

# Exploring factors affecting employee loyalty at PT. Panca Teknik Banjar Regency

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## ABSTRACT

Understanding the key elements that contribute to employee commitment will enable the company to identify the most influential aspects in fostering long-term organizational loyalty. Thus, this study aims to explore the factors influencing employee loyalty at PT Panca Teknik, Banjar Regency, with a focus on compensation, work commitment, and work communication. Employee loyalty is a critical aspect of organizational success, particularly in industries characterized by rapid change and high competition. PT Panca Teknik, a company operating in the service and production sectors, has demonstrated a notable level of employee retention, suggesting the presence of internal factors that foster long-term commitment. Through a quantitative approach, this research examines the extent to which compensation, work commitment, and work communication contribute to employee loyalty. Data for this study were collected through the distribution of questionnaires to a sample of 73 respondents, determined using the Slovin formula. The findings reveal that all three variables have a positive effect on employee loyalty, either partially or simultaneously. However, the analysis indicates that the influence of work commitment and work communication on employee loyalty is not statistically significant. Competitive compensation enhances employees' sense of value and satisfaction, strong work commitment reflects emotional attachment and responsibility toward the company, and effective work communication fosters trust, transparency, and collaboration. This study not only provides strategic insights for PT Panca Teknik in strengthening employee retention policies but also contributes to the broader literature on human resource management by highlighting key drivers of employee loyalty in the industrial services sector.

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## 1. Introduction

In the context of an increasingly globalized environment, the strategic significance of Human Resources (HR) has become paramount for organizational success. One critical area of focus for companies is the enhancement of employee quality and work loyalty. As noted by Ateeq et al. (2023), employee loyalty constitutes a key criterion in performance evaluation, encompassing dedication to one's job, position, and the organization as a whole. Loyal employees are characterized by a cooperative spirit, a readiness to prioritize organizational goals over personal interests, and a commitment to contribute actively to the company. This form of loyalty reflects a conscious willingness to dedicate oneself to the organization, which in turn reinforces the employee's role and value within the corporate structure. Thus, employee loyalty is a critical factor to take into account when evaluating job performance within an organization (Phuong & Vinh, 2020; Egenius et al., 2020).

Loyalty can be defined as an employee's commitment and capacity to adhere to, implement, and internalize organizational values, policies, and directives with full awareness and a sense of responsibility in the execution of their duties. This behavioral orientation reflects a conscious alignment with the goals and expectations of the organization. Several factors influence the development of employee loyalty, with compensation being a significant determinant. Adequate and fair compensation not only fulfills economic needs but also reinforces a sense of recognition and value, thereby fostering a deeper commitment to the organization (Rukmana et al., 2022; Saghier et al., 2015).

Compensation refers to the total remuneration received by an employee from a company or institution as a form of recognition and reward for their contributions in terms of effort, time, and intellectual input toward organizational development. It encompasses both financial and non-financial benefits provided in exchange for the employee's work performance and dedication (Patiar & Wang, 2020). Compensation serves not only as a mechanism to fulfill the economic needs of employees but also as a strategic tool to motivate, retain, and enhance employee performance, thereby supporting the overall advancement and sustainability of the organization (Suhartati et al., 2022). Compensation refers to all forms of payment or rewards that employees receive from the company, including salaries, wages, incentives, bonuses, premiums, and benefits such as health care and insurance. All compensation is paid directly to employees by the company in return for their contributions.

Compensation plays a critical role in enhancing employee loyalty, as it reflects the organization's recognition and appreciation of employees' contributions. Competitive and equitable compensation plays a crucial role in enhancing job satisfaction and fostering employee loyalty to the organization (Idris et al., 2020; Ramli, 2018). When employees perceive their compensation as fair and reflective of their contributions, they are more likely to exhibit higher levels of commitment and remain with the company over the long term. Conversely, inadequate or perceived unfair compensation can result in decreased motivation, reduced job satisfaction, and increased employee turnover, ultimately posing a threat to the organization's long-term performance and stability (Lukito et al., 2025). Furthermore, compensation packages that include long-term benefits—such as health insurance, retirement plans, and performance-based bonuses—contribute to a sense of financial security and job stability. This sense of security serves as a motivational factor that encourages employees to remain committed to the organization over the long term, thereby reducing turnover and promoting organizational continuity. Wulandari et al., (2021) in their study concludes that compensation has a positive and statistically significant partial effect on employee loyalty. This indicates that improvements in compensation, independent of other variables, are associated with increased levels of employee commitment and retention. The positive relationship suggests that when employees perceive their compensation as equitable and reflective of their efforts, they are more likely to exhibit loyalty toward the organization. Such findings underscore the importance of strategically structured compensation systems in fostering a stable and dedicated workforce.

