



The Influence Of Leadership Style, Work Environment, And Compensation On Employee Loyalty

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ABSTRACT

This study examines the effect of Leadership Style, Work Environment, and Compensation on Employee Loyalty at Java Heritage Hotel Purwokerto. The study used purposive sampling with a total sample of 107 from a population of 135 in 2023. The data used in this study is primary data obtained by distributing questionnaires and processed with SmartPLS software using data analysis techniques, an outer model for validity and reliability tests, an inner model for R-square tests, and hypothesis testing using structural equation models. The results showed that Leadership Style had a positive and significant effect on Loyalty, Work Environment had a negative and significant impact on Loyalty, and Compensation had a positive and significant effect on Loyalty.

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1. INTRODUCTION

The hospitality industry is one of the most competitive sectors, with increasingly tight competition to attract and retain customers. In this context, employee loyalty becomes one of the critical factors for achieving this. Employee loyalty has a positive impact on the hotel's internal and affects the quality of service provided to guests. One of them is the Purwokerto region of the Banyumas district. In 2022, there will be 218 hotels consisting of 17-star hotels and 201 non-star hotels recorded in the data and information of Banyumas Regency 2023 Volume 7 Number 1, April 2023. Now, many star hotels offer a variety of luxurious and comfortable facilities, such as ASTON Purwokerto Hotel, Luminor Purwokerto Hotel, and Java Heritage Purwokerto Hotel, which has proven quality.

Of the many star hotels, one of the 4-star luxury hotels is Java Heritage Purwokerto hotel, which offers various facilities using the concept of Java culture with a modern touch and has complete facilities ranging from halls, bars, children's playground, cafes, restaurants, fitness centers, class studios, saunas, and a magnificent 96-meter wide swimming pool into the most expansive swimming pool in Central Java this is a unique attraction for the community and other facilities. Of the official websites of hotel booking applications in 2023, Java Heritage Purwokerto hotels have excellent ratings.

On the Agoda app, the location has a score of 9.2, facilities 9, price and quality 8.9, cleanliness 9, and service 9. On the Booking.com app, the location has a score of

8.9, facilities 9, price and quality 8.5, cleanliness 8.7, and service 8.6. On the PegiPegi app, the location has a score of 9.4, facilities 9.6, price and quality 8.8, cleanliness 9.4, and service 9.4. And then on the Trivago app, the location has a score of 8.7, facilities 8.1, cleanliness 8.6, and service 8.7. There is unavaible information on the price and quality score in the Trivago app.

It explains that the Java Heritage Purwokerto 2023 hotel rating in every application, such as Agoda, Booking.com, PegiPegi, and Trivagi, is assessed on location, facilities, price, and quality, cleanliness, and service have a satisfactory score by customers. Hotel Java Heritage Purwokerto Like any other hotel, employee loyalty is critical to achieving a competitive advantage. Employee loyalty provides a positive footprint on the hotel and affects the quality of service provided to guests.

Several factors that affect loyalty are leadership style, work environment, and compensation. Employee loyalty is one of the components usable in employee appraisal, including loyalty to their work, office, and organization (Khairul & Anggarini, 2023). Loyalty is a sense of being part of the company so that employees can optimize their work. However, loyalty should be related to commitment to the company due to emotional engagement (Kurniawan, 2019). Employees use the two-factor theory (Herzberg's two-factor theory) from Herzberg (1966) in the variable loyalty. This theory suggests that work loyalty is different and not continuous. Employee loyalty can be seen through attitudes and deeds to provide all the abilities that are owned, carry out tasks with responsibility and discipline, work honestly, create good working relationships with superiors, co-workers, and subordinates in completing tasks, can create a conducive work ambience, sustain the company, and intention to work for an extended period. The Company needs loyal employees because employee loyalty is essential for progress and for supporting the Company's operations to be more stable. Employee mobilization can interfere with the Company's operations, where the Company must conduct training from scratch and incur recruitment fees. Getting employee loyalty takes a relatively long time. Companies need to pay attention to some loyalty factors that are also supported, such as leadership styles.

