

# The Effect of Leadership Style, Motivation and Compensation on Employee Loyalty

Ni Kadek Desy Candrawati<sup>1</sup>, I Gusti Ayu Ketut Giantari<sup>2</sup>

<sup>12</sup>Udayana University

<sup>12</sup> Faculty of Economics and Bussiness, Bali, Indonesia

---

**Abstract:** Employee Loyalty is an employee's loyal attitude towards the company, even though the company is in good or bad condition. The purpose of this study was to analyze the influence of leadership style, motivation and compensation on employee loyalty. The population of this study were all Kambojan Market Savings and Credit Cooperatives. The sampling technique in this study uses saturated samples, so that the entire population is used as a sample of 50 employees. Methods of collecting data using questionnaires. The analysis technique used is multiple linear regression analysis. The results of this study indicate that leadership style has a positive and significant effect on employee loyalty. This means that the better the leadership style that is applied by a company, the higher employee loyalty can be formed. Motivation has a positive and significant effect on employee loyalty. This means that the higher the work motivation of the Kambojan Market KSP employees, the more it will increase employee loyalty. Compensation has a positive and significant effect on employee loyalty. This means that the higher the compensation given to Kambojan Market KSP employees, the higher the loyalty attitude shown by employees.

**Keywords:** leadership style, motivation, compensation, employee loyalty.

---

## I. INTRODUCTION

Loyalty is an important study in the world of work, this is because loyalty is the key to success in an organization. Loyalty can be used as a means to attract and retain employees in an organization or company. Employee loyalty is a positive attitude of employees towards the company where he works. The high attitude of employee loyalty is needed so that employees can work not only for themselves but also for the interests of the company. This attitude of loyalty comes from a high awareness that between employees and companies is two parties that need each other (Dwipayoga and Adnyani, 2013).

A cooperative is an economic organization that is owned and operated by people for the common good. The cooperative based activities based on the principles of the people's economic movement based on the principle of family. The Kamboja Market Cooperative is one of the developing and active cooperatives in Bali. This cooperative is located in Kreneng Market, second floor, Denpasar City, North Denpasar District. The Kamboja Market Cooperative has the best category of savings and loan cooperatives, then has quite a number of customers, and the Kamboja Market Cooperative also received the best cooperative category award in Denpasar City. However, there is a phenomena gap that occurred at the Kambojan Market Cooperative, in the midst of the Kambojan Market Cooperative award, faced with problems related to employee loyalty. Initial observations and unstructured interviews through the distribution of questionnaires related to employee loyalty indicators conducted on 5 Kambojan Market Cooperative employees found problems related to employee loyalty, namely:

**TABLE 1: EMPLOYEE LOYALTY PERCEPTION OF THE KAMBOJA MARKET COOPERATIVE**

<b>Employee Loyalty (Y)</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Netral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Willingness to cooperate</b>					
Cooperate with colleagues to achieve company goals	1	4	0	0	0
<b>A sense of belonging</b>					
Employees always maintain the good name of the company while working or dealing with consumers	3	2	0	0	0
<b>Responsible for the company</b>					
Employees who are given assignments by the company must be responsible for the risks of what has been done	2	2	1	0	0
<b>Loving work</b>					
Employees play a role in maintaining relationships with customers that are profitable for the company	4	1	0	0	0
<b>Obey the rules</b>					
Employees are always disciplined in working to make the company's goals achieved	1	3	1	0	0

Source: Results of interviews with 5 Kambojan Market Cooperatives employees

Table 1 shows the low employee loyalty of the Kamboja Market Cooperative as reflected in:

