The Influence of Transformational Leadership Style, Compensation, and Work Environment on Employee Loyalty at PT Irfa'i Berkah Sejahtera Kediri

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Article Information		*Abstract*
Submission date	16/12/2024	*Research aim :* This study aims to analyze the influence of transformational leadership style, compensation, and work environment on employee loyalty at PT Irfa'i Berkah Sejahtera Kediri.
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Design/Method/Approach : This investigation uses a descriptive quantitative methodology with a sample of 83 employees who have at least 3 years of experience, this is determined through a purposive sampling approach where data is analyzed using multiple linear regression with SPSS version 23.

Research Findings : The results of the study show that transformational leadership styles, compensation, and work environment have a significant influence on employee loyalty. The contribution of these three variables to employee loyalty reached 68%.

Theoretical contribution/originality : This study makes a theoretical contribution by combining three important variables in a model that explores employee loyalty in multi-sector companies, as well as providing new information about human resource dynamics.

Practitioner/Policy Implications : The results of the study can facilitate companies in increasing their employee loyalty through the implementation of transformative leadership, effective compensation, and a pleasant work environment.

Research limitations : This study was conducted at PT Irfa'i Berkah Sejahtera Kediri on employees with a minimum service period of three years, examining the influence of transformational leadership style, compensation, and work environment on employee loyalty.

Keywords : Transformational Leadership Style, Compensation, Work Environment, Employee Loyalty

1. Introduction

In increasingly fierce business competition, the success of a company depends not only on the strategies and technologies applied, but also on the quality of human resources (HR). Competent human resources are a key element in realizing the company's goals and vision and mission. PT Irfa'i Berkah Sejahtera Kediri, established in 2017, has experienced rapid growth with various subsidiaries in the property, livestock, transportation, and other sectors. This diversification not only benefits the company economically, but also strengthens its competitiveness and resilience in navigating market dynamics. As a fast- growing company, PT Irfa'i Berkah Sejahtera Kediri recognizes the value of employee commitment because it helps them achieve their goals. Employee loyalty is a strategic component that affects

individual productivity and the long-term survival of the company [1]. Maintaining and increasing employee loyalty is a major challenge in the midst of business change. The high frequency of turnover is intended to show the value of leadership, compensation, and the workplace itself in increasing employee commitment to the company. Studies have shown that transformative leadership styles, which are able to inspire and motivate employees, have a significant impact on their commitment to the organization [2]. Additionally, providing fair and equitable compensation to employees can increase their commitment to the company and their commitment to the project [3]. Conversely, providing appropriate and equitable compensation, such as base salary, overtime hours, insurance, and benefits, can increase employee commitment [4]. Compensation is also a way for a company to reward or compensate its employees [5]. A conducive work environment, featuring suitable facilities and a pleasant atmosphere, can increase employee comfort and participation, and can reduce the possibility of employee turnover throughout the company, this is a problem for companies [2]. A work environment is all the components of the environment that directly or indirectly affect a person or a group of people while doing their work [6]. As a result, it is crucial for companies to understand and manage these factors so that employees remain as strategic assets.

Previous studies have shown that employee loyalty has a significant impact on a company's success, increases individual productivity, and is crucial to a company's sustainability in the face of competition highlighting the importance of having qualified human resources and having a high level of loyalty to achieve the goals and objectives of the organization [1]. Furthermore, research showed that employee loyalty is greatly influenced by the way the company treats them, including giving them adequate rewards and attention [7]. Meanwhile, emphasizing that a transformational leadership style that is able to provide motivation and inspiration has an important role in increasing employee loyalty [2].

Loyalty Employees that are devoted to the company will have a positive effect on the company's progress. They will contribute more to the company, which will lead to a greater degree of superiority and growth. The factors that are influencing this study are the transformational leadership style, compensation, and work environment. Transformative leadership style has a positive and significant impact on employee commitment. Research results indicated that if the transformational leadership style is greater, the greater the degree of employee devotion [2]. Meanwhile, the transformative leadership style on employee loyalty have a significant positive effect, this is because it inspires an increase in motivation to devote more effort to completing the job, it also promotes trust in the ideas or goals of the company as a whole and focuses on the practical application of those ideas [8]. The findings of the investigation will allow us to formulate hypotheses.

H_1: Transformative leadership has a positive and significant impact on employee commitment.

Compensation has an effect on employee commitment to the company because the compensation is the company's attempt to maintain resources for human resources and in order to increase commitment and loyalty, employees are compensated for their loyalty. The results of the research indicated that compensation has a significant impact on employee commitment [9]. The results of this investigation demonstrate that Salary, extra payments, benefits, insurance, perks, and rewards can influence employee commitment. Then, having a fair and reasonable compensation scheme can enhance the employees' commitment to the

company [3]. The findings of the investigation will allow us to formulate hypotheses.

