The Effect of Compensation, Work Motivation, and Work Environment on Millennial Generation's Work Loyalty

Ilham Kurnia[1], Mahendro Sumardjo[2], Ermawati[3]

[1,2,3]UPN Veteran Jakarta, Email:1ilham.kurnia@upnvj.ac.id, mahendro@upnvj.ac.id, ermawati@upnvj.ac.id

Abstract. This study aims to determine the effect of compensation on the work loyalty of the millennial generation in the administrative city of West Jakarta, the work motivation of the millennial generation in the administrative city of West Jakarta and the work loyalty of the millennial generation in the administrative city of West Jakarta, as well as the work environment on the work loyalty of the millennial generation in the city. West Jakarta administration. The selected population is the millennial generation who work and live in the administrative city of West Jakarta. The sampling technique is using non-probability sampling method through purposive sampling. Sources of survey data were collected by distributing questionnaires to 100 respondents. The tool used for the analysis of this research is SmartPLS 3.0. And the results obtained in this study are (1) compensation has a significant effect on work loyalty. (2) work motivation has no significant effect on work loyalty. (3) and the work environment has no significant effect on job loyalty.

Keywords: Compensation; Work Motivation; Work Environment; and Work Loyalty

A. INTRODUCTION

Human resources in the organization have the most crucial role and importance in achieving the continuity and achievement of the company's goals. Human resources as the most important and responsible element in the context of organizational progress and decline. As in the company's activities, of course, the main indicator of the driver is its human resources, so this is what makes the HR factor a decisive asset in the course of the company. With human resources in the organization having an important role for future sustainability, the company can be said to be superior if they are able to develop human resources as their main asset

Generation Y in 2017 based on a national socioeconomic survey had a population percentage of 33.75% of the total population of Indonesia or as many as 88 million people. The following is a graph of the number of generations in Indonesia:
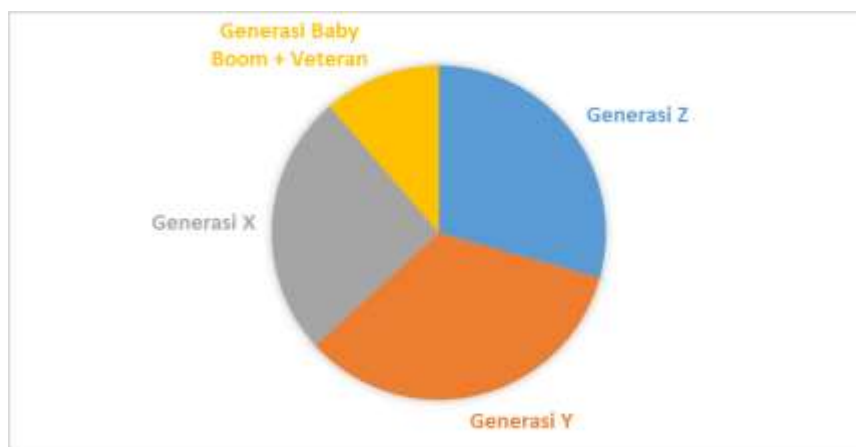
Source : Imelda and partners 2019

Figure 1. Number of Generations in Indonesia

In figure 1, it can be seen that the percentage of millennials in Indonesia is the largest number, namely (33.75%), and followed by generation z with a percentage number (29.23%) and generation x with a percentage (25.34%) and the veteran generation (baby boom) which amounts to (11.27%). So it can be known that the generation that dominated in Indonesia in 2017 was the millennial generation. With the largest percentage of the population compared to other generations, it is hoped that the millennial generation will bring a positive influence to progress.