- 1) Indications of employee loyalty problems can be seen from the indicator of lack of willingness to work together, where as many as 4 Kambojan Market Cooperatives employees gave disagreeable answers and 1 employee gave a very disagreeing answer to the questionnaire distributed. This means that the employees of the Kambojan Market Cooperative cannot work with coworkers to achieve company goals and cannot create good relationships with fellow colleagues.
- 2) Indications of other employee loyalty problems can be seen from the indicator of lack of ownership, where as many as 3 Kambojan Market Cooperative employees gave very disagreeing answers and 2 employees gave disagreeable answers to the questionnaire distributed. This means that employees cannot maintain the good name of the company while working or dealing with consumers and employees who are less responsible for their work.
- 3) Data also shows that there are problems related to the lack of responsibility for cooperatives which can be proven by as many as 2 employees of the Kambojan Market Cooperative giving very disagreeing answers, as many as 2 employees giving disagreeing answers, and 1 employee giving a neutral answer to the questionnaire distributed. This means employees often procrastinate on work and employees perform tasks without self-awareness.
- 4) Based on the data in Table 1.1, there are also problems related to dislike of work which can be proven by as many as 4 employees giving very disagree answers and 1 person giving an answer disagreeing. This means that employees often corrupt working hours, employees of the Kambojan Market Cooperative who do not participate in maintaining customer relationships that are profitable for their company, and employees who are less able to promote their companies, both in terms of products or services that make the company's future better.
- 5) Indications of other employee loyalty problems can be seen from the indicator of disobedience to the rules that can be proven by as many as 1 employee gives a very disagreeing answer, as many as 3 employees give a disagreeing answer, and as many as 1 employee gives a neutral answer. This means that the Kambojan Market Cooperative employees are not disciplined at work, such as frequent coming to the Kambojan Market Cooperative is not on time, there is smuggling of money that violates the rules, employees who do not follow the rules given by the company or employees who often disobey their orders.

The Kambojan Market Cooperative as a whole shows a fairly good development, but on the other hand there are still some indications that indicate low employee loyalty. Based on interviews with 5 Kambojan Market Cooperatives employees, indications of employee loyalty that have not been optimally improved are leadership style, motivation, and compensation.

The attitude and leadership style of the Kambojan Market Cooperative felt that there was no direct interaction between leaders and subordinates because each assignment to subordinates only through electronic media such as online message delivery so that leaders lacked mastery in communicating with subordinates, and lacked supervision of subordinates. employees carry out actions that do not support the achievement of company goals and in giving sanctions to subordinates leaders are not fully strict in carrying out the rules. These conditions lead to a gap between leaders and subordinates that can reduce employee loyalty due to lack of support from leaders. The data and information obtained are the factors that determine employee work loyalty at the Kambojan Market Cooperative. The statement is in accordance with the findings of the study of Mockhlahs *et al.* (2016) which states that leadership style has a positive and significant effect on employee loyalty, which means that the better the application of leadership style in a company, the higher the loyalty of employees. A similar study by Hashim *et al.* (2017), Abbas (2017), Anjam and Ali (2016), Khuong (2014) and Dwipayoga and Adnyani (2013) also state that leadership has a positive and significant effect on employee loyalty.

In addition to leadership style, employee loyalty is also influenced by other factors, namely motivation (Simbolon, 2015). Employees who have high motivation will certainly have high loyalty to the company. But the problem faced by the Kamboja Market Cooperative is the lack of work motivation of employees which is reflected in employees who do not carry out their duties well in the scope of their work. The low work motivation of employees is reflected in the attitude of employees who are lackluster in work who show attitude often late to come to work or often come home from work early before working hours end. The lack of work motivation of Kambojan Market Cooperatives employees shapes the behavior of employees who arrive late and go home early. If these conditions are not immediately addressed by the Kambojan Market KSP, it will affect the reduction of employee loyalty. This statement is supported by the findings of the research by Spakovska *et al.*, (2015) which states that motivation is a factor that determines employee loyalty. But it is different from the results obtained by Maharani (2018) which states that there is no influence between motivational variables on loyalty. While a similar study by Azanah and Maria (2014), Simbolon (2015) and Thanos *et al.*, (2015) also states that motivation has a positive and significant effect on employee loyalty. The higher the motivation of the employee, the higher the level of employee loyalty.