Another critical factor influencing employee loyalty is work commitment. Commitment represents a cognitive orientation that reflects an employee's dedication to the organization and manifests as an ongoing process through which individuals demonstrate concern for the organization's success and overall well-being. Organizational commitment specifically refers to the degree to which an employee identifies with the values, objectives, and mission of the organization, coupled with a strong intention to remain a part of it. This form of commitment not only influences individual performance but also contributes to organizational stability by fostering a loyal and engaged workforce (Abd-El-Salam, 2023). Furthermore, Becker (2002), as cited in Cachón-Rodríguez et al., (2022), emphasized that commitment to management and, more significantly, to work groups, plays a crucial role in shaping job satisfaction and overall employee loyalty. Work commitment can be defined as an employee's dedication and sense of allegiance to the organization, characterized by a strong sense of responsibility to achieve organizational goals, maintain high productivity, and actively contribute to the company's growth and success. Employees who exhibit high levels of commitment are typically more loyal and consistently strive to deliver optimal performance, even in challenging circumstances, thereby reinforcing organizational resilience and long-term sustainability (Albtoosh et al., 2022; Stojanovic et al., 2020).

Work commitment also encompasses an employee's emotional attachment to the organization's values, mission, and vision. Employees who are strongly committed tend to internalize the company's goals and exhibit a sustained desire to remain with the organization over the long term. This emotional bond enhances their willingness to contribute meaningfully to organizational success. Empirical research supports the relationship between work commitment and employee loyalty. For instance, Yao et al. (2019)

demonstrated that affective, normative, and continuance commitment each have distinct and significant effects on both the attitudinal and behavioral aspects of employee loyalty. These findings highlight the multifaceted nature of work commitment and its critical role in fostering a loyal and stable workforce.

Additionally, another significant factor influencing employee loyalty is workplace communication. According to Nguyen & Ha (2023), transparent communication within an organization enhances employee satisfaction and strengthens interactions between management and staff. This underscores the importance of cultivating a work environment that promotes open dialogue, constructive feedback, and collaborative engagement. Effective communication not only fosters trust and mutual respect but also contributes to a cohesive organizational culture. Furthermore, communication practices among employees are often influenced by differences in status, position, experience, education, and compensation. These disparities can affect communication dynamics and, consequently, the quality of interpersonal relationships within the workplace. When communication within the organization is clear, consistent, and transparent, it minimizes the risk of misunderstandings and ensures that employees can carry out their responsibilities in alignment with assigned tasks. This, in turn, enhances overall productivity and contributes to a more cohesive and efficient work environment (Yuditio et al., 2024). Therefore, ensuring equitable and inclusive communication practices is essential for reinforcing employee loyalty and overall organizational effectiveness.

The presence of differences among employees within an organization—such as variations in experience, education, position, and compensation—highlights the critical importance of effective top-down communication. To enhance both employee loyalty and organizational performance, communication must go beyond the mere transmission of messages from sender to receiver (Nadeak & Naibaho, 2020; Saleem et al., 2020). It should encompass a comprehensive and effective process of message delivery that fosters understanding, engagement, and mutual respect. Prior research supports the influence of communication on employee loyalty. For instance, a study conducted by Naibaho & Naibaho (2024) demonstrated that workplace communication has a positive and statistically significant partial effect on employee loyalty. This finding reinforces the role of strategic and transparent communication in strengthening employee commitment and promoting a more cohesive and productive work environment.