Leadership style is the character, customs, temperament, character, and personality of a leader who can distinguish it from others, thus coloring the behavior and way he leads. Each leader must have a model or style to organize the organization and how its employees work to achieve the previously agreed goals of Hutahaeen, W. S. (2021) (Ferils & Utami, 2022). Leadership style is a thorough mindset and actions of a leader both apparent and invisible to his an employee lower down (Tarigan, 2021). Different characteristics of a leader will also differ in leadership style. In the variable leadership style using the trait theory by Bingham (1927), who argued that the leader was born instead of being formed, the leader can be seen as inherited from the traits of birth. This means that the nature of a leader has been around since birth. If training is done on the person, it will produce a good leader. The importance of companies pays attention to the character of a leader because they will determine their leadership style. A leader is vital in choosing and implementing the most appropriate leadership styles that can improve loyalty and make it easy to adapt to changing situations and conditions within the Company. At the Company, an unknown leadership style is still applied, so it is interesting to do research. If the leadership style is right, then the employee will provide good reciprocity. Then, some research results conducted by (Norazima et al., 2023), (Wahab & Liskawati, 2021), (Kusumah, 2022) showed a positive and significant leadership style on employee loyalty. However, studies conducted by (Batubara, 2023), (Maspuatun et al, 2022), and (Yuliati & Hidayati, 2021) stated that leadership style has no significant effect on employee loyalty.

After leadership style, other components that affects employee loyalty is the working environment. Improving the quality of the work environment will affect employees' comfort while working. According to (Darmadi, 2020) the working

environment includes something that belongs around employees in carrying out an obligation assigned to them, such as air-conditioning, lighting, and others. Work Environment is a direct working interaction with someone with a higher position, the same or lower office. In the work environment, according to (Marisyah, 2022), things around the employee at work, whether physical or non-physical, can impact him and his work while working. In the variable Work Environment, researchers use Maslow's Motivation Theory (1970), which states that a person behaves or works due to the urge to meet his needs. At Java Heritage, Purwokerto Hotel is good. However, the Company's office locations adjacent to the highway can cause a less conducive working atmosphere even though employees are not disturbed but still sound from the vehicle. This may, at any given time, impact the comfort of employees when working. In some studies, there are differences in research results (Swadarma & Netra, 2020), (Sigit & Kustiyono, 2020), (Yuliana, 2022), (Kertiyasa & Irbayuni, 2022), (Giovanni & Ie, 2022), (Marhalinda & Supiandini, 2022), indicating the work environment has a significant positive effect on employee loyalty. But research by (Urmila & Rayuwanto, 2022), Aminah, (2020), (Klaudia et al., 2021), (Waskito & Sari, 2022), the work environment has a negative and significant effect on employee loyalty.

In addition to the leadership style and working environment that affects loyalty is compensation. According to (Kertiyasa & Irbayuni, 2022), compensation is the total reward that employees receive in place of the services they have provided. However, compensation cannot be a benchmark that keeps employees loyal to the Company where they work. Compensation is a source of income, acceptance earned due to education and skills, demonstrates work contribution, and is one of the elements of work satisfaction (Suhartini, 2020). For compensation variables, the theory of Maslow's motivation (1970) is also used with the dimension of the need for appreciation, that states that one will behave or work to the maximum due to the need to be sufficient. Employees work to get compensation so they can meet their needs. Compensation for Java Heritage Purwokerto Hotel is well given and appropriate. However, the Company has more contract employees, so turnover of employees is more frequent when there is a change of office, new employee recruitment, and employees whose contracts are exhausted and employees are no contract extensions. It is possible to influence employee loyalty attitude towards the company. Some studies conducted by (Swadarma & Netra, 2020), (Ero, 2022), (Yuliana, 2022), (Mahri & Rismawati, 2021) stated that there has a positive effect and significant influence on compensation for employee loyalty. The difference in the results of the study (Nature, 2021), (Damayanti et al., 2022), (Munadzifah & Fahrullah, 2021), evidence that compensation has a negative effect and significant effect on employee loyalty.