Another factor that can affect employee loyalty in addition to leadership style and motivation is compensation. Compensation given to employees of the Kambojan Market Cooperative Employees is also still felt lacking which can be seen from the provision of compensation that is unfair and has not been able to make employees feel satisfied in completing their work. Compensation in the form of health benefits is considered by employees as not yet in accordance with the workload given by the company and is less able to meet the needs of employees. Employees should be treated properly, fairly and healthily in the provision of compensation, so that they can feel at home in carrying out their duties, in addition to being serious and full of responsibility and discipline. in order to have high work loyalty. Compensation is often seen as the main trigger for employee dissatisfaction, which ultimately results in lack of loyalty. If employees feel disloyal, employees may not work as they should, and in the end the company will find it difficult to retain employees, and it is also difficult to expect loyalty. If compensation is given accordingly, employees are more satisfied and motivated to achieve company goals. The fulfillment of compensation and giving good motivation will of course increase employee loyalty in the company. Research conducted by Onsardi., *Et al.* (2017) also stated the same thing, namely compensation had a positive and significant effect on loyalty. These results indicate that with the right compensation policy and received by employees it will increase employee loyalty. However, it is different from the results obtained by Maharani (2018) which states that there is no influence between compensation variables on loyalty. While the research is similar to Upasana (2015), Anesia (2016), Ikhram *et al.*, (2016), Sekyi *et al.* (2016), Manurung (2017), Sutawijaya and Pertiwi (2017) found that compensation has a positive and significant effect on employee loyalty. This means that if the compensation received by employees is high it will lead to job satisfaction and will increase employee loyalty.

## II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT

### The Effect Of Leadership Style on Employee Loyalty

The results of this study support the opinion of the results of previous studies including those by Hashim *et al.* (2017), who obtain the results of leadership style influence employee loyalty. Mockhlahs, *et al.* (2016) which states that leadership style has a positive and significant effect on employee loyalty. This means that the better the leadership style that is applied in a company, the higher the loyalty of its employees. The results of research conducted by Anjam and Ali (2016), found results that differences in leadership styles applied in a company will have a different impact on employee loyalty.

Khuong's research (2014) found that the better the leadership style applied by a company, the higher the loyalty of its employees. Abbas's research (2017) found that leadership styles influence employee loyalty. The results of the research conducted by Dwipayoga and Adnyani (2013) state that leadership has a positive and significant effect on employee loyalty. This means that the better the leadership style applied by a company, the better the loyalty of its employees.

**H<sub>1</sub>: Leadership Style has a positive and significant effect on employee loyalty**

#### The Effect Of Motivation on Employee Loyalty

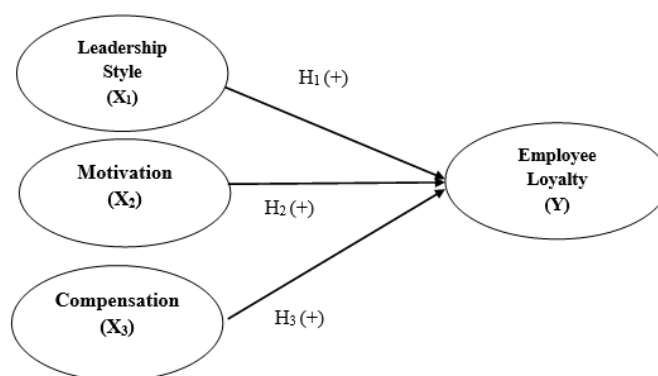
Omar's research (2010) found that motivation influenced employee loyalty in the organization. Research by Spakovska *et al.* (2015) stated that motivation is a factor that determines employee loyalty. Thanos *et al.* (2015), in his research found results that motivation significantly influence employee loyalty. Previous research conducted by Simbolon (2015) stated that, motivation has a positive and significant effect on loyalty. Research conducted by Azanah and Maria (2014) states that motivation has a positive and significant effect on employee loyalty. The higher the motivation of the employee, the higher the level of employee loyalty. Therefore motivation greatly affects employee loyalty