HR Director of PT. Deloitte Konsultan Indonesia put forward about the high turnover rate with the statement that, the high turnover rate of employees is identical to millennials, and "at this time the average industry turnover rate is above 10%". According to (Roseman, 1981) argues that a company's turnover rate of more than 10% can be classified as a high turnover rate (Imelda & Rekan, 2019). The low level of work loyalty of the millennial generation is again evidenced by the 88,900 respondents who took part in the survey, which was conducted by JobPlanet between August 2015 and January 2017. From the results of this research, it is known that the millennial generation has low loyalty to their work, namely with 76.7% only lasting for 1 to 2 years, and only 9.5% of them staying at their workplace for 5 years. In this problem, the researcher also conducted a pre-survey involving 8 respondents of the research object using the interview method. The results obtained in this pre-survey can be said that 75% of them have worked for less than 2 years (< 2 years), so only 25% of them worked for more than 2 years. In the results of this

interview, the researcher also concluded that the reason a person works for more than 2 years is because they are comfortable and their work is in accordance with their expertise. So with this pre-survey, it again proves that the millennial generation has again dominated work which only lasts 1-2 years. With the hope that the millennial generation will be able to bring a positive influence in progress, it turns out that there is a turnover rate or low work loyalty of the millennial generation. So that with these findings, it becomes something that the company complains about, because it will make the human resources department in a company confused in overcoming this problem

In research (Purba, 2017) explained that what causes an employee to become loyal is caused by many factors, including salary, work environment, high motivation, then including relationships between employees. In 2020 the number of registered job vacancies in West Jakarta amounted to 3376 with a ratio of 1936 for men and 1440 for women. With a total of 3376, the city of West Jakarta is the largest in DKI Jakarta. So with this data, the author took the initiative to choose the object of research on the millennial generation in the Administrative city of West Jakarta, and took the initiative to conduct a research entitled "The Effect of Compensation, Work Motivation, and Work Environment on the Work Loyalty of the Millennial Generation in the Administrative City of West Jakarta".

Regarding the formulation of the problem in this study, namely whether compensation affects the work loyalty of the millennial generation in the Administrative City of West Jakarta, then whether work motivation affects the work loyalty of the millennial generation in the Administrative City of West Jakarta, and whether the work environment affects the work loyalty of the millennial generation in the Administrative City of West Jakarta. Then regarding the purpose of this study, namely in the form of analysis results and data that prove whether the three independent variables have an influence on the work loyalty variable as a dependent variable.

B. LITERATURE REVIEW

Work Loyalty

According to Hasibuan explained by (Wijayanto & Suhendar, 2016) explained that loyalty in the workplace can be used as a factor to assess an employee's loyalty to his work, position and organization. Meanwhile, according to (Nasution, 2019) the attitude of an employee who shows solidarity can be seen in the form of service and responsibility through good deeds. As well as according to (Meschke, 2021) for current work, employee loyalty can be understood as active, intentional, voluntary and reciprocal behavior characterized as the relative strength of the identification, attachment and dedication of employees to the organization, workgroup and supervisor.

Compensation

According to (Sudaryo, Ariwibowo, & Sofiati, 2018) compensation in general can be described as a form of corporate repayment given to employees for their performance and productivity results in the employment relationship. Work loyalty in general will often occur when the SDM has a sense of sufficiency in meeting the needs of life for their work. In this case they feel fulfilled for the compensation given by the company for their work. In general, with the sufficiency of an employee's living needs, it will have an impact on loyalty or they feel at home to work in a company, it is explained that one of the factors that determine employee loyalty is the compensation factor (Chaerudin, Rani, & Alicia, 2020).

H^1 : It is suspected that compensation has a positive and significant effect on the work loyalty of the millennial generation in West Jakarta

Work Motivation

According to Robbins' view, explaining that a method that reveals an individual's earnestness, orientation, persistence and ability based on efforts to work hard to achieve a goal is a motivation. Armstrong, explains that a reason for doing something is a motive, so that motivation refers to the strength and orientasu of individual behavior based on a certain way. The motivational view is also explained by Guay, et.al., which suggests that motivation points to the root cause of the behavior or based on the underlying perill (Sumardjo & Priansa, 2018).

With the creation of motivated employees, they will settle to carry out their duties for a long period of time to achieve their goals. This is certainly in line with research (Oktavianda, 2018) which explains that the purpose of providing work motivation is to stabilize employees and maintain employee loyalty to their company.