In Banjar Regency, the service and production sector is a critical driver of regional economic growth, characterized by increasing competition, evolving customer demands, and rapid technological advancements. As an area experiencing significant industrial development, Banjar Regency faces a growing need for highly skilled and dedicated human resources capable of adapting to dynamic project demands and contributing to operational efficiency. Within this context, PT Panca Teknik operates to offer specialized services in construction, workshop repairs, and industrial supply. The company's ability to maintain project quality, meet deadlines, and ensure client satisfaction is highly dependent on the commitment and retention of experienced employees.

PT Panca Teknik is a company operating under the Panca Group, which specializes in the services and production sectors. Established on October 1<sup>st</sup>, 2005, and located at Jalan A. Yani Km 12,700, Gambut District, Banjar Regency. PT Panca Teknik has accumulated over 18 years of experience, earning a strong reputation for executing complex and demanding projects. The company's sustained success is largely attributed to the integration of advanced technology and the expertise of a highly skilled workforce. The role of competent human resources (HR) is particularly vital in ensuring the effective management and execution of projects with high levels of technical difficulty. As such, the quality and dedication of HR serve as a foundational pillar supporting PT Panca Teknik's ability to deliver optimal outcomes and uphold its reputation as a dependable provider in the fields of construction services, workshop and repair services, and supply chain operations.

Data obtained from the Human Resources Department (HRD) of PT Panca Teknik indicates that a significant number of employees have remained with the company for more than five years. This trend suggests the presence of specific factors that contribute to long-term employee retention and organizational commitment. Among these factors, competitive compensation plays a central role, encompassing both direct financial rewards—such as salaries, commissions, and bonuses—and indirect benefits, including social security, family leave, health care, and life insurance. These forms of compensation serve as powerful motivators that enhance employee loyalty.

In addition to financial incentives, a high level of work commitment contributes significantly to employee retention. This commitment is fostered through a supportive organizational culture that values employee contributions and promotes a sense of belonging. Furthermore, effective communication between

management and staff—characterized by transparency, openness, and mutual respect—reinforces trust and strengthens emotional attachment to the organization. Despite these positive indicators, PT Panca Teknik operates in an industry marked by rapid technological advancement and intense competition, presenting ongoing challenges in retaining skilled and experienced personnel. In this context, employee loyalty emerges as a critical factor influencing both organizational performance and long-term sustainability. The company's comprehensive approach—combining financial, non-financial, and relational strategies—has been instrumental in creating a work environment where employees feel valued, supported, and motivated to remain with the organization.

Furthermore, work commitment is further demonstrated through employees' emotional attachment to the organization, a sense of purpose-driven by adequate compensation, and a perceived obligation to remain loyal due to the company's strong values and organizational norms. These elements collectively contribute to the enhancement of employee loyalty at PT Panca Teknik. In addition to commitment and compensation, effective workplace communication serves as a vital factor in fostering loyalty among employees. According to Meyer & Herscovitch (2001) and Yao et al. (2019), commitment in the workplace can manifest in various forms—such as affective, normative, and continuance commitment—and each has the potential to significantly influence both organizational effectiveness and employee well-being. A strong sense of commitment enhances employee motivation, job satisfaction, and engagement, which in turn can lead to improved performance, reduced turnover, and a more cohesive organizational culture. Consequently, understanding and fostering the appropriate forms of workplace commitment is essential for promoting a productive and supportive work environment.