**H<sub>2</sub> : Motivation has a positive and significant effect on employee loyalty**

#### The Effect Of Compensation on Employee Loyalty

Based on the results of research conducted by Anesia (2016), it shows that compensation has a positive and significant effect on employee loyalty. Research on Onsardi *et al.* (2017) found that compensation has a positive and significant effect on loyalty. These results indicate that with the right compensation policy and received by employees it will increase employee loyalty. Upasana research (2015) found that loyalty can be influenced by compensation factors. The higher the compensation given, the more loyal employees are to their company. Ikhrum *et al.* (2016) in his research found that direct and indirect compensation had an effect on employee loyalty. The results of the research of Sekyi *et al.* (2016) found results that employee loyalty can be influenced by compensation received. Manurung's research (2017) found that indirect compensation results significantly influence employee loyalty. Sutawijaya (2017) in his research found that compensation has a positive and significant effect on employee loyalty. This means that if the compensation received by employees is high it will lead to job satisfaction and will increase employee loyalty. Another study conducted by Dwipayoga and Adnyani (2013), compensation also contains the existence of a professional relationship where one of the main goals of working employees is to get rewarded to meet various needs, while on the company side they pay employees so that employees can carry out the work as desired and company expectations with the main goal of being able to advance the running of the company's business.

**H<sub>3</sub>: Compensation has a positive and significant effect on employee loyalty**



**Figure 1: Conceptual Model**

### III. RESEARCH METHODOLOGY

The approach used in this study is an associative quantitative approach (relationship). The location of this study was conducted at the Kamboja Market Savings and Loan Cooperative, located in Kreneng market, second floor, Denpasar City, North Denpasar District. The population used in this study were all employees totaling 50 employees all of whom were made as respondents (saturated samples). This technique was chosen because the number of populations is small, so

that the entire population is used as a sample in this study. The method of collecting data using a questionnaire measured by a Likert scale. The data analysis technique used is multiple linear analysis.

**TABLE 2: RESEARCH VARIABLE INDICATORS**

Variable	Indicators	Reference
Employee Loyalty (Y)	Willing to work together (Y.1)	Siswanto (2010:112)
	Sense of belonging (Y.2)	
	Responsibility to the company (Y.3)	
	Passions towards work (Y.4)	
	Obey the rules (Y.5)	
Leadership Style (X1)	Instructive Behavior (X1.1)	Thoha (2012)
	Consultative behavior (X1.2)	
	Participatory behavior (X1.3)	
	Delegative Behavior (X1.4)	
	Supportive leadership (X1.5)	
Motivation (X2)	Direction of behavior (X2.1)	Kartika dan Kaihatu (2010)
	Business level (X2.2)	
	Tenacity level (X2.3)	
Compensation (X3)	Salary (X3.1)	Henry Simamora (2009:208)
	Incentives (X3.2)	
	Facilities (X3.3)	
	Benefits (X3.4)	

Source: Previous research

#### IV. RESEARCH FINDING AND DISCUSSION

The research data was obtained from the results of a questionnaire that had been distributed to the research respondents as many as 50 employees of the Kamboja Market Savings and Loan Cooperative. Characteristics of respondents included age, gender, and education. A summary of the characteristics of respondents can be seen in Table 2 as follows:

**TABLE 3: CHARACTERISTICS OF EMPLOYEE OF KAMBOJA MARKET SAVINGS AND LOANS**

No	Characteristic	Classification	Respondent	(%)
1	Gender	Male	21	42
		Female	29	58
		Total	50	100
2	Age	< 26 years old	11	22
		26-35 years old	20	40
		36-45 years old	14	28
		> 46 years old	5	10
		Total	50	100
3	Education	High School	22	44
		Diploma	6	12
		Bachelor	18	36
		Postgraduate	4	8
		Total	50	100