H^2 : It is suspected that work motivation has a positive and significant effect on the work loyalty of the millennial generation in West Jakarta

Work Environment

According to (Afandi, 2016) The work environment is everything that is around the worker, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether the work equipment meets or is adequate work requirements that can affect the work efficiency of workers. The work environment can also be explained as the physical background in which employees perform their work (Mahawati et al., 2021). The work environment also includes everything around employees which can affect their performance. So that a comfortable and safe physical environment and a supportive non-physical environment will really affect employee productivity and performance (Bahri, 2018).

The influence of the work environment will implicitly affect productivity and even result in better work loyalty. Because if the company's work environment is good, then most likely employees will be more comfortable and happy at work. So that if the employee feels comfortable and happy at work, work loyalty will be created for the employee. This is evidenced in research conducted (Putra & Sriathi, 2018), which resulted in that the work environment has a positive and significant effect on employee loyalty.

H^3 : It is suspected that the work environment has a positive and significant effect on the work loyalty of the millennial generation in West Jakarta

C. RESEARCH METHODOLOGY

Population and Sample Hatching

The sampling method of this study is to use a non-probability sampling method and use a purposive sampling type. The determination of the number of samples of this study is based on the Lemeshow formula approach, because this approach can be done to estimate the number of research samples with a total population that is not known for certain (Riyanto & Hatmawan, 2020). The calculation is as follows:

$$n = \frac{Z_{1-\frac{a}{2}}^2 \, P(1-P)}{d^2}$$

$$n = \frac{1,96^2 \, 0,5 \, (1-0,5)}{d^2}$$

$$n = \frac{3{,}4816 \; x \; 0{,}25}{0{,}1^2}$$

$$n = \frac{0{,}9604}{0{,}01}$$

$$n = 96{,}04$$

Based on the results of the calculations above, the author rounded it to 100 so that the number of respondents in this study amounted to 100 respondents.

Data Collection Techniques

The data collection technique in this study uses primary data by distributing questionnaires through google forms and is aimed at millennials who are already working and domiciled in the West Jakarta Administrative City.

Descriptive analysis

Descriptive analysis in this study used the three-box method. The resulting three-box method value aims to define like an indicator on the variable under study using the index value. The following is a table of three box methods on index interpretation values:

Instrument Test

Validity Test

Validity is a measure of the validity or accuracy of a research tool that can find out the truth of the research instrument. In determining whether the indicator value will be valid or not, it can be displayed with convergent validity, discriminant validity or AVE. In the initial stage of research based on the development of the results of the loading value of 0.5-0.60 will be acceptable (Riyanto & Hatmawan, 2020).

Reliability Test

Reliability testing is the determination or suitability of the testing tool in measuring what it is measuring (Riyanto & Hatmawan, 2020). By using the reliability test, it is hoped that the results of this study will be of higher quality. In determining whether the study is reliable or cannot be by checking the Composite Reliability and Cronbach Alpha points that must be obtained above 0.60 (Ghozali, 2014), in other views it should be more than 0.70 (Riyanto & Hatmawan, 2020).

Coefficient of Determination (R2)

The coefficient of determination (R2) is a measure of the model's capability in explaining variations in dependent variables. The range of R2 points is in the range from 0 to 1. This shows that when the coefficient of determination (R2) is low, the ability of independent variables to explain dependent variables is very limited. Conversely, if the range of R valuesis large and close to 1 then showing an independent variable provides almost all the information needed to predict the variation of the dependent variable (Riyanto & Hatmawan, 2020).

Statistical t-Test

Test the hypothesis in this study is to use the t Test. The t test is a test in this study that aims to determine the relationship between independent variables and dependent variables.

D. RESULTS AND DISCUSSION

Descriptive Analysis

Table 2. Respondent's Answer Results Work Loyalty Variable

Work Loyality	STS	TS	RG	S	SS	TOTAL	Indeks
L1	1	0	7	47	45	100	87
L2	1	3	5	50	41	100	85.4
L3	1	1	10	43	45	100	86
L4	1	0	10	42	47	100	86.8
L5	2	4	13	45	36	100	81.8
L6	2	3	12	54	29	100	81
L7	1	5	17	55	22	100	78.4
L8	2	3	12	48	35	100	82.2
Average total index							83.575

Source : Processed data

Table 2 above shows that the highest number value is in the "L1" item which belongs to the "high" category, and the lowest index value is in the "L7" item, which belongs to the "high" category. As well as for the average index value on this variable of 83,575 and falls into the "high" category.