Based on the background of the research, the formulation of problems created: (1) Does the leadership style have a positive and significant effect on employee loyalty? (2) Does the working environment positively and significantly affect employee loyalty? (3) Does Compensation positively and significantly affect employee loyalty?

The purpose is: (1) to analyze the influence of leadership style on employee loyalty, how work environment affects employee loyalty, and to analyze employee compensation administering employee loyalty.

This research is a development study from previous studies on the Impact of the Work Environment and Compensation on Employee Loyalty At PT. Mahakam Kencana Intan Padi Surabaya by (Kertiyasa & Irbayuni, 2022) then updates are made by adding an independent variable, namely the leadership style of research (Tawaris et al., 2022) under the title Effect of Leadership Style on Employee Loyalty of PT. PLN (Persero) North Halmahera and updates in the year of research, namely 2023, different research objects, and there are still different research results so that can be used as an exciting research topic to be researched again.

This research is beneficial as a reference for future researches to develop research results. Especially for the academic field, research useable to provide information and knowledge for those who need.

2. METHOD

This research uses a quantitative approach with four variables: leadership styles, work environment, compensation, and employee loyalty. Employee Loyalty According to (Rinanda, 2016), indicators of loyalty are as follows: (1) Obey or compliance (2) Responsible (3) devotion, (4) Honesty. According to Rivai (2014), leadership style uses indicators, including: (1) A great partnership and relationship skills. (2) Effectiveness ability. (3) Participatory leadership. (4) The capacity to assign work and time. (5) Proficiency in delegating tasks or authority. The working environment uses indicators. According to (Ratnasari & Firmansyah, 2021) the working environment indicators are two type; (1) Physical Work Environment, such as Company location, building design, and amount of light and air circulation, and (2) Non-physical work environment, such as work atmosphere or facilities that assure security, employee relations with employees and employee relations with employees. Then (Ramadan & Sembiring, 2021) which is an indicator of compensation, namely salary, incentives or bonuses, benefits, facilities, and indirect compensation such as health insurance, leave, retirement, and others. The processed research object, namely hotel employees Java Heritage Purwokerto with a population of 135 employees in 2023. In determining the sample using the purposive sampling method, which has three respondent criteria: contract employees and permanent employees, employees who are educated at least High School (SMA) / equivalent, and employees who have worked at least six months. With a total number of 107 responses. Then, the data was obtained using the SmartPLS software application version 4.0. Processed through loading analysis test with a value provision $>0,5$, then on the outer loadings to determine validity and reliability using the value limit (CA) and (CR) $>0,70$, and (AVE) $>0,50$. With VIF value with a limit of <5 . Next, analyze the inner model by looking at the R-square value to find how many endogenous constructs are to exogenous constructs. Then bootstrapping to test the hypothesis using a model of structural equations with the clause of the accepted hypotheses if the value of P values $<0,05$ and the hypothesis is rejected if the value of P values $>0,05$. The statistical T value has a 5% significance, which is 1,96.

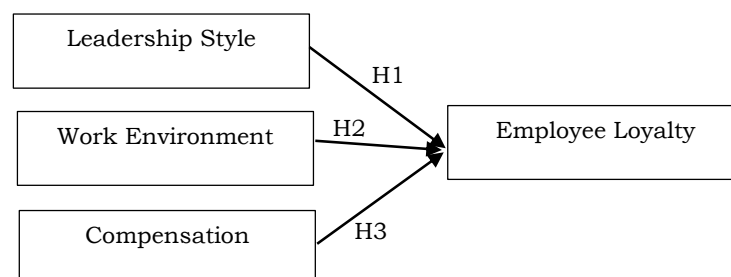


Figure 1: Research Model
Source: Processed Researchers

There are 3 research hypotheses, hypothesis one is Leadership style has a positive effect and significance on employee loyalty. Hypothesis two is the Work Environment has a positive effect and is significant to employee loyalty. And then hypothesis three is Compensation has a positive effect and significance on employee loyalty.