On the other hand, effective communication within the organization encompasses five key dimensions. Openness facilitates honest and transparent information exchange, promoting trust between employees and management. According to Urbancová et al. (2024), the presence of upward communication has been identified as a critical component across various types of organizations. Such communication plays a significant role in enhancing the organizational climate by fostering openness, trust, and mutual understanding between employees and management. Furthermore, it contributes to employee stabilization by enabling individuals to voice concerns, provide feedback, and actively participate in decision-making processes. Therefore, for organizations aiming to achieve long-term success and sustainability, it is imperative to implement effective communication mechanisms that function bidirectionally—both from management to employees and from employees to management. Moreover, empathy enables individuals to understand and relate to the emotional states and perspectives of their colleagues, enhancing interpersonal relationships. Verbal and nonverbal support reflect acceptance and adaptability, fostering a collaborative atmosphere. Positivity ensures that communication is constructive and satisfying, reducing conflict and increasing engagement. Similarity, through shared experiences or common knowledge, cultivates mutual respect and understanding, thereby strengthening team cohesion and cooperation. Together, these aspects of communication create a sense of connectedness, psychological comfort, and mutual support among employees, all of which contribute significantly to reinforcing their loyalty to the organization. At PT Panca Teknik, the integration of strong work commitment, equitable compensation, and effective communication practices has proven instrumental in cultivating a loyal and stable workforce.

Given the observed phenomenon, it is essential to conduct an in-depth investigation into the factors that drive employee loyalty at PT Panca Teknik. While many prior studies have investigated these factors separately, this study provides an integrated analysis of the combined and partial effects of compensation, work commitment, and communication on employee loyalty. Understanding the key elements that contribute to employee commitment will enable the company to identify the most influential aspects in fostering long-term organizational loyalty. The findings of this study are expected to serve as a strategic reference for PT Panca Teknik in formulating effective human resource policies aimed at retaining high-quality employees, minimizing turnover rates, and enhancing internal communication. Moreover, this research contributes to the broader body of literature in human resource management by offering empirical insights into the role of compensation, work commitment, and organizational communication in shaping employee loyalty. Beyond the internal implications for PT Panca Teknik, the study also holds practical value for other companies within similar industrial sectors. The insights derived from this research may assist organizations in developing evidence-based strategies to cultivate a loyal workforce, thereby promoting organizational stability and long-term success.

## 2. Research Method

This research falls under the category of behavioral research, focusing on employee behavior and perceptions. The study utilizes primary data as its main source of information. Data were collected using a questionnaire method, which was designed to capture respondents' views regarding compensation, work commitment, work communication, and their influence on employee loyalty. There are a total of 34 items in this questionnaire including 7 items of Compensation, 6 items of Work Commitment, 11 items of Work Communication, and 10 items of Loyalty. Additionally, the questionnaire items of work commitment are developed from Meyer and Herscovitch's theory consisting of affective, normative, and continuance dimensions (Meyer & Herscovitch, 2001). In Affective Commitment questionnaire, the items were designed to assess employees' emotional attachment to PT Panca Teknik, such as their sense of belonging, and pride in the organization. In Normative Commitment questionnaire, the items are measured the extent to which employees felt a moral obligation to remain with the company. In Continuance Commitment questionnaire, the items are designed to capture perceived costs of leaving.

The population of this study consists of 270 employees at PT Panca Teknik. To determine the appropriate sample size, Slovin's formula was applied, resulting in a sample of 73 employees selected for participation in the research. There are 13 divisions in the company. Furthermore, the number of samples from each division is calculated proportionally according to the number of employees in each division, to maintain the balance and accuracy of the data produced.

Prior to the distribution of questionnaires, validity and reliability tests were conducted to ensure the accuracy and consistency of the research instrument. Following the data collection process, the obtained data were analyzed using multiple regression analysis to examine the influence of compensation, work commitment, and work communication on employee loyalty. In addition, classical assumption tests—including normality, heteroscedasticity, and multicollinearity tests—were performed to assess the suitability and robustness of the data for regression analysis, thereby ensuring the reliability of the study's statistical conclusions.

## 3. Result and Discussion

Prior to the distribution of the questionnaires, both validity and reliability tests were conducted to ensure the quality of the research instrument. The validity test results showed that the *r*-values for all questionnaire items exceeded the *r*-table value of 0.444, indicating that all items are valid. Furthermore, the reliability test demonstrated that the Cronbach's Alpha coefficient values were 0.914 for compensation, 0.926 for work commitment, 0.741 for lifestyle, 0.931 for work communication, and 0.789 for employee loyalty. As these values are all above the threshold of 0.60, it can be concluded that the instrument is reliable.