Table 3. Respondent's Answer Results Compensation

Compensation	STS	TS	RG	S	SS	Total	Indeks
K9	10	9	22	41	18	100	69.6
K10	6	16	22	43	13	100	68.2
K11	8	14	19	45	14	100	68.6
K12	4	7	18	40	31	100	77.4
K13	6	11	27	30	26	100	71.8
K14	6	11	23	36	24	100	72.2
K15	4	10	23	45	18	100	72.6
K16	2	8	20	42	28	100	77.2
Average total index							72.2

Source : Processed data

Table 3 above shows that the highest number value is found in the "K12" item which belongs to the "high" category, and the lowest index value is in the "K10" item, which belongs to the "medium" category. As well as for the average index value on this variable of 72.2 and falls into the "moderate" category.

Table 4. Respondent's Answer Results Work Motivation

Work Motivation	STS	TS	RG	S	SS	TOTAL	INDEKS
MK17	1	2	12	51	34	100	83
MK18	0	1	17	54	28	100	81.8
MK19	0	1	6	52	41	100	86.6
MK20	0	1	6	57	36	100	85.6
MK21	0	1	12	56	31	100	83.4
MK22	0	0	20	52	28	100	81.6
MK23	1	3	15	52	29	100	81
MK24	0	2	18	55	25	100	80.6
Average total index							82.95

Source : Processed data

Table 4 above shows that the highest number value is in "MK19" which is included in the "high" category, and the lowest index value is in the "MK24" item, which is included in the "high" category. As well as for the average index value on this variable of 82.95 and falls into the "high" category.

Table 5. Respondent Answer Results Work Environment

Work Environment	STS	TS	RG	S	SS	TOTAL	INDEKS
Lk25	3	4	20	53	20	100	76.6
Lk26	2	5	20	54	19	100	76.6
Lk27	1	4	17	55	23	100	79
Lk28	3	5	13	57	22	100	78
Lk29	0	4	18	53	25	100	79.8
Lk30	1	7	19	45	28	100	78.4
Lk31	1	4	15	52	28	100	80.4
Lk32	0	1	11	53	35	100	84.4
Lk33	0	5	13	56	26	100	80.6
Average total index							79.31

Source : Processed data

Table 5 above shows that the highest number value is in "LK32" which belongs to the "high" category, and the lowest index value is in the items "LK25" and "LK26", which belong to the "high" category. As well as for the average index value on this variable of 79.31 and falls into the "high" category.
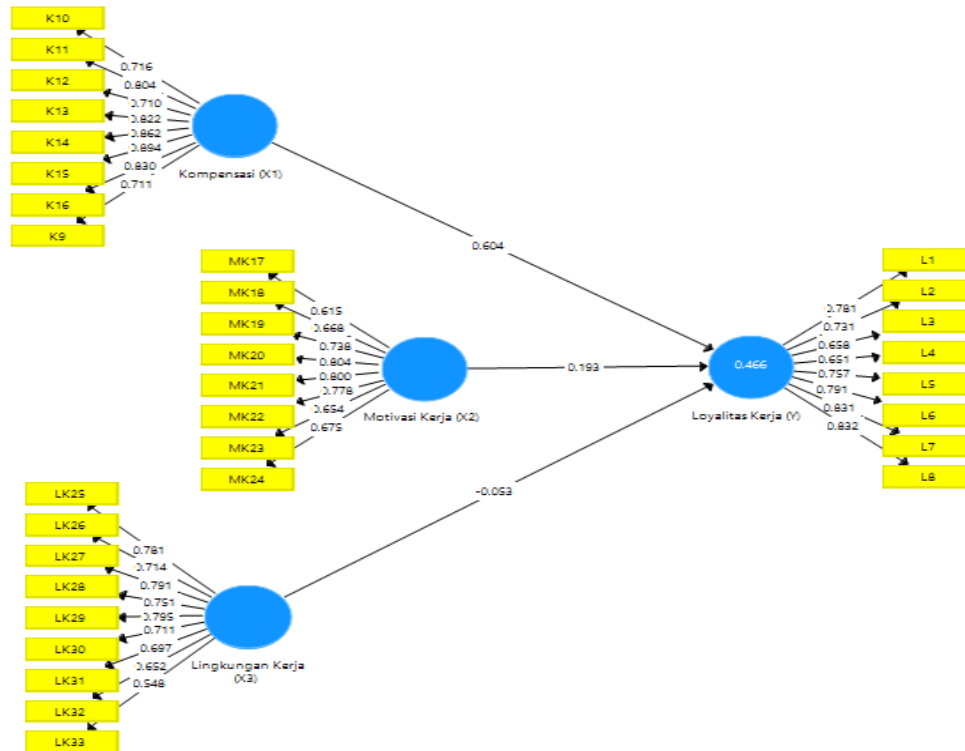
Figure 2. Research Model