3. RESULTS AND DISCUSSION

The authors tested three independent variables: leadership style, work environment, and compensation for employee loyalty as dependent variables.

a. Outer Model

Outer models need to be done to know the validity value. Outer models are also helpful to know if each indicator statement of each variable can be said to be valid or, with the terms of outer loadings has a value of $>0,5$. In Figure 2, there are still many indicators of each variable that have not reached the value of $>0,5$. So the indicator value of each variable is worth $<0,5$ and must be discarded by re-testing.

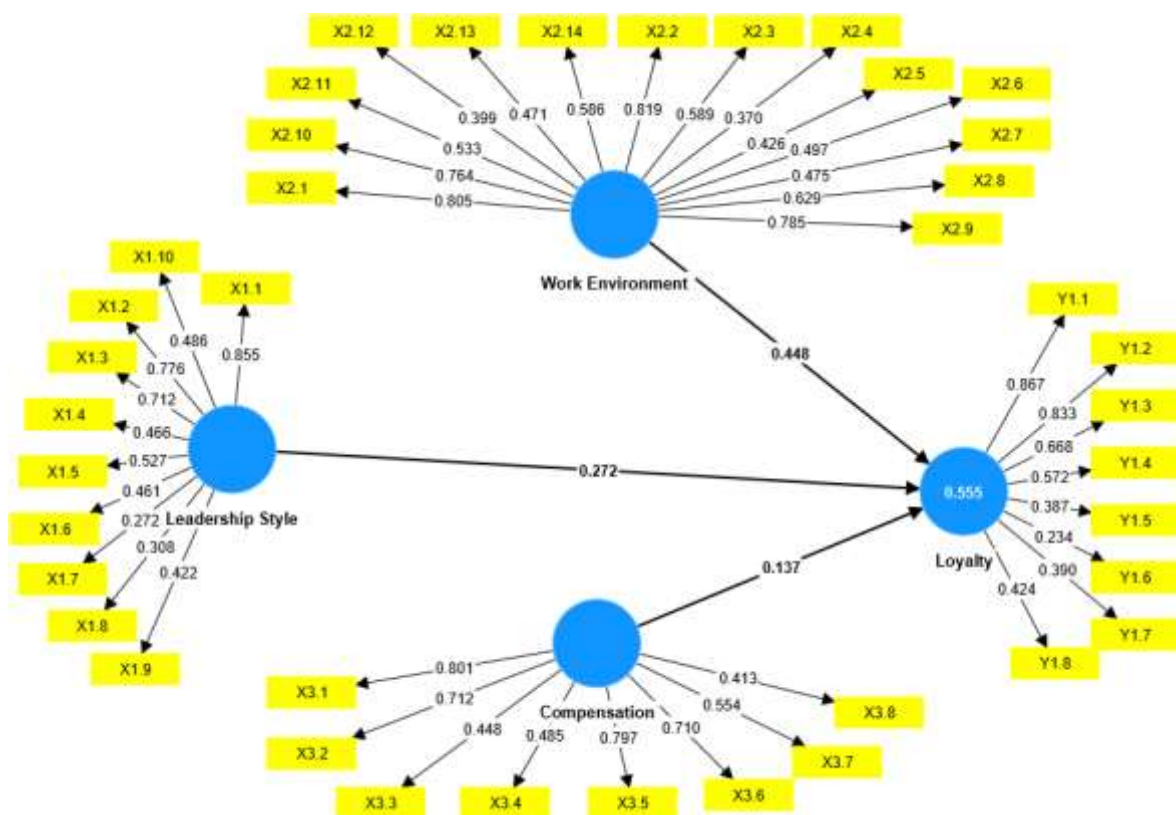


Figure 2: External Model Test Results

After the testing is done, the outer model is like image 2. You can know the statement of the leadership style indicator only three qualified statements X1.1, X1.2, X1.3 in value $>0,5$. Working environment statement with a value of $>0,5$ are X2.1, X2.2, X2.3, X2.8, X2.9, X2.10, X1.11, X1.14 while the compensation statement with a value of $>0,5$ are X3.2, X3.5, X3.6, X3.7, and employee loyalty statement with a value of $>0,70$ are Y.2, Y.3, Y.4 so that the value of the indicator of each variable is already said to be good because of its value $>0,5$.