In addition to these tests, classical assumption testing was carried out to assess the suitability of the data for regression analysis. The normality test using the Kolmogorov-Smirnov method yielded a significance value of 0.061, which is greater than the 0.05 threshold, indicating that the data are normally distributed. The multicollinearity test produced tolerance values above 0.10 and Variance Inflation Factor (VIF) values below 10.00, confirming the absence of multicollinearity in the regression model. Lastly, the results of the heteroscedasticity test indicated that no symptoms of heteroscedasticity were present, suggesting that the regression model meets the necessary assumptions for accurate estimation. Furthermore, the results of regression tests are displayed in the tables below:

**Table 1.** Result of partial test

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.212	3.953		4.607	.000
Compensation	.463	.180	.410	2.570	.012
Work Commitment	.214	.213	.156	1.001	.320
Work Communication	.140	.105	.160	1.330	.188

a. Dependent Variable: Employee Loyalty

Source: SPSS Output, 2025

Based on the data presented in the table above, it can be concluded that:

- a. **Compensation.** The results of the study indicate that compensation has a positive and significant effect on employee loyalty. This finding suggests that when employees perceive the compensation they receive—whether in the form of salary, bonuses, or benefits—as fair and commensurate with their contributions, they are more likely to develop a strong sense of loyalty to the organization. Competitive compensation not only enhances job satisfaction but also reinforces employees' commitment to remain with the company over the long term. According to Wulandari et al., (2021), the enhancements in compensation, even when considered independently of other influencing factors, contribute to higher levels of employee commitment and retention. This positive correlation indicates that employees who view their compensation as fair and aligned with their performance tend to demonstrate stronger organizational loyalty. These findings highlight the critical role of well-designed compensation systems in cultivating a committed and enduring workforce. Moreover, based on the data analysis, it was found that compensation is the only factor with a statistically significant influence on employee loyalty. This finding aligns with Herzberg's two-factor theory, which distinguishes between hygiene factors and motivators in influencing job satisfaction and performance. According to Herzberg, compensation is a key hygiene factor that, when adequate, prevents dissatisfaction and helps maintain employee stability. Although it may not necessarily serve as a motivator for high performance, fair and competitive compensation can reduce dissatisfaction and create conditions where employees are more likely to remain loyal to the organization (Peramatzis & Galanakis, 2022). Therefore, this study reinforces the importance of providing sufficient compensation as a fundamental requirement for fostering employee loyalty, while suggesting that other factors, such as work commitment and communication, may function as motivators that enhance job satisfaction but do not independently drive loyalty without the presence of adequate hygiene factors.
- b. **Work Commitment.** The results of the analysis reveal that work commitment has a positive but not statistically significant effect on employee loyalty. This indicates that although a higher level of employee commitment may be associated with increased loyalty, the relationship is not strong enough to be considered significant within the context of this study. It suggests that while commitment may contribute to loyalty, other factors such as compensation or communication may play a more dominant role in influencing employees' decisions to remain with the organization. However, according to Yao et al. (2019), affective, normative, and continuance commitment each exerts distinct and significant influences on both the attitudinal and behavioral dimensions of employee loyalty. These findings underscore the complex and multidimensional nature of work commitment, emphasizing its vital role in cultivating a dedicated and stable workforce. The study highlights the necessity for organizations to address various forms of employee commitment to effectively enhance loyalty and long-term retention.
- c. **Work Communication.** The results of the study indicate that work communication has a positive but statistically insignificant effect on employee loyalty. This suggests that while effective communication in the workplace may contribute to fostering a supportive and collaborative environment, its influence on employee loyalty is not strong enough to be deemed significant in this context. Therefore, although communication remains an important organizational function, other factors such as compensation may have a more substantial impact on employees' loyalty to the organization. On the other hand, Naibaho & Naibaho (2024) found that workplace communication exerts a positive and statistically significant partial effect on employee loyalty. This result underscores the importance of implementing strategic and transparent communication practices within organizations. Effective communication not only enhances employees' understanding of organizational goals and expectations but also fosters trust, engagement, and a sense of belonging, thereby contributing to increased employee commitment and a more cohesive and productive work environment. Based on the interview conducted to investigate the insignificant effect of communication on employee loyalty, it is found that there are barriers in communication between employees in the company's work environment. This indicates that some employees are not yet fully open to the opinions, suggestions, or information provided by their colleagues. Thus, the company needs to increase the openness of communication between employees by organizing effective communication training and open discussion forums. In addition, a safe and supportive work environment is needed so that employees feel comfortable expressing their opinions and receiving suggestions.