From figure 2, it can be seen that the value of the loading factor on the construct indicator can be declared valid. Because in the diagram of the loading factor value above in each component of the question of the variable indicators of work loyalty, compensation, work motivation, and work environment has a value of > 0.50. In the explanation (Riyanto & Hatmawan, 2020) The construct indicator is declared valid if the correlation value is above 0.70, but for the first or initial stage of research the loading factor value of 0.50 to 0.60 is sufficient and still acceptable

Validity Test

Table 6. Convergent Validity Test Results via Loading Factor Values

	Work Loyality (Y)	Compensation (X1)	Work MOtivation (X2)	Work Environment (X3)
L1	0.781			
L2	0.731			
L3	0.658			
L4	0.651			
L5	0.757			
L6	0.791			
L7	0.831			
L8	0.832			
K9		0.711		

K10	0.716		
K11	0.804		
K12	0.710		
K13	0.822		
K14	0.862		
K15	0.894		
K16	0.830		
MK17		0.615	
MK18		0.668	
MK19		0.738	
MK20		0.804	
MK21		0.800	
MK22		0.778	
MK23		0.654	
MK24		0.675	
LK25			0.781
LK26			0.714
LK27			0.791
LK28			0.751
LK29			0.795
LK30			0.711
LK31			0.697
LK32			0.652
LK33			0.548

Source : Processed data

Table 6 shows that the overall loading factor value is more than 0.50 (>0.50) of each statement indicator. The highest loading factor value is item K 15 which weighs 0.894, for the lowest is at LK 33 which weighs 0.548. Therefore, it can be concluded that the overall statement of the indicator is declared valid in the convergent validity test

Reliability Test

Table 7 Relibility Test Result

No	Variabels	composite reliability	cronbach's alpha
1	Work Loyality (Y)	0.914	0,893
2	Compensation (X1)	0.932	0,916
3	Work Motivation (X2)	0.895	0,866
4	Work Environment (X3)	0.905	0,884

Source : Processed data

In the results of table 21, it is known that the composite reliability and cronbach's alpha scores of each result are beyond 0.60. So that the calculation above as a whole the composition of the variables used is categorized as reliable, or reliable and qualified.

Koefisien Determinasi (R2)

Tabel 10 R2 Value

	R-*square*	R-*square adjusted*
Work Loyality	0,466	0,449

Source: smartPLS 3.0 output

The results of table 10 can be seen that the R-square points for the work loyalty variable (Y) is 0.466, from these results it can be interpreted that the influence of compensation, work motivation and work environment on work loyalty is 46.6% and 53.4% can be influenced by other factors.

t Statistics Test

Table 11. Hipotesis Test Result

	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (|O?STDEV|)	P Values
Compensation → Loyalties	0,604	0,566	0,201	3.003	0,003
Work Motivation → Loyalties	0.193	0.223	0.148	1.309	0.191
Work Environment → Loyalties	-0.053	-0.021	0.148	0.357	0.722

Source: smartPLS 3.0 output

The Effect of Compensation On Work Loyalty

In the discussion that has been carried out on the compensation variable (X1), the output results obtained prove that compensation has a positive relationship with work loyalty. This is evidenced from the original sample value which shows 0.604. In the results of the statistical t-test which explains thatthe calculated t value is greater than thetable t (3.003 > 1.66088) and the P Values obtained do not exceed the confidence level (0.003 < 0.1) So it is interpreted that compensation has a positive and significant effect on work loyalty.

