of the Model

The conceptualization process of the model involves constructing the model into a path diagram that illustrates how variables and indicators are related to each other. The variables used in the model are the dependent variable (employee performance; Y), the intervening factor (employee loyalty; Z), and the independent variables (work environment; X1) and compensation (X2). The conceptual diagram of the model in this study can be seen in the Figure below:

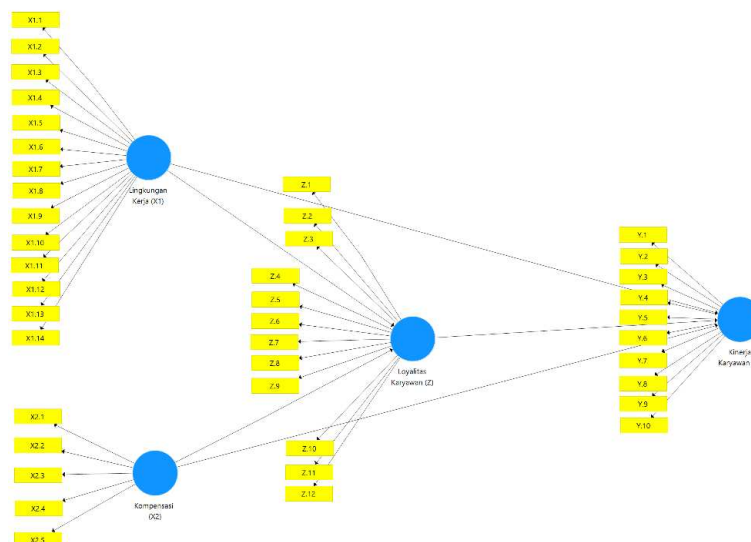


Figure 1. Conceptual Model Diagram

The figure above is a conceptual diagram of the model which will then be used to evaluate the measurement model (outer model), structural model analysis (inner model), and hypothesis testing to determine the direct and indirect influences.

Evaluation of Measurement Model (Outer Model)

The measurement model is evaluated to verify the indicators and variables that can be tested further which can be seen based on the validity test (convergent validity and discriminant validity and reliability test (composite reliability).

The Average Variance Extracted and outer loading values indicate convergent validity. An indicator is considered valid if the outer loading value (> 0.7) and the average variance extracted (> 0.5) are met (Hamid & Anwar, 2019). The results of the study showed that all indicators in each variable were considered valid because the outer loading values in the Work Environment (X1), Compensation (X2), Employee Loyalty (Z), and Employee Performance (Y) variables were all greater than 0.7. An indicator is said to be valid if its outer loading value is greater than (0.7) (Hamid, 2019). So it is obtained that the indicators contained in the variables are valid and can be used to measure a variable.

Convergent validity can also be evaluated through the Average Variance Extracted (AVE) value. Based on the results of the study, the AVE value for each of the five variables is more than 0.5. According to Hamid & Anwar (2019), an indicator is considered valid if the AVE value is more than 0.5. Therefore, all indicators in the variable have met the convergent validity criteria and can be used to measure the relevant variables. The discriminant validity test can be seen through the cross loading value between variables, with the condition that the value must be greater than 0.7 for each variable (Hamid & Anwar, 2019). Based on the results of the study, the cross loading value for each indicator against the latent variable exceeds 0.7, which indicates that the discriminant validity requirements have been met. Thus, it can be concluded that there is no problem with discriminant validity in the model being tested and all indicators are declared valid.

Consistency Analysis (Reliability Test)

Consistency testing or reliability testing is carried out using Cronbach's Alpha and Composite Reliability values. A variable is said to be reliable if the Cronbach's Alpha and Composite Reliability values are each greater than 0.700 (Hamid & Anwar, 2019).

Table 2. Composite Reliability Value

Variable	Cronbach's Alpha	Composite Reliability	Results
Work Environment (X1)	0,973	0,976	Reliabel
Compensation (X2)	0,896	0,923	Reliabel
Employee Loyalty (Z)	0,970	0,973	Reliabel
Employee Performance (Y)	0,960	0,966	Reliabel

Based on the analysis of consistent data in Table 2 above, it was obtained that the Cronbach's Alpha and Composite Reliability values had values > 0.7. So it can be concluded that all variables in this study have good reliability or are categorized as reliable.