Source: Primary data processed, 2019

The data in Table 3 shows that Kamboja Market Savings and Loan Cooperative employees are dominated by women with 29 people or 58 percent of the total employees. When viewed from the age of the respondents, it is seen that the majority

of Kamboja Market Savings and Loan Cooperatives are respondents aged 26-35 years. This age range can be categorized as productive age and is assumed to have high morale, so that it can carry out work activities properly. The grouping of respondents based on education levels shows that the majority of Kamboja Market Savings and Loan Cooperative employees have an education level at the level of high school equivalent to 22 people or 44 percent of the total employees. Someone who has graduated at the same level of high school / vocational school is assumed to have a fairly good understanding and ability at work.

The results of the validity test show that all research instruments used are valid and appropriate to be used as research instruments. Reliability test results show that all research instruments have Cronbach's Alpha coefficients of more than 0.60. So it can be stated that all variables have met the requirements of reliability or reliability so that they can be used to conduct research.

Calculation of multiple linear regression coefficients is done by regression analysis through SPSS 18.0 for Windows software, the results obtained are shown in Table 4

**TABLE 4 : THE RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS**

Variable	Unstandardized Coefficients		Standardized Coefficients	t statistic	Sig. t
	B	Std. Error	Beta		
(Constant)	0,144	1,390		0,104	0,918
Leadership Style (X <sub>1</sub> )	0,503	0,124	0,462	4,064	0,000
Motivation (X <sub>2</sub> )	0,343	0,158	0,207	2,175	0,035
Compensation (X <sub>3</sub> )	0,348	0,136	0,311	2,565	0,014
R Square	0,789				
Adjusted R Square	0,776				
F Statistic	57,493				
Sig. F	0,000				

Source: Primary data processed, 2019

Based on the results of multiple linear regression analysis as presented in Table 4, the regression equation can be made as follows:

$$Y = 0,462 X_1 + 0,207 X_2 + 0,311 X_3$$

Based on the above equation, things can be explained as follows.

- $\beta_1 = 0.462$ , if the value of leadership style (X<sub>1</sub>) increases, then the value of the loyalty of the Kamboja Market Savings and Loan Cooperative (Y) employee will increase by 0.462 assuming the other independent variables are constant.
- $B_2 = 0.207$ , if the compensation value (X<sub>2</sub>) increases, the value of the loyalty of the Kamboja Market Savings and Loan Cooperative (Y) employee will increase by 0.207 assuming the other independent variables are constant.
- $B_3 = 0.311$ , if the motivation value (X<sub>3</sub>) increases, then the value of the Kamboja Market Savings and Loan Cooperative (Y) employee loyalty will increase by 0.311 assuming the other independent variables are constant.

Data processing results obtained Fcount value of 57.493 with a significance of 0.000. Because the Fcount value is 57,493 with a significance value of 0,000 <0,05, it can be concluded that the regression model consisting of leadership style, motivation, and compensation is able to predict employee loyalty at the Kamboja Market saving loan cooperative.

### The Effect Of Leadership Style on Employee Loyalty

Based on the analysis of the influence of leadership style on employee loyalty obtained a significance value of 0,000 with a positive regression coefficient of 0.462 Significance value of 0,000 <0.05 indicates that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This result means that the leadership style has a positive and significant effect on employee loyalty in the Kamboja Market Savings and Loan Cooperative. This means that the better the leadership style in the Kamboja Market Savings and Credit Cooperative, the higher employee loyalty can be formed. These results indicate that the values

contained in the leadership style are well perceived and have a real impact on the loyalty of the Kamboja Market Credit and Savings Cooperative. The leadership style measured by indicators: instructive behavior, consultative behavior, participatory behavior, delegative behavior and supportive leadership proved to be able to increase the loyalty of Kamboja Market Credit and Savings Cooperatives. This finding can be interpreted that if the leader of the Kamboja Market Savings and Credit Cooperative is able to provide guidance on activity plans, be willing to listen to subordinates' complaints about decisions taken, be willing to include employees in problem solving, discuss issues faced by employees in work and make work easier for employees, it is able to make a significant contribution to increase employee loyalty.