The results of this study are similar in the quote (Willy Rizky Utami & Dwiatmadja, 2020) which states that employees will feel happy with the needs of life for their work, so that they will stay in the company. So that the results of this test correspond to those made (Purba, 2017) and (Putra & Sriathi, 2018) which resulted in, compensation has a positive effect and significance on work loyalty.

The Effect of Work Motivation on Work Loyalty

In the discussion that has been carried out on the variable of work motivation (X2), the output results obtained prove that work motivation has a positive relationship with work loyalty. This is evidenced from the original sample value which shows 0.193. In the results of the statistical t-test which explains that thetable t value is greater than thecalculated t (1.309 < 1.66088) and the P Values obtained exceed the confidence level (0.191 > 0.1), it is interpreted that work motivation does not have a positive and insignificant effect on work loyalty.

The results of this study contradict the results (Oktavianda, 2018) as well as from (Amalia, 2020) whose research produces influential work motivation and significance to work loyalty. However, in the results of this study, we agree on (Willy Rizky Utami & Dwiatmadja, 2020) which shows that work motivation does not have a positive influence on work loyalty. In the research (Sari, 2018) explained with Maslow's theory that a strong motivation to work is due to basic needs being met. So with the explanation of the research, it is stated that there are external factors in increasing work motivation. In contrast to the motivation indicators of this research work, which only show from the internal side of employees, so that the differences in research instruments with previous studies also cause differences in research results.

The Effect of the Work Environment on Work Loyalty

In the discussion that has been carried out on the work environment variable (X3), the output results obtained prove that the work environment has a negative relationship with work loyalty. This is evidenced from the original sample value which shows -0.053. In the results of the statistical t-test which explains that the table t value is greater than thecalculated t (0.357 < 1.66088) and the P Values obtained exceed the confidence level (0.722 > 0.1), it is interpreted that the work environment has no negative and insignificant effect on work loyalty.

The results of this study are contrary to the research conducted by (Larastrini & Adnyani, 2019), (Purba, 2017), (Ramadhanty, Saragih, & Aryanto, 2020) as well as those conducted by (Putra & Sriathi, 2018) whose research resulted in that the work environment has an influence and is significant on work loyalty. However, the results of this study have similarities with the results of research conducted by (Triono, 2018) which shows that the work environment has a negative influence on work loyalty. With the results of this study, it can be explained that the existing work environment does not affect work loyalty because at the time of conducting this study, many respondents did not feel the existing facilities because of the Covid-19 pandemic which caused them to work from home, with this so that many of the respondents did not feel the influence of their work environment to support their work loyalty. This is certainly not in accordance with the estimates of researchers who estimate it using physical environmental indicators. Based on the results of previous studies that caused differences in results, it is likely to occur due to several factors, such as the characteristics of respondents, determination of samples and populations, differences in objects, and differences in the timing of research implementation so that there are also differences in time or conditions.

E. CONCLUSIONS AND SUGGESTIONS

The results of the study based on data processing that has been carried out with compensation variables have a positive influence and significance on the work loyalty of the millennial generation in the administrative city of West Jakarta, the variable of work motivation there is no influence and no significance on the work loyalty of the millennial generation in the administrative city of West Jakarta, the work environment variable shows that the results do not have a positive influence and have no significance on work loyalty millennials in the administrative city of West Jakarta. In carrying out the research, researchers had limitations that were found to cause obstacles to the results of the study, including the difficulty of obtaining references to previous research on variables of compensation, work motivation, and work environment towards work loyalty, as well as

limited research space because when conducting this study during the Covid-19 pandemic, so that many respondents worked from home, and as a result in the distribution of this questionnaire can only be done through google form only.

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