Structural Model Valuation (Inner Model)

Structural model evaluation is done using the R-Square value or coefficient of determination. An R^2 value of 0.75 indicates a strong influence, an R^2 value of 0.5 indicates a conservative or moderate influence, and an R^2 value of 0.25 indicates a weak influence. The results of the coefficient of determination obtained can be seen in Table 3 below:

Table 3 Coefficient of Determination

Variable	R^2	Results
Employee Performance (Y)	0,971	Strong
Employee Loyalty (Z)	0,958	Strong

In Table 3 above, the R^2 value of Work Environment and Compensation on Employee Performance is 0.971, meaning that the magnitude of the influence is 97.1%, thus indicating a strong influence, while the remaining 2.9% is suspected to be possibly influenced by other factors outside the research. Then, the R^2 value of Work Environment and Compensation on Employee Loyalty is 0.958, meaning that the magnitude of the influence is 95.8%, thus indicating a strong influence. While the remaining 4.2% is suspected to be possibly influenced by other factors outside the research.

Hypothesis Testing

Significance testing is carried out with the path coefficient of the structural model which has two stages, namely testing the reflex or direct influence and indirect influence. The path coefficients for hypothesis testing can be seen in Figure 2 below:

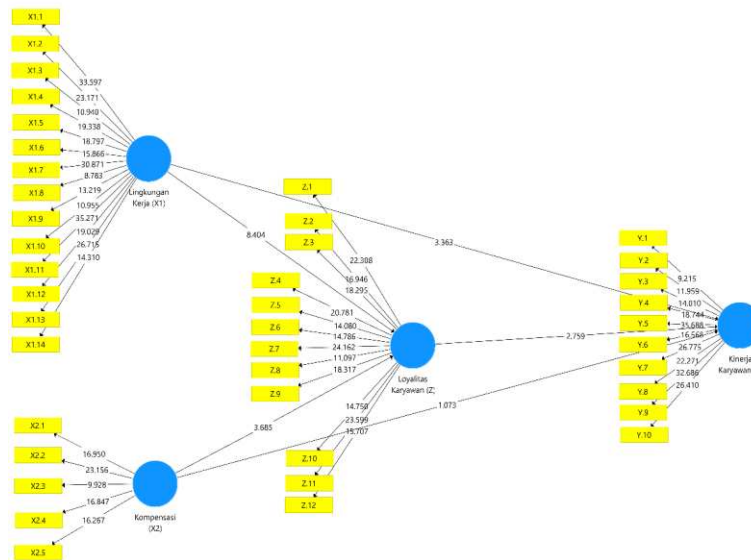


Figure 2. Research Result Path Diagram

The test is run with a t-statistic value > 1.96 and a degree of freedom of 5%, namely if the p-value < 0.05 then the hypothesis is accepted, where the influence of a variable on another variable is significant (Hair, 2019). The findings of the reflex or direct influence test in this study are noted in Table 5:

Table 5. Direct Influence between Variables

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values	Results
Work Environment → Employee Loyalty	0,688	0,696	0,082	8,404	0,000	Sig
Compensation → Employee Loyalty	0,310	0,303	0,084	3,685	0,000	Sig
Work Environment → Employee Performance	0,452	0,495	0,134	3,363	0,001	Sig
Compensation → Employee Performance	0,143	0,108	0,133	1,073	0,284	Not Sig
Employee Loyalty → Employee Performance	0,405	0,398	0,147	2,759	0,006	Sig

Based on the research findings shown in table 5, it is found that the direct influence between variables is the Work Environment (X1), with a p-value of $0.000 < 0.05$ and a t-statistic value of $8.404 > 1.96$ has a significant effect on Employee Loyalty (Z). If the assumption of all other factors is considered constant, then the positive path coefficient of 0.668 means that every 1 unit increase in the work environment will increase employee loyalty by 0.668. Compensation (X2), with a p-value of $0.000 < 0.05$ and a t-statistic value of $3.685 > 1.96$; has a significant effect on Employee Loyalty (Z). If the assumption of all other factors is considered constant, then the positive path coefficient of 0.310 means that every 1 unit increase in compensation will increase Employee Loyalty by 0.310. Work Environment (X1), with a t-statistic value of $3.363 > 1.96$ and p-values of $0.001 < 0.05$; has a significant effect on Employee Performance (Y) with. If the assumption of all other factors is considered constant, then the positive path coefficient of 0.452 indicates that every 1% increase in the Work Environment will increase Employee Performance by 0.452. Compensation (X2), with a t-statistic value of $1.073 < 1.96$ and p-values of $0.284 > 0.05$; does not have a significant effect on Employee Performance (Y), so the fourth hypothesis is rejected. Employee Loyalty (Z) with a t-statistic value of $2.759 > 1.96$ and p-values of $0.006 < 0.05$ has a significant effect on Employee Performance (Y). If the assumption of all other factors is considered constant, then the positive path coefficient of 0.405 indicates that every 1% increase in Employee Loyalty will increase Employee Performance by 0.405, assuming other variables are constant.