The results of this study are consistent with the results of the study of Muhammad., *Et al.* (2017), who obtain the results of leadership style influence employee loyalty. The results of this study also support the research findings of Khuong (2014), Mochamad., *Et al.* (2016), Anjam and Ali (2016), Abbas (2017) and Dwipayoga and Adnyani (2013) who found results that leadership had a positive and significant effect on employee loyalty. This means that the better the leadership style applied by a company, the better the loyalty of its employees.

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

Based on the results of the analysis of the effect of motivation on employee loyalty obtained a significance value of 0.035 with a positive regression coefficient of 0.207. Significance value  $0.035 < 0.050$ , indicating that  $H_0$  is rejected and  $H_2$  is accepted. This result means that motivation has a positive and significant effect on employee loyalty in the Kamboja Market Savings and Loan Cooperative. This means that the higher the work motivation of the Kamboja Market Savings and Loan Cooperative employees, the more it will increase employee loyalty. These results indicate that the values contained in the motivation are well perceived and have a significant impact on the employee loyalty of the Kamboja Market Credit and Savings Cooperative. Motivation measured by indicators: direction of behavior, level of effort and level of persistence proved able to influence the loyalty of Kamboja Market Savings and Loan Cooperatives. This finding can be interpreted that if the compensation provided is able to encourage employees to work better, then the Kamboja Market Savings and Loan Cooperative provides an opportunity for employees to place themselves in a certain position and the work provided is able to provide a challenge for employees to work significant contribution to increase employee loyalty.

This study is in accordance with the results of Omar's (2010) study which found that motivation influences employee loyalty in the organization. The results of this study are also in accordance with the findings of the study of Azanah and Maria (2014), Thanos *et al.* (2015), and Simbolon (2015) who obtained results that motivation had a positive and significant effect on employee loyalty. The higher the motivation of the employee, the higher the level of employee loyalty. Therefore motivation greatly affects employee loyalty.

### **The Effect Of Compensation on Employee Loyalty**

Based on the results of the analysis of the effect of compensation on employee loyalty obtained a significance value of 0.014 with a positive regression coefficient of 0.311. A significance value of  $0.014 < 0.05$  indicates that  $H_0$  is rejected and  $H_3$  is accepted. This result means that compensation has a positive and significant effect on employee loyalty in the Kamboja Market Savings and Loan Cooperative. This means that the higher the compensation given to Kamboja Market Savings and Loan Cooperative employees, the higher the loyalty attitude shown by employees. These results indicate that the values contained in compensation are well perceived and have a real impact on the loyalty of Kamboja Market Credit and Savings Cooperatives. Financial compensation measured by indicators: wages or salaries, incentives, benefits and facilities has been proven to increase the loyalty of Kamboja Market Credit and Savings Cooperatives. This finding means that if the number of salaries, incentives, benefits and facilities in the Kamboja Market Savings and Loan Cooperative is increased, it will be able to make a significant contribution to increasing the loyalty of Kamboja Market Credit and Savings Cooperatives.

This study is in accordance with the results of the Onsardi *et al.* (2017) who found results that compensation had a positive and significant effect on loyalty. This means that with the right compensation policy and received by employees it will increase employee loyalty. The results of this study are also in accordance with the findings of Dwipayoga and Adnyani (2013), Anesia (2016), Upasana (2015), Ikhrum *et al.*, (2016), Sekyi *et al.*, (2016), and Manurung (2017) which stated that compensation has a positive and significant effect on employee loyalty. This means that if the compensation received by employees is high it will lead to job satisfaction and will increase employee loyalty.