**Table 2.** Result of simultaneous test

		ANOVA <sup>a</sup>				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	557.267	3	185.756	17.660	.000 <sup>b</sup>

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Residual	725.774	69	10.518		
Total	1283.041	72			

a. Dependent Variable: EMPLOYEE LOYALTY

b. Predictors: (Constant), WORK COMMUNICATION, WORK COMMITMENT, COMPENSATION

Source: SPSS Output, 2025

Furthermore, compensation, work commitment, and work communication collectively have a positive and significant simultaneous effect on employee loyalty. This suggests that when these three factors are effectively implemented and integrated within the organizational environment, they contribute meaningfully to strengthening employees' attachment and dedication to the company. The synergistic impact of fair compensation, strong commitment, and effective communication plays a critical role in fostering a loyal and engaged workforce, which is essential for organizational sustainability and performance.

Competitive and equitable compensation reinforces employees' perceived value and satisfaction, thereby motivating long-term retention. Meanwhile, fostering a culture of commitment through meaningful work, alignment with organizational goals, and a sense of belonging encourages employees to remain engaged and dedicated. Additionally, effective work communication—characterized by transparency, feedback, and mutual respect—promotes trust and cohesion within the workplace. Together, these elements create a supportive environment that strengthens employee loyalty, reduces turnover, and enhances organizational performance. Consequently, companies should prioritize these factors in their HR policies and practices to build a stable and high-performing workforce.

#### 4. Conclusion

Employee loyalty is a fundamental aspect of performance assessment, reflecting an individual's dedication to their role, responsibilities, and the organization at large. Employees who exhibit loyalty are typically marked by a strong sense of collaboration, a willingness to place the organization's objectives above personal gain, and a consistent effort to support and advance the company's success. The research findings indicate that while all three variables—compensation, work commitment, and work communication—positively affect employee loyalty, only compensation demonstrates a statistically significant impact. This suggests that competitive and fair compensation is a critical determinant in fostering employee loyalty within the company. Although work commitment and work communication contribute positively, their influence is not significant in this context, possibly due to other moderating variables or organizational dynamics. The results highlight that the employees who perceive their compensation as adequate and reflective of their contributions are more likely to exhibit a high level of organizational loyalty. Furthermore, despite their limited statistical significance, work commitment—through emotional attachment and responsibility—and work communication—through transparency and trust—remain important in creating a supportive and cohesive work environment.

Therefore, it is suggested for the company to prioritize and refine its compensation structure to ensure it remains competitive, fair, and reflective of employee performance and market standards. Periodic evaluations and benchmarking against industry norms are recommended. Since the study highlights that compensation is a critical driver of employee loyalty. Thus, medium-sized companies should design compensation packages that are: market-competitive to ensure salaries and benefits align with industry standards; fair and equitable to prevent dissatisfaction among employees, and transparent with clear communication about how compensation is determined and adjusted.

Moreover, the company should foster organizational culture and values that enhance employees' sense of belonging and purpose, potentially through recognition programs to acknowledge not only outcomes but also efforts and dedication, linking this to a sense of responsibility and identity with the company. The company can offer training, mentorship, and career development plans to show long-term investment in employees, enhancing continuance commitment.

Additionally, the organization should invest in strengthening internal communication by encouraging both top-down and bottom-up communication channels. Creating forums for feedback and regular staff meetings can help build transparency, trust, and mutual respect. In addition, the company can offer leadership training in communication skills to equip managers with effective communication techniques, including active listening, empathy, and clarity in delivering messages. By addressing these

areas, PT Panca Teknik can further enhance employee loyalty, reduce turnover, and sustain its competitive edge in the industrial services sector.

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