H_2: Compensation has a positive and significant impact on employee commitment.

Other than the compensation factor, a supportive and enjoyable work environment has a significant impact on employee commitment. The company's working environment is crucial to the management's attention. A beneficial work environment promotes colleagues who are supportive of one another and able to complete the assigned tasks, this will lead to a later beneficial environment that will produce job satisfaction for employees and lead to superior performance for the organization. Then, the work environment has a positive and significant impact on employee commitment [2]. This is because a pleasant work environment will inspire employees to be enthusiastic in completing their daily tasks. Other research said, the work environment has a positive and significant impact on performance [10]. The more conducive the work environment, the greater the employee's productivity. Based on the results of the study, the following hypotheses can be formulated:

H_3: The work environment has a beneficial and significant impact on employee commitment.

A number of studies and first-hand experience have shown that employee loyalty does not come from just one factor, but is the combined result of several important aspects of human resource management. Factors such as leadership style, compensation, and work environment have a significant impact on employee engagement and devotion to the company. Transformational leadership styles can inspire passion, clear vision, and individual attention, all of which contribute to increased devotion. On the contrary, fair compensation is a sincere form of appreciation for employee loyalty that also enhances the company's sense of membership. A supportive and comfortable work environment also promotes a positive and rewarding work atmosphere, which is important for employees' psychological well-being and their productivity. Companies must pay attention to and address aspects such as work environment, leadership style, and compensation to increase employee commitment [11]. These components involve a favorable work environment that increases feelings of worth, motivation, and opportunities for professional and personal growth. Based on research, it shows that all three variables, namely transformational leadership style, compensation, and work environment, all contribute to the influence of employee loyalty [12]. This suggests that holistic management of these factors can improve the bond between employees and the organization, as well as improve the overall well-being of the organization. Based on the results of the study, the following hypotheses can be formulated:

H_4: Transformational leadership style, compensation and work environment have a positive and significant effect on employee loyalty.

Previous research has generally addressed these factors separately. In contrast to that, this study proposes a new approach by integrating transformational leadership styles, compensation, and work environment as the three main variables that are interconnected and contribute to employee loyalty at PT Irfa'i Berkah Sejahtera Kediri. This approach has a significant contribution to understanding employee loyalty in fast-growing multibusiness companies, and can be used as a practical reference in HR management in similar organizations. Additionally, the study focused on employees with at least three years of service, which provides a different perspective on the dynamics of loyalty among workers with longer work experience.

This study aims to assess the partial and simultaneous impact of transformative

leadership styles, compensation, and environmental factors on employee service to PT. Irfa'i Berkah Sejahtera in Kediri, with a special focus on employees who have worked in the company for at least three years. This research is motivated by various issues related to maintaining employee commitment in the midst of fierce competition from business, where leaders with transformational leadership styles, fair compensation, and a supportive work environment have had a significant impact on increasing employee commitment to the company. The discussion of the problem in this study includes the influence of transformational leadership style on employee service, the extent to which compensation has an effect on increasing service, and the extent to which the work environment promotes this service. This research consists of several parts, namely an introduction that discusses the background and urgency of the research, a methodology that explains the quantitative approach, results and discussions that present data analysis and its practical implications, and a conclusion that summarizes the main findings while providing practical recommendations for companies in managing human resources effectively.

2. Method

This study uses a quantitative approach that uses a descriptive method to explore the impact of transformative leadership styles, compensation, and environmental factors on employee service to PT. Irfa'i Berkah Sejahtera in Kediri, Indonesia. The sampling method used is purposive sampling, the main rule of which is that employees must have a minimum amount of time to work in various departments of the company. The population of this investigation is all employees of PT Irfa'i Berkah Sejahtera Kediri, which totals 500 people. The number of samples is calculated using the Slovin formula, which results in a specific number of samples based on the following calculations:

$$n = \frac{N}{1 + N.e^2}$$
$$n = \frac{500}{1 + 500 \, (0{,}1)^2}$$
$$n = 83{,}33$$

The data analysis methods in this investigation include testing data instruments, classical reasoning testing, and hypothesis testing. The information was evaluated using SPSS software version 23. The study also used multiple linear regression to assess the influence of transformative leadership styles, compensation, and environmental factors on employee service. The independent variables consist of transformative leadership, compensation, and environmental factors, while the dependent variable is the extent to which employees devote themselves to the company. The multiple linear regression equation is mathematically expressed as follows:

$$Y = \alpha + b1X1 + b2X2 + b3X3 + e$$

Information:
And = Employee loyalty
X1 = Transformational Leadership Style
X2 = Compensation
X3 = Work environment
A = Constant number
B1 – B3 = Variable regression coefficient X1 – X3
and = Error rate (*error*)

The results of the data instrument test are as follows:

