

The Influence of Transformational Leadership Style, Work Environment, and Compensation on The Work Loyalty of University of Muhammadiyah Jember Employees

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ABSTRACT

Objective: This research is based on the existence of problems at the University of Muhammadiyah Jember, namely the transformational leadership style which includes charisma, inspiration, intellectual stimulation, and also individual attention. The second problem is the Work Environment, which includes the work atmosphere, relationships with colleagues, and the availability of work facilities. The third problem is Compensation, which includes salary, incentives, allowances, and facilities. These factors have a great influence on increasing the work loyalty of employees, so it is necessary to conduct a study. **Method:** The data used in this study are primary data and secondary data. The population and sample consist of employees of the University of Muhammadiyah Jember, with a total of 130 employees. The sampling technique used in this study is Proportional Stratified Sampling, while data analysis is conducted using multiple linear regression analysis. **Results:** Based on the results of the study, it can be concluded that the variables of transformational leadership style, work environment, and compensation partially have a significant positive effect on employee loyalty at the University of Muhammadiyah Jember. **Novelty:** This study highlights the significant positive influence of transformational leadership style, work environment, and compensation on employee loyalty at the University of Muhammadiyah Jember. The findings emphasize the importance of leadership practices that foster motivation and concern for employees, the need for an inclusive and well-equipped work environment, and the role of fair and transparent compensation in enhancing employee loyalty.

INTRODUCTION

In today's modern era, the development of the business world and organizations is very tight and rapid in experiencing change and development so rapidly, it is not uncommon for an agency, institution or large company to often conduct massive recruitment of its workforce through various platforms and related print media. The recruitment has the purpose of obtaining Human Resources (HR) by the company's criteria where Human Resources (HR) is also considered the main driving factor for an agency, institution or company in carrying out its work activities. Therefore, in the process of recruiting workers, careful and selective observation of each process is needed. In carrying out every process, companies, agencies and institutions cannot be separated from the existence of Human Resource Management (HRM) as a regulator of their work activities. Human Resource Management (HRM) can be interpreted as an activity in planning, procuring, maintaining and developing as well as using Human Resources (HR) to achieve goals either individually or jointly (Hasibuan, 2019). Human Resource Management (HRM) in carrying out its activities will certainly experience several challenges both from internal and external parties. The internal challenges that will be undertaken are in the form of the first organizational position in a highly competitive business, flexibility, workforce reduction, restructuring, organizational culture,

technology and labour unions. As for the external challenges faced by the rapid business changes, the diversity of the workforce, globalization, government regulations, the development of workers and the shortage of skilled workers (Oktavia, 2022).

According to Abdullah (2022) Loyalty is a person's commitment to the company's success at all levels, and it states that they will work for the company consistently. According to Hasibuan (2019) Work loyalty is defined as loyalty that is reflected in the willingness of employees to maintain and defend their organization, both inside and outside their work, this is what causes an employee to be devoted regardless of the level of reward they are aiming for is orientation to their work. Therefore, any company that wants to increase the work loyalty of its employees must take into account the level of threat to the livelihood of its employees through the implementation of appropriate leadership styles, a safe and comfortable work environment and the level of compensation according to the field of work. The existence of a leader who has a transformational leadership style will certainly have a good impact on the organization or the company itself, this is because a leader who has a transformational leadership style can motivate and inspire employees to achieve a higher level of achievement.