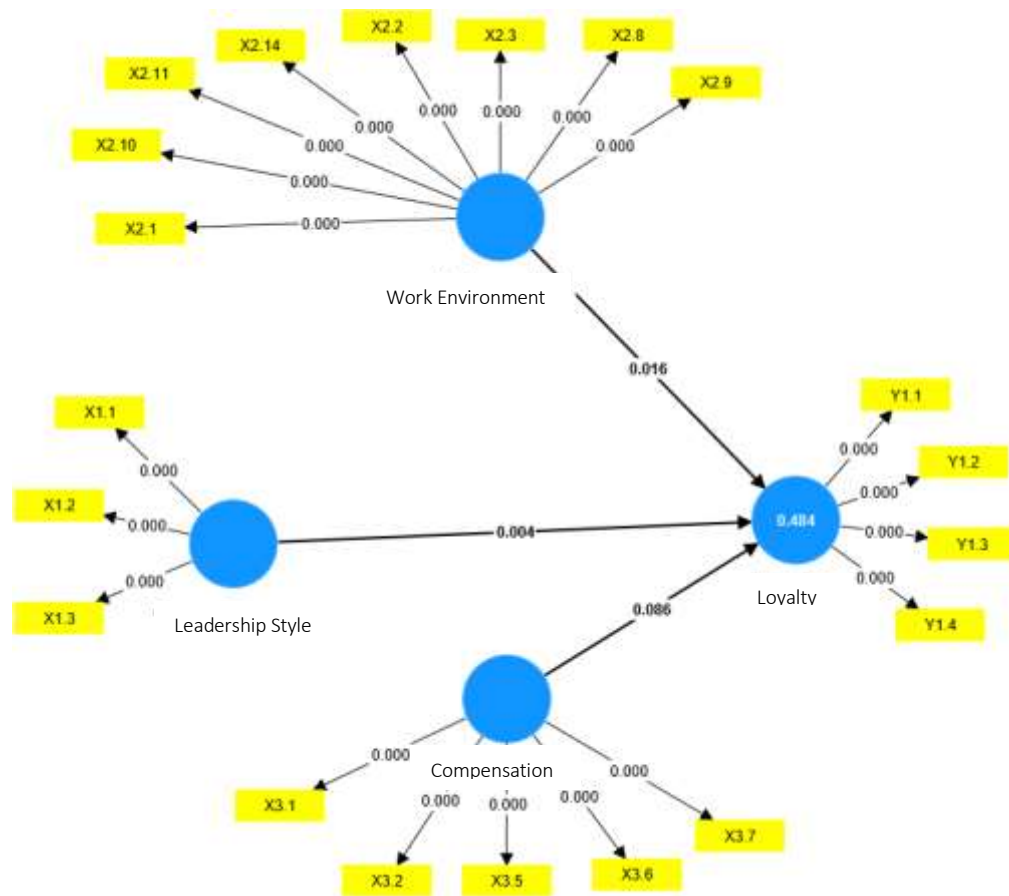


Figure 3: External Model Test Results

In addition to assessing the validity and reliability of the outer testing model, it can also be seen from the value (CA), (CR), and (AVE) in the Construct Reliability and Validity section.

Table 1. Construct Reliability and Validity.

	CA	CR	AVE
Leadership Style	0.841	0.904	0.759
Compensation	0.792	0.856	0.548
Work Environment	0.867	0.896	0.525
Employee Loyalty	0.769	0.850	0.597

To know that each variable is declared valid as seen from the good AVE value >0,50, each variable is said to be valid based on the AVE value in Table 1. Based on the CA and CR values, each variable indicates a value >0,70, which is reliable.