Validity Test

This test procedure is to differentiate the value of r calculated by the r table for df = n-2, or in this context, the number of samples is 83-2 = 81, the significance level is 0.05 = 0.2159. From the results of the investigation, the findings were achieved [13]. That is:

Table 1. Validity Test Results

Indicator	Item No.	r calculate	R table	Qualification
Transformational Leadership Style (X1)	1	0.688**	0.2159	Valid
	2	0.719**	0.2159	Valid
	3	0.697**	0.2159	Valid
	4	0.814**	0.2159	Valid
	5	0.799**	0.2159	Valid
	6	0.694**	0.2159	Valid
	7	0.817**	0.2159	Valid
	8	0.840**	0.2159	Valid
	9	0.710**	0.2159	Valid
	10	0.785**	0.2159	Valid
	11	0.803**	0.2159	Valid
	12	0.695**	0.2159	Valid
	13	0.811**	0.2159	Valid
	14	0.748**	0.2159	Valid
	15	0.541**	0.2159	Valid
Compensation (x2)	1	0.850**	0.2159	Valid
	2	0.840**	0.2159	Valid
	3	0.681**	0.2159	Valid
	4	0.880**	0.2159	Valid
	5	0.881**	0.2159	Valid
	6	0.728**	0.2159	Valid
	7	0.851**	0.2159	Valid
	8	0.824**	0.2159	Valid
	9	0.738**	0.2159	Valid

	1	0.774**	0.2159	Valid
	2	0.841**	0.2159	Valid
	3	0.686**	0.2159	Valid
	4	0.835**	0.2159	Valid
Work Environment (X3)	5	0.810**	0.2159	Valid
	6	0.674**	0.2159	Valid
	7	0.843**	0.2159	Valid
	8	0.789**	0.2159	Valid
	9	0.655**	0.2159	Valid
	1	0.793**	0.2159	Valid
	2	0.827**	0.2159	Valid
	3	0.666**	0.2159	Valid
	4	0.757**	0.2159	Valid
Employee Loyalty (Y)	5	0.790**	0.2159	Valid
	6	0.695**	0.2159	Valid
	7	0.750**	0.2159	Valid
	8	0.818**	0.2159	Valid
	9	0.679**	0.2159	Valid

Source: SPSS Program Result Data 23, 2024

The results of the analysis are represented by the table above, the overall association value of the calculation r is greater than the table r. After that, the information can be considered valid.

Reliability Test

Measurement reliability was determined using Cronbach's Alpha (α) statistical test. A construction or variable is considered reliable if it has a Cronbach Alpha value of 0.70 [13].

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Minimum Average Score	Qualification
Transformational Leadership Style	0.767	0,70	*Reliable*
Compensation	0.786	0,70	*Reliable*
Work Environment	0.781	0,70	*Reliable*
Employee Loyalty	0.778	0,70	*Reliable*

Source: SPSS Program Result Data 23, 2024

Referring to the table above, the value associated with Cronbach's Alpha in each variable is greater than 0.70, which indicates that all parts of the research instrument are reliable.

3. Results and Discussion
Respondent Description Analysis

The number of participants in this study was 83 people, with the distribution of questionnaires carried out through Google Forms. The information obtained was evaluated based on demographic characteristics, such as age and gender, to provide an overview of the participants in the study. The following information is provided regarding the description of respondents based on age and gender categories.

Table 3. Respondent Description

	Characteristic	Sum	Percentage
Age	20-30 years old	49	59%
	31-40 years old	27	33%
	41-50 years old	7	8%
Gender	Man	61	73%
	Woman	22	27%

Source: Data processed by researchers, 2024

Referring to the information above, the majority of participants in this study are men. (73%) aged 20-30 years (59%), with female participation at 27% and the age group of 31- 40 years at 33%. Respondents aged 41-50 years are the smallest group (8%). This shows the dominance of young male respondents in this study.

Classic Assumption Test
Normality Test

The normality test in this investigation uses the Kolmogorov-Smirnov test with a p value of 0.05 as the level of significance [13]. The decision-making process is based on the following criteria:
1) The data is considered normally distributed if the p-value is 0.05 or 5%.
2) The information is considered undistributed normally, if the p-value is less than 0.05 or 5%.

Table 4. Normality Test Results

		Unstandardized Residual
N		83
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	1.41489039
Most Extreme Differences	Absolute	.216
	Positive	.136
	Negative	-.216
Test Statistic		.216
Asymp. Sig. (2-tailed)		.329c

Source: SPSS Program Result Data 23, 2024

Comparison of the numbers in the table with the Asymp value results in the Asymp.Sig

value. greater than 0.05. After that, it can be said that the data is usually distributed.

Multicollinearity Test

Multiple coloniality tests evaluate whether regression models have relationships between independent variables [13]. Common values that indicate the existence of multicollinearity problems are:

1) It is possible to declare that there is no multiculturalism, if the tolerance value is greater than 0.10 or the VIF value is greater than 10.