According to (Suwatno, 2019) Transformational leadership style is a leadership style that influences its employees so that they feel a sense of confidence, loyalty, pride respect for their leaders and motivation to always give the best for the company (Organization). A good leadership style is certainly inseparable from several indicators that influence it, according to Kartini (Jufrizen, 2020) stating there are four indicators of transformational leadership style, namely: Charismatic, inspirational, intellectually stimulated, and having individual attention. In addition, a variable that can affect the work loyalty of employees is the work environment. The work environment can be interpreted as everything in the workplace environment that can affect an individual in carrying out his or her obligations as assigned to him, the work environment can be in the form of lighting (Lighting), air conditioning, cleanliness, relationships with superiors or with employees and others (Darmadi, 2020). The work environment is very important for employees in carrying out their work, it is incomplete and there is an observation of physical or non-physical facilities which is an aspect of the work environment, making the value of employee work loyalty experience problems, which if left unchecked, will certainly lead in a serious direction. Another issue related to employee work loyalty is the provision of compensation. According to Arismunandar (2020) states that compensation is a right issued by a company, agency or related institution to employees who have the goal of getting rewards in the form of work performance that continues to increase. The compensation to employees must be by the level of their work because it will be related to the level of performance and loyalty given by the employee to the company. The more reasonable and high the level of compensation that the company gives to employees, it will certainly have a significant impact on the level of employee loyalty at work and vice versa, if the income in the form of compensation provided is not appropriate, it can reduce the ethos of its work which has an impact, of course, on its performance and loyalty to the company.

The University of Muhammadiyah Jember is a private university located in Jember City which is located at Jalan Kalimata no. 49, Sumbersari District, Jember Regency, East Java. Employee loyalty to the service of the University of Muhammadiyah Jember can be increased by several things, namely through the leadership style of a good leader, a safe, comfortable and cool work environment, as well as the provision of compensation by the level of work and the work part of the employees themselves. Percentage of Satisfaction with Transformational Leadership Style that there is still a sense of dissatisfaction with the leadership style is proven that there are still answers from respondents who stated that they are not satisfied and do not agree with the percentage of both of them at 60%, this figure is proof that employee satisfaction with the leadership of the University of Muhammadiyah Jember still has problems that can affect employee loyalty. Satisfaction of the Work Environment There is still a percentage of satisfaction with the work environment with the answer disagreeing and disagreeing with the percentage of both of which is 30%, which includes a considerable value related to dissatisfaction with the work environment by employees with their workplace environment which if not specifically handled will certainly affect the level of employee loyalty. Percentage of Satisfaction in Providing Compensation There is still dissatisfaction with the compensation provided by the workplace to employees as evidenced by the level of disagreement answers of 27% which is still quite high, if not given special care and handling will have a very serious impact on the level of employee loyalty to their workplace. Based on the description that has been explained above, the researcher conducted a study entitled "The Influence of Transformational Leadership Style, Work Environment, and Compensation on Work Loyalty (Case Study of Employees of the University of Muhammadiyah Jember)".

RESEARCH METHOD

In this study, there are several variables, namely Transformational Leadership Style X1 with indicators (Charisma, inspiration, intellectual stimulation, and individual attention), Work Environment X2 with indicators (Work atmosphere, relationships with colleagues, and availability of work facilities), Compensation X3 with indicators (Salary, incentives, benefits and facilities). The design in this research uses a qualitative method in the form of a survey or distributing questionnaires to respondents, while the analysis technique used is multiple linear regression analysis. The population and sample used in this study were employees of the University of Muhammadiyah Jember with a total of 130 respondents. The research data sampling technique uses the Proportional Stratified Sampling technique, in this technique sampling is carried out by calculating samples based on comparison. This technique is used when the population has non-homogeneous elements. As for the data collection technique itself, it uses a questionnaire with a Likert scale.

RESULTS AND DISCUSSION

Results

1. Validity Test

According to Sugiyono (2021) Valid test results are declared if the data has similarities with the state of the object being researched. The data is declared valid which can be interpreted when the instrument can be used to make measurements of what should be measured. According to Ghozali (2021) The validity test was carried out by comparing the R of the calculation the R of the table and the significance value of the calculation with a significant level of 5%. The results of the validity test where each indicator of Transformational Leadership Style (X1), Work Environment (X2), Compensation (X3), and Work Loyalty (Y) has a value of R Calculation > R Table and a significance value of < 0.05 where with these results it can be stated that all indicators used are said to be Valid.

2. Reliability Test

Reliability Test according to Ghozali (2021) It is a tool for measuring research questionnaires on each indicator of research variables. A questionnaire or questionnaire can be said to be reliable if the answers are stable and consistent, with a result of > 0.6.

Table 1. Reality Test.