Table 2. R-square

	Leadership Style	Compensation	Work Environment	Employee Loyalty
Leadership Style				1.429
Compensation				1.774
Work Environment				2.167

Table 2 To determine the VIF values for three variables, you can use the less than five (<5). There are no symptoms of multicollinearity between variables affecting employee loyalty.

a. R-square

Table 3. R-square

	R-square	R-square adjusted
Employee Loyalty	0.484	0.469

The match test R square value model of 0,484 means the magnitude of leadership style, work environment, and compensation for employee loyalty falls into a category near strong by 0,484 because it is close to 0,05.

b. Hypothesis Test

Table 4. Path Coefficients

	Original sample (O)	T statistics	P values
Leadership Style -> Employee Loyalty	0.299	2.859	0.004
Compensation -> Employee Loyalty	0.206	1.719	0.086
Work Environment -> Employee Loyalty	0.329	2.407	0.016

Based on Table 4. Path coefficients can then be described: (a) H₁: Leadership style has a positive effect and is significant on employee loyalty, accepted because P values 0,004 <0,05 and T statistics value of 2,859 >1,96 means significant influence, (b) H₂: The work environment has a positive effect and is significant to employee loyalty, rejected because the value of P values 0,086 >0,05 and the T statistics value of 2,407 >1,96 means significant influence, (c) H₃: Compensation has a positive effect and is significant for employee loyalty, accepted because P values 0,016 <0,05 and T statistics value of 2,092 >1,96 means significant influence.

The Effect of Leadership Style on Employee Loyalty

The study shows that leadership styles positively and significantly affect employee loyalty. The theory of Trait Theory supports this Bingham (1927) considers that the leader was born instead of being formed. Leaders can be seen from the traits of birth as inherited. If a leader in the Company has a specific character or personality, then determine the leadership style that matches his character so that it affects employees in reacting whether to be loyal to the Company or want to move from the Company. This attitude is feedback from the leadership style of the leader in the company. These results correspond to the results of study by (Norazima et al., 2023), (Wahab & Liskawati, 2021), (Kusumah et al., 2022), showing a positive and significant leadership style on employee loyalty.

Effect of Work Environment on Employee Loyalty

The hypothesis test results, the work environment has no positive effect and is significant on employee loyalty. This is contrary to Maslow's motivational theory (1970), which states that a person behaves or works because of the urge to meet his various needs. One of them is the dimension of the need for security. If working in a safe environment, employees will work comfortably to grow a sense of wanting to continue working or be loyal to the Company. The work environment at Java Heritage Purwokerto Hotel does not seem to be the reason for employee loyalty. For example, the office layout seems fine, but having office locations near the highway could create a less ideal working environment due to the noise from passing vehicles. While most employees may not be bothered by it, the sound can still be distracting. That doesn't impact the comfort of employees when working to give loyalty. These results are appropriate for research (Urmila & Rayuwanto, 2022), Aminah, (2020), (Klaudia et al., 2021), (Waskito & Sari,

2022), states that the work environment has no effect and significant on employee loyalty. However, the work environment is not the only variable that affects employee loyalty. There are other variables, such as job satisfaction, work stress, workload, and many others that can be used as moderation variables and intervening variables so that it can produce new research topics that are more interesting for further research.

The Influence of Compensation on Employee Loyalty

The hypothesis test results concluded that compensation has a positive and significant effect on employee loyalty. This is supported and in line with Maslow's Motivation Theory (1970), the need for awards that state a person behaves or works with maximum satisfaction due to the satisfaction of sufficient needs. At Hotel Java Heritage Purwokerto, compensation has been given well. However, the turnover of employees are faster and often occurs. However, the rapid turnover does not affect employees loyal with the Company and is evidenced by (Swadarma & Netra, 2020), (Ero, 2022), (Yuliana, 2022), (Mahri & Rismawati, 2021) states there is a positive and significant influence between compensation for employee loyalty.

4. CONCLUSION

Based on the research result on the effect of leadership style, work environment, and compensation on employee loyalty that X1 and X2 have a positive effect on employee loyalty and X3 have a negative effect in employee loyalty. The value of R2 is below 50%, which means there are still many variables outside the research that affect employee loyalty are not studied in this research.

There are limitations in this research, such as only in 2023 with the object just is Hotel Java Heritage Purwokerto which still lots of hotels in Purwokerto and can add other variable to create better articles. It is expected this research can make a contribution to the company to increase the quality of the company through human resources and contribute to the academic field as a reference for further research.

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