By using an intermediary to show that one variable has no effect on another variable, the indirect effect hypothesis is tested. Intervening variables mediate the relationship between one

variable and another if the coefficient value of the indirect effect path is higher than the direct effect. Table 6 below shows the results of the indirect impact test or research findings, namely:

Table 6. Indirect Influence between Variables

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values	Results
Work Environment → Employee Loyalty → Employee Performance	0,279	0,274	0,102	2,743	0,006	Sig
Compensation → Employee Loyalty → Employee Performance	0,126	0,123	0,061	2,069	0,039	Sig

Based on the research findings in table 6, it was found that the indirect non-reflexive impact on exogenous variables will be endogenous variables through the intervening variable is the indirect "Influence" impact of the Work Environment (X1) on Employee Performance (Y) through Employee Loyalty (Z) proven significant with a p-value of 0.006. This shows that Employee Loyalty (Z) mediates the relationship between the Work Environment (X1) and Employee Performance (Y). The "Influence" impact of the indirect influence of Compensation (X2) on Employee Performance (Y) through Employee Loyalty (Z) proven significant with a p-value of 0.039. This states that Employee Loyalty (Z) mediates the relationship between Compensation (X2) and Employee Performance (Y).

Discussion

The influence of the work environment on employee loyalty with a positive path coefficient of 0.668, a t-statistic value of $8.404 > 1.96$, and p-values of $0.000 < 0.05$, then the Work Environment (X1) has a significant effect on Employee Loyalty (Z). This shows that employee loyalty will increase in direct proportion to the quality of the work environment implemented by the Cerme Health Center. A supportive work environment according to Rohimah (2018) provides a sense of security and comfort for staff, making them feel at home and devoted to the company. Workers who are satisfied with their workspace, equipment, and relationships with managers and coworkers tend to stay in the company longer. This study supports the conclusions of Giovanni & Ie (2022) and Agmasari & Septyarini (2022), which show that employee loyalty is positively and significantly influenced by the workplace. Based on the explanation of the research findings, because the second premise is true, employee loyalty at the Cerme Health Center is positively and significantly influenced by the workplace. When workers are happy with their workplace, they will feel comfortable and productive, thus increasing work loyalty by making the best use of their time.

The effect of compensation on employee loyalty with a positive path coefficient of 0.310, a t-statistic value of $3.685 > 1.96$, and p-values of $0.000 < 0.05$, then the findings of the compensation study (X2) have a significant impact on employee loyalty (Z). This means that employee loyalty will increase in direct proportion to the quality and amount of remuneration given by the Cerme Health Center to its employees. Gaol (2021) emphasized that paying workers can improve welfare, inspire and maintain the best performance, and ultimately increase employee loyalty. Employee turnover will be lower if employers pay them fairly and adequately to cover their living expenses. The results of Alzen (2022) and Agmasari & Septyarini (2022), which show that remuneration has a good and large influence on employee loyalty, are in line with this study. Based on this explanation, the second premise is accepted, thus it can be said that the loyalty of Cerme Health Center employees is positively and significantly influenced by salary. Higher remuneration means greater employee loyalty to the company or workplace.

The effect of compensation on employee performance with a positive path coefficient of 0.452, a t-statistic value of $3.363 > 1.96$, p-values of $0.001 < 0.05$, and the work environment (X1) has a large effect on employee performance (Y). This shows that employee performance will increase in direct proportion to the quality of the work environment implemented by the Cerme Health Center. According to the theory of Ahmad et al (2022), employee performance is influenced by their work environment. Completing daily activities for employees depends on a conducive work environment (Aslia, 2019). According to Sihaloho & Siregar (2020), a positive work

atmosphere allows staff members to make significant contributions while doing their best. Based on the explanation of the research findings, the third premise is accepted. Thus, it can be said that the performance of Cerme Health Center employees is positively and significantly influenced by the work environment. Employees behave better towards their superiors or workplace when they feel that their work environment is better.