No	Variable	Cronbach Alpha Values	Alpha Standar d	Information
1	Transformational Leadership Style (X1)	0,620	0.6	Reliable
2	Work Environment (x2)	0,615	0.6	Reliable
3	Compensation (x3)	0,638	0.6	Reliable
4	Work Loyalty (Y)	0,638	0.6	Reliable

Source: SPSS 2025 Processing Results Data

Based on Table 1 of the reliability test, all research variables, including Transformational Leadership Style (X1), Work Environment (X2), Compensation (X3), and Work Loyalty (Y), had a Cronbach Alpha value of > 0.6, which declared the data realistic.

3. Normality Test

The Normality Test is defined as a data test that shows that the data is around the normal average value (Khairinal, 2016). To find out if the variable is declared normal, the formula is used One-Sample Kolmogorov Smirnov, Where based on the test results, the data is declared normal if the significance value > 0.05 (5%), it indicates that the data is normally distributed and vice versa.

Table 2. Normality Test.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		130
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.16887705
	Most Extreme Differences	
	Absolute	.071
	Positive	.039
	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed)		.190 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS 2025 Processing Results Data

Table 2 shows that the significance value obtained using the One-Sample Kolmogorov Smirnov Test is (0.190) > (0.050) 5%, so it can be stated that the data is distributed normally.

4. Multicollinearity Test

The Multicoloniality Test is a linear relationship between each independent variable. A good regression model is that there is no multi coloniality (Ghozali, 2016). The Multicoloniality test is carried out by comparing the VIF value and tolerance value, where, if the VIF value is < 10 and the tolerance value is > 10, it can be stated that the variable does not experience multicollinearity.

Table 3. Multicollinearity Test.

No	Variable	BRIGHT	Conditions		Information
			BRIGHT	Tolerance	
1	Transformational Leadership Style	1,317	10.0	0,759	No Multicollinearity
2	Work Environment	1,304	10.0	0,767	No Multicollinearity
3	Compensation	1,013	10.0	0,987	No Multicollinearity

Source: SPSS 2025 Processing Results Data

Based on Table 3, it can be seen that each variable (Transformational Leadership Style, Work Environment, and Compensation) has a VIF value of < 10 and a tolerance value of > 0.10, therefore it can be stated that in this study there is no multicollinearity.

5. Heteroscedasticity Test

The Heteroscedasticity test is used to test whether the regression model experiences variance differences from residual observations to other observations. A good regression model is that heteroscedasticity does not occur. According to Ghazali (2016) A good regression model is that heteroscedasticity does not occur, this can be known by regression absolute residual. This heteroscedasticity test uses the glacier test. The basis for decision- making with the glacier test is:

Table 4. Uji Glejser.

No	Variable	Sig Count	Party Sig.	Information
1	Transformational Leadership (X1)	0,283	0.05	No Heteroscedasticity Occurs
2	Work Environment (x2)	0,567	0.05	No Heteroscedasticity Occurs
3	Compensation (x3)	0,298	0.05	No Heteroscedasticity Occurs

Source: SPSS 2025 Processing Results Data

Table 4 shows that each variable (Transformational Leadership Style, Work Environment, and Compensation) has a calculated sig value of > 5%.

6. Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is a method in statistics used to determine the influence of each independent variable on the bound variable (Ghozali, 2021) Multiple regression analysis was used to determine the extent to which the independent variables, namely, Transformational Leadership Style (X1), Work Environment (X2), and Compensation (X3), influence the bound variable of Work Loyalty (Y) in employees of the

Table 5. Multiple Linear Regression Test.