## V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and discussion in the previous chapter, it can be concluded as follows:

- 1) The leadership style has a positive and significant effect on employee loyalty. This means that the better the leadership style that is applied by a company, the higher employee loyalty can be formed.
- 2) Motivation has a positive and significant effect on employee loyalty. This means that the higher the work motivation of the Kamboja Market Savings and Credit Cooperative employees, the higher employee loyalty will be.
- 3) Compensation has a positive and significant effect on employee loyalty. This means that the higher the compensation given to Kamboja Market Savings and Loan Cooperative employees, the higher the loyalty attitude shown by employees.

Suggestions that can be given based on the results of the study are as follows:

- 1) The management of the Kamboja Market Savings and Loans Cooperative should improve and instill an attitude of responsibility to all of its employees, so that they are able to bear the risk of what they have done at work. The leaders of the Kamboja Market Savings and Loan Cooperative should improve and enhance their participatory behavior by involving employees in solving problems faced by the Cambodia Market Savings and Loan Cooperative, so that employees feel they are members of the Kamboja Market Savings and Loan Cooperative and can ultimately increase employee loyalty. Then the Kamboja Market Savings and Loan Cooperative should give employees the opportunity to put themselves in a certain position that suits their abilities and work performance, so that employees feel valued by the company and are motivated to work better. In addition, the Kamboja Market Savings and Loan Cooperative is also expected to improve and improve the facilities available, so that employees feel comfortable at work and employee loyalty can be realized.
- 2) Further research is recommended to add other variables that can affect employee loyalty in addition to leadership style, motivation and financial compensation. Further research is also suggested to expand the research area so that the results in the study can be generalized to a wider scope, for example by conducting research on all saving savings cooperatives in Denpasar City.

## REFERENCES

- [1] Abbas, Muhammad. 2017. The Effect of Organizational Culture and Leadership Style towards Employee Engagement and Their Impact towards Employee Loyalty. *Asian Journal of Technology and Management Research (AJTMR) ISSN: 2249-0892*. Volume 07– Issue 02.
- [2] Amanah, Laelatul., Aziz Fathoni., Maria M. Minarsih. 2014. Pengaruh lingkungan kerja, motivasi dan perilaku kepemimpinan terhadap loyalitas karyawan Yayasan Samudera Ilmu Semarang.
- [3] Anjam, M. and Ali, T. Y. (2016). Impact of leadership style on employee's loyalty. *Gulf-Pacific Journal of Business Administration*. Vol. 1, No. 2, pp. 164 – 177.
- [4] BR. Simbolon, Hotma. 2015. Pengaruh motivasi terhadap loyalitas kerja karyawan bagian marketing pada PT. Agung Automall Cabang Pekanbaru. *Jurnal Administrasi Bisnis*. Fakultas Ilmu Sosial dan Ilmu Politik. Vol.1.No.2. Pp: 1-10.
- [5] Hashim, Muhammad., Khan, Muhammad Azizullah., Ullah, Mehboob., and Yasir, Muhammad. 2017. *City University Research Journal*. Special Issue: AIC, Malaysia PP 96-11.
- [6] Ikhran W, M. Abdi Dzil., Armanu., Sudjatno. 2016. The Effect Of Direct And Indirect Compensation To Motivation And Loyalty Of The Employee. *Journal of Applied Management (JAM)*. Volume 15 Number 1.
- [7] Kartika E.W & Kaihatu T.S. 2010. Analisis pengaruh motivasi kerja terhadap kepuasan kerja ( studi kasus pada karyawan restoran di pakuwon food festival Surabaya). *Jurnal manajemen dan kewirausahaan*. 12(1). Pp : 100-112.
- [8] Khuong, Mai Ngoc. Nguyen Nhu Tung, and Pham Thi Hoang Trang. 2014. The Effects of Leadership Styles toward Salespersons Loyalty - A Study of Import-Export Companies in Ho Chi Minh City, Vietnam. *International Journal of Current Research and Academic Review*. ISSN: 2347-3215 Volume 2 Number 6 (June-2014) pp. 121-131.