Employee performance (Y) is not significantly affected by compensation (X2) as indicated by a t-statistic value of $0.143 < 1.96$ and p-values of $0.284 > 0.05$. This shows that salary increases at the Cerme Health Center have no effect on compensation. increasing worker productivity. This finding contradicts the theory of Wicaksono & Casri (2020) and Kasmir in Malau & Wasiman, (2019) which states that employee performance and productivity can be improved through compensation. In addition, this study contradicts the results of Handoko & Susbiyani (2022), who found a positive and substantial relationship between remuneration and worker performance. However, the findings of this study are consistent with the findings of Safrida et al. (2023) and Sebastian & Andani (2020), who found no real relationship between salary and worker performance. The findings of the study found that there was no significant effect of compensation on performance at the Cerme Health Center, which could be caused by compensation that was in accordance with employee expectations, so that changes in compensation did not affect their performance. In addition, the Health Center does not set performance targets that provide compensation based on target achievement, so compensation is not the main factor in improving performance. Based on the existing research findings, the fourth hypothesis is refuted by the explanation above, which shows that salary is not the main element in improving employee performance at the Cerme Health Center and has no real impact on employee performance.

The effect of employee loyalty on employee performance with a positive path coefficient of 0.405, a t-statistic value of $2.759 > 1.96$, p-values of $0.006 < 0.05$, and employee loyalty (Z) has a large effect on employee performance (Y). This means that increasing employee performance will have an impact on increasing employee loyalty. These results are reinforced by the ideas put forward by Astuti et al. (2022) and Onsard (2018), who argue that loyalty plays an important role in evaluating employee resilience in the workplace and in business. A high level of dedication and accountability is reflected in employee loyalty, and this affects the quality of their work (Gomes, 2017). Dedication, cooperative behavior, self-control, and commitment to work are signs of a loyal mindset (Tamba et al., 2018). This study supports the findings of Maulida & Askiah (2020) which show that employee performance is influenced by work loyalty. Strong employee loyalty increases comfort and concentration at work, thereby increasing output. As a result, the fifth hypothesis—which states that employee loyalty at Cerme Health Center has a good and large influence on staff performance—is accepted. Strong loyalty increases workers' concentration and commitment in producing quality work.

The influence of the work environment on employee performance through employee loyalty with a p-value of 0.006, there is an indirect influence of the work environment (X1) on employee loyalty (Z) and employee performance (Y) which shows a positive and large influence. This is the sixth hypothesis. This shows that the relationship between the Work Environment variable (X1) and Employee Performance (Y) is mediated by the Employee Loyalty variable (Z). This shows how employee loyalty and performance at the Cerme Health Center can be influenced by the workplace. The findings of this study support the theory put forward by (Alzen, 2022), which states that employee loyalty to an organization or company will increase and there will be an incentive to do a better job if it provides adequate facilities and a work environment that is acceptable to employees. The findings of this study have a positive impact and are noteworthy because workers are satisfied with the Cerme Health Center workspace, which encourages comfort and loyalty in the workplace, allowing workers to work well and operate as efficiently as possible.

The impact or influence of employee loyalty (Z) on compensation (X2) indirectly on employee performance (Y) obtained a p-value of 0.039 which indicates the acceptance of the seventh hypothesis and a significant influence. This shows that the relationship between the Compensation variable (X2) and Employee Performance (Y) is mediated by the Employee Loyalty variable (Z). This shows how salaries at the Cerme Health Center can affect employee performance and loyalty. The findings of this study support the theory put forward by Selvia & Karneli (2023),

which states that paying employees according to the amount of work they do can increase employee loyalty to the organization and motivate them to work as well as possible, thus helping in achieving organizational goals. Receiving an appropriate salary for the services they have provided to the company is the main goal of every employee in working. The amount of salary received by Cerme Health Center employees affects how each person behaves at work. This also has an impact on subsequent employee performance. When workers feel appreciated and receive a salary that is in accordance with the services they provide at Cerme Health Center, their loyalty will grow. Employee performance will increase if Cerme Health Center provides sufficient compensation because it will automatically foster a sense of loyalty.

CONCLUSION

Description of work environment variables at Cerme Health Center shows a very good average value, reaching 3.343, indicating that the work environment; physical and non-physical have met good standards for employees. Compensation with an average of 3.268 is also considered very good, although there are recommendations to increase the provision of bonuses outside of salary. High employee loyalty is reflected in an average value of 3.353, indicating a positive attitude towards work and the organization. Meanwhile, good employee performance with an average of 3.364 includes aspects of quantity, quality of work, cooperation, responsibility, and initiative, but needs to be improved in the willingness to work together between employees. This study reveals that the work environment and compensation have a positive and significant effect on employee loyalty and employee performance, the work environment indirectly affects employee performance through their loyalty, and compensation does not have a significant effect on employee performance through employee loyalty at Cerme Health Center.

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