No	Criterion	Coefficient
	(Constand)	16,288
1	Transformational Leadership Style (X1)	0,325
2	Work Environment (x2)	0,231

3	Compensation (x3)	0,270
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Source: SPSS 2025 Processing Results Data

Based on Table 5, the regression equation is produced as follows:

$$Y = 16,288 + 0,325 (X1) + 0,231 (X2) + 0,270 (X3) + e$$

1. A Constant value of 16.288 indicates that if the variables Transformational Leadership Style, Work Environment, and Compensation are considered constant (value 0), the Employee Loyalty of the University of Muhammadiyah Jember had a positive effect of 16,288.
2. The Transformational Leadership Style variable (X1) has a positive direction towards Work Loyalty (Y) with a value of 0.325. For every addition of the Transformational Leadership Style variable of 1, the Transformational Leadership Style will increase by 0.325. This shows that improving the appropriate Transformational Leadership Style for employees will certainly increase the level of Job Loyalty.
3. The Work Environment variable (X2) has a positive direction towards Work Loyalty (Y) with a value of 0.231 where every addition of the Work Environment variable of 1, the Work Environment will increase by 0.231. This shows that improving a good Work Environment and by the wishes of the employees, will certainly increase the level of Job Loyalty of the employees.
4. The Compensation variable (X3) has a positive direction towards Work Loyalty (Y), with a value of 0.270. For every addition of the Compensation variable of 1, the Compensation will increase by 0.270. This shows that increasing the ease of access to compensation for employees will certainly increase their work loyalty.

7. Partial Test (T-Test)

According to Ghozali (2021) The t-test is used to determine how far each independent variable affects the bound variable. This test was carried out by comparing the calculated t value with the table t and the calculated significance value with a significance level of 0.05 (5%).

Table 6. Test T (partial).

No	Variable	T-Count	T-Table	Sig. Calculate	Party Sig.	Hypothesis Statement
1	Transformational Leadership Style (X1)	7,763	1.97897	0,000	0.05	Accepted
2	Work Environment (x2)	4,592	1.97897	0,000	0.05	Accepted
3	Compensation (x3)	6,713	1.97897	0,000	0.05	Accepted

Source: SPSS 2025 Processing Results Data

Based on table 6, it can be explained as follows:

1. The results of the Transformational Leadership Style (X1) t-test, it show that the T count >T Table and the Significance of the < count 0.05. Where 7.763 > 1.98447 and

- 0.000 < 0.05, then H0 is rejected and H1 is accepted. So it can be interpreted that the Transformational Leadership Style affects the Work Loyalty of the employees of the University of Muhammadiyah Jember.
2. From the results of the t-test of the Work Environment (X2), it shows that the T count > T Table and the Significance of the < count is 0.05. Where 4.592 > 1.98447 and 0.000 < 0.05, then H0 is rejected and H1 is accepted. So it can be interpreted that the Work Environment affects the Work Loyalty of the employees of the University of Muhammadiyah Jember.
 3. From the results of the Compensation t test (X3), it shows that the T calculation > T Table and the Significance of the < calculation is 0.05. Where 6,713 > 1.98447 and 0.000 < 0.05, then H0 is rejected and H1 is accepted. So it can be interpreted that Compensation affects the Work Loyalty of the employees of the University of Muhammadiyah Jember.
- 8. Determination Coefficient Analysis (R²)**

The determination coefficient is used to measure how far the regression model goes in describing bound variables (Ghozali, 2021). The regression model is declared good if the value of the determination coefficient is close to 1. In conducting this test, it is based on the value of Adjusted R Square which if the result is close to the number 1, of course, the variables used have been able to provide all the information used in predicting the bound variables.

Table 7. Coefisiean Determination Test (R²).

R	R-Square	Adjusted R-Square	Std Error Of The Estimate
0,794	0,630	0,622	1,18271

Source: SPSS 2025 Processing Results Data

Based on table 4.29, it shows that the result of the determination coefficient (R²) of 0.622 is obtained, which means that 62.2% of Work Loyalty is influenced by Transformational Leadership Style (X1), Work Environment (X2), Compensation (X3) and the remaining 37.8% is influenced by other factors that researchers do not study.