- [9] Maharani, Laksmi Putri. 2018. Pengaruh Kompensasi, Motivasi, Dan Lingkungan Kerja Terhadap Loyalitas Guru Genius Di Yatim Mandiri Cabang Surabaya. *Naskah Publikasi*. Fakultas Ekonomi dan Bisnis Islam Universitas Negeri Sunan Ampel Surabaya
- [10] Manurung, Siska Purnama. 2017. The Effect Of Direct And Indirect Compensation To Employee's Loyalty: Case Study At Directorate Of Human Resources In PT Pos Indonesia. *Journal of Indonesian Applied Economics*. Vol.6 No.1, pp. 84-102.
- [11] Mockhlas, Mochamad., Budiyanto., and Suwitho. 2016. Influence of Leadership Style, Organizational Culture, Work Motivation Employee Loyalty (Study at PT. Hilon Surabaya). *The International Journal Of Business & Management (ISSN 2321-8916)*. Vol 4 Issue 8.
- [12] Omar, M.W., Kamaruzaman, J. dan Harniyati, H. 2010. Employee Motivation, Workplace and its Impact on Employee Loyalty. *World Applied Sciences Journal*. 8 (7), pp: 871 – 873.
- [13] Onsardi, Asmawi., Moch., Abdullah, Thamrin. 2017. The Effect Of Compensation, Empowerment, And Job Satisfaction On Employee Loyalty. *International Journal of Scientific Research and Management (IJSRM)*. Vol 5 Issue 12 pp. 7590-7599.
- [14] Sekyi, Elizabeth., Boakye, Nana Ama., Ankumah, Francis Joe. 2016. Analysing the Factors Influencing Employee Loyalty in the Hotel Industry in Takoradi, Ghana. *Journal of Tourism, Hospitality and Sports*. Vol.18.
- [15] Simamora, Henry. 2009. *Manajemen Sumber Daya Manusia*. Cetakan ketiga. Yogyakarta. YPPKN.
- [16] Siswanto. (2010). *Pengantar Manajemen*. Cetakan keenam. Jakarta. Bumi Aksara.
- [17] Spakovska., Katerine., Ballarin, Marek., Vanek, Michal., Chlopecky, Jacob. 2016. Influence Of Motivation On Work Performance And Loyalty Of Employees In Industrial Enterprises. *International SGEM GeoConference*.
- [18] Sutawijaya, Ahmad H., and Pertiwi, Regita Dian. 2017. Does Financial Compensation Will Influence To Employees' Loyalty?. *International Journal of Scientific and Research Publications*. Volume 7, Issue 3. pp. 462-466
- [19] Tara Farida, Anesia., Hening Widi Oetomo. 2016. Pengaruh proses rekrutmen dan kompensasi terhadap loyalitas karyawan pada CV. Elang Samudra. *Jurnal Ilmu dan riset Manajemen*. Vol.5.No.3.
- [20] Thanos, Casie Angela., Pangemanan, Sifrid S., and Rumokoy, Farlane S. 2015. The Effect Of Job Satisfaction And Employee Motivation On Employee Loyalty (Case Study Of Pt Kimia Farma Apotek In Sam Ratulangi, Manado). *Jurnal Berkala Ilmiah Efisiensi*. Vol 15 No. 4.
- [21] Toha, Miftah. 2012. *Perilaku organisasi konsep dasar dan implikasinya*. Jakarta: PT. Raja Grafindo Persada.
- [22] Upasana, Km. 2015. Influence of Compensation on Employee Loyalty to Organization. *Asian Journal of Multidisciplinary Studies*. Volume 3, Issue 2.
- [23] Wina Dwipayoga, Kadek Suhendra., Dewi Adnyani, I.G.A. 2011. Pengaruh slingkungan kerja fisik, kepemimpinan, dan kompensasi terhadap loyalitas karyawanpada PT. Gino Valentino Bali. *Jurnal Manajemen*. Pp : 137-152.