Discussion

Explanation of Discussion 1 The Influence of Transformational Leadership Style on Work Loyalty

The results of this study show that Transformational Leadership Style influences the Employee Work Loyalty of the University of Muhammadiyah Jember, this is evidenced by the value of t count (7.763) > t table (1.98447) and the significance value of 0.000 < 0.05. Therefore, it was concluded that H0 had been rejected and H1 was accepted, the results of the first hypothesis were accepted, which can be interpreted as the variable of transformational leadership style affecting the work loyalty of employees of the University of Muhammadiyah Jember. This indicates that charisma, inspiration, intellectual stimulation, and individual attention have a positive influence on the performance of employees of the University of Muhammadiyah Jember. With the existence of a transformational leadership style that is what is expected by the employees of the University of Muhammadiyah Jember, of course, will have a great impact on their performance loyalty. This is supported by the results of the respondent's answer which stated that the respondent's answer "I feel that the Leadership of the University of Muhammadiyah Jember always pays attention and direction to every work activity of its

employees" based on a total of 130 respondents, there are 52 respondents who answered Strongly agree with the percentage (40%), 41 respondents who answered Agree with the percentage (31.5%), 37 respondents who answered Disagree with the percentage (28.5%). Transformational leadership style is a leadership style given by leaders by motivating followers to carry out and manage the interests of employees for the benefit of the company (Organization) with friendliness, intellectual stimulation, and also influence that is so ideal which of course provides more effort for workers for the effectiveness of good organizational work in the future (Robbins, 2017).

The efforts made by the leadership of the University of Muhammadiyah Jember with the Transformational Leadership Style are by developing a clear vision and mission, in a clear sense in terms of the direction and goals of the organization in achieving the progress of the organization, then allocating existing resources, both in terms of human resources, financial finance and also technology used in the operational activities of the employees. Leaders also always provide motivation and innovation to employees, and are always communicative. All efforts made aim to increase the level of loyalty of employees to a better level. In this leadership style, employees feel respect, admiration, loyalty, and also trust in the leader, which will certainly have an effect related to work motivation that exceeds what is expected. Meanwhile, according to Swandari in Salahuddin (2020) It is stated that leadership has the power to influence its subordinates in certain ways and is different from others. The results of this study are in line with the research conducted by (Mahayani, 2020) Where the results were obtained that transformational leadership has a positive effect on work loyalty, research (Hasan, 2021) states that leadership style has an effect on employee loyalty, according to research (Astuti & Experiment, 2021) stated that leadership shows a positive effect on employee loyalty.

Explanation of Discussion 2 The Influence of the Work Environment on Work Loyalty

The results of this study show that Transformational Leadership Style influences Employee Work Loyalty at the University of Muhammadiyah Jember, this is evidenced by the value of t count (4.592) > t table (1.98447) and the value of significance of count $0.000 < 0.05$. Therefore, it was concluded that H0 had been declared rejected and H2 was declared accepted, the results of the second hypothesis were declared accepted, which can be interpreted as the variable of transformational leadership style affecting the work loyalty of employees of the University of Muhammadiyah Jember. This indicates that the working atmosphere, relationships with colleagues, and the availability of work facilities have a significant positive influence on the performance of employees of the University of Muhammadiyah Jember. The existence of a safe and comfortable working environment and the wishes and expectations of the employees of the University of Muhammadiyah Jember, of course, it will have a great impact on their performance loyalty so that they can make them feel at home in handling all work every day. This is supported by the results of the respondent's answer which stated that the respondent's answer "I feel that the work facilities provided by the University of Muhammadiyah Jember have helped in facilitating daily work activities" Based on a total of 130 respondents, there were 51 respondents who answered Strongly agree with the percentage (39.2%), 36 respondents who answered Agree with the percentage (27.7%), 42 respondents who answered Disagree with the percentage (32.3%), 1 respondent who answered Disagree with the percentage (0.8%). The work environment can be interpreted as everything in the workplace environment that can affect an individual in carrying out his or her obligations as assigned to him, the work environment can be in the form of

lighting (Lighting), air conditioning, cleanliness, relationships with superiors or with employees and others (Darmadi, 2020).

A good work environment is a work environment that has a positive impact on performance satisfaction, and also in the mental health of employees which is characterized by adequate work facilities, open communication, relationships between colleagues, and compliance with ethics and integrity and is results-oriented. The results of this study are in line with the research conducted by (Mahayani, 2020) where the results were obtained that the Work Environment had a positive effect on work loyalty, research (Anjani & Supartha, 2020) states that the work environment has a positive effect on employee loyalty, research (Hasan, 2021) stated that the Work Environment is important to employee loyalty, further research (Robby & Angery, 2021) stated that the work environment has a positive and significant influence on employee performance.

Explanation Of Discussion 3 The Effect of Compensation on Work Loyalty

The results of this study show that Transformational Leadership Style has an influence on the Employee Work Loyalty of the University of Muhammadiyah Jember, this is evidenced by the value of t count (6.713) > t table (1.98447) and the significance value of count 0.000 < 0.05. Therefore, it was concluded that H0 had been rejected and H3 was accepted, the third hypothesis result was accepted, which can be interpreted that the variable of transformational leadership style has an effect on the work loyalty of employees of the University of Muhammadiyah Jember. This indicates that salaries, incentives, allowances and facilities have a significant positive influence on the performance of employees of the University of Muhammadiyah Jember. With the provision of compensation that can be said to be in accordance with the wishes and expectations of the employees of the University of Muhammadiyah Jember, of course, it will have an impact on their performance loyalty so that it can make them comfortable in their work activities. This is supported by the results of the respondent's answer which stated that the respondent's answer "I feel that the salary given by the University of Muhammadiyah Jember to the employees is in accordance with each sub-division and working time" based on a total of 130 respondents there were 42 respondents who answered Strongly agree with the percentage (32.3%), 37 respondents who answered Agree with the percentage (28.5%), 50 respondents answered Disagree with the percentage (38.5%), and 1 respondent answered Strongly Disagree with the percentage (0.8%).

According to Arismunandar (2020), compensation is a right issued by companies, agencies or related institutions to employees who have the goal of getting rewards in the form of work performance that continues to increase. Good compensation is one of the important factors in maintaining and increasing the job satisfaction of employees both in terms of financial, non-financial, material or immaterial compensation, which is clear that the principle of good compensation is always fair and transparent, in accordance with performance, flexible and adjustable and increases motivation and satisfaction at work. The results of this study are in line with the research conducted by the (Astuti & Experiment, 2021) stated that compensation showed a positive effect on employee loyalty. According to (Febriana & Kustini, 2022) Compensation has a significant positive effect on employee loyalty, in addition, according to research (Waskito & Sari, 2022) The compensation variable partially shows that there is a positive and significant influence on the employee loyalty variable.

CONCLUSION

Fundamental Finding : The findings of this study reveal that transformational leadership style, work environment, and compensation each have a significant and positive effect on employee performance at the University of Muhammadiyah Jember. This is evidenced by the t-value exceeding the critical t-table value and the significance level being less than 0.05. These variables are also found to partially influence employees' work loyalty. Thus, the study confirms that leadership style, work conditions, and compensation are essential elements that shape employees' commitment and performance. **Implication :** The implications of these results emphasize the importance of sustaining and enhancing transformational leadership practices at the University. Leaders are encouraged to continuously demonstrate care, deliver motivation, and foster trust, which contribute to a sense of comfort and stability among employees. Furthermore, a supportive work environment that includes employee development, technological facilities, and open communication can significantly promote work-life balance. Compensation practices, when implemented with fairness and transparency, serve as a driving factor for strengthening employee loyalty. **Limitation :** This study is limited to the context of the University of Muhammadiyah Jember, which may affect the generalizability of the results. The findings are based on specific institutional characteristics and cultural settings that may not be entirely applicable to other educational institutions or sectors. Moreover, the study relies on quantitative data without deeper qualitative insights into employee perceptions, which could provide a richer understanding of the underlying dynamics. **Future Research :** Future studies are encouraged to expand the research scope to include multiple universities or institutions across different regions to enhance external validity. It is also recommended to incorporate qualitative methods such as interviews or focus group discussions to capture more nuanced perspectives regarding leadership, work environment, and compensation. Additionally, exploring other potential moderating or mediating variables—such as organizational culture or job satisfaction—could offer a more comprehensive view of the factors affecting work loyalty.

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