2) It can be said that multicoloniality is present if the tolerance threshold < 0.10 or the VIF value> 10.

Table 5. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4.032	1.975		2.041	.045		
Transformational Leadership Style	.237	.064	.412	3.713	.000	.329	3.038
Compensation	.167	.082	.183	2.045	.044	.508	1.969
Work Environment	.293	.086	.325	3.406	.001	.445	2.246

Source : SPSS 23.0 Program Result Data, 2024

The tolerances for variables related to transformational leadership style (X1), compensation (X2) and work environment (X3) were 0.329, 0.508, and 0.445, respectively. These values are greater than 0.01. Meanwhile, the VIF values for the transformational leadership style (X1), compensation (X2) and work environment (X3) variables were 3.038, 2.969, and 2.246, which is smaller than 10.00. Therefore, multicollinearity is impossible.

Heteroscedasticity Test

A good heteroscedasticity test is a homoscedasticity test or no heteroscedasticity occurs [13]. The regression model is declared to have no heteroscedasticity if its significance is above the confidence level of 0.05 or 5%.

Table 6. Heteroscedastatibility Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.938	1.335		1.452	.151
Transformational Leadership Style	.025	.043	.115	.591	.556
Compensation	-.031	.055	-.087	-.556	.580
Work Environment	-.043	.058	-.123	-.736	.464

Source: SPSS Program Result Data 23, 2024

Referring to the data above, the values of the transformational leadership style (X1), compensation (X2) and work environment (X3) variables were 0.566, 0.580, and 0.464, where the three values were greater than 0.05. As a result, heteroskedagenesis is avoided.

Hypothesis Test
T Tests

Statistical t-tests are used to show the extent to which individual variables affect variations of other variables [13]. The results of partial testing can be explained for each individual variable, namely:

Table 7. T Tests Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	4.032	1.975		2.041	.045
Transformational Leadership Style	.237	.064	.412	3.713	.000
Compensation	.167	.082	.183	2.045	.044
Work Environment	.293	.086	.325	3.406	.001

Source: SPSS Program Result Data 23, 2024

The result of the data presentation in the table below produces a numerical value of the coefficient:

1) The results of the transformational leadership style t-test produced a calculated t-value of 3.713, which is greater than the t-table of 1.66437 with a significant level of 0.000 < 0.05> The results of the t-test revealed that transformative leadership style had a significant impact on the dependent variable of importance, namely loyalty.

2) The result of the compensated t-test has a calculated t-value of 2.045, which is greater than the t-table of 1.66437 with a significance level of 0.044, which is smaller than the significance level of 0.05. As a result, compensation has a significant impact on employee loyalty variables.

3) The results of the t-test of the work environment have a calculated t-value of 3.406, which is greater than the t-table of 1.66437 with a significant level of 0.001 < 0.05. As a result, it is possible to conclude that the work environment has a significant impact on employee loyalty.

F Tests

The statistical test f is used to determine whether independent variables have a joint or separate influence on dependent variables [13]. The results of the simultaneous test can be explained as follows:

Table 8. F Tests

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	348.132	3	116.044	55.846	.000[b]
	Residual	164.157	79	2.078		
	Total	512.289	82			

Source: SPSS Program Results Data 23, 2024

Referring to the above data, the value obtained was 55.846 > the table was 2.72

Therefore, the calculation shows that the variables of transformational leadership style, compensation and work environment simultaneously have a significant influence on the variables of employee loyalty.

Multiple Linear Regression Analysis Test

The use of this methodology to explain the extent to which each independent variable affects the dependent variable [13].

Table 9. Multiple Linear Regression Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.032	1.975		2.041	.045
Gaya Kepemimpinan Transformasional	.237	.064	.412	3.713	.000
Kompensasi	.167	.082	.183	2.045	.044
Lingkungan Kerja	.293	.086	.325	3.406	.001

Source: SPSS Program Result Data 23, 2024

$$Y = 4.032 + 0.237X1 + 0.167X2 + 0.293X3 + e$$

The description of the equation is:
1) The constant in the table above is 4.032 which means that if the independent variable of this study is 0, then Employee Loyalty (Y) is 4.032.
2) The magnitude of the regression coefficient X1 in the table above is 0.237. This explains that if the other variables are not the same and the improvement of transformational leadership style, then it increases by 0.237 for employee loyalty. So the more transformational leadership styles improve, the more employee loyalty increases.
3) The magnitude of the X2 regression from the table above is 0.167. This explains that if the other variables do not change in value and the compensation increases, it will increase by 0.167 for employee loyalty. So the more compensation increases, the more employee loyalty also increases.
4) The magnitude of the regression coefficient X3 in the table is 0.293. It concludes that if the other components of the variable do not change in value and the workplace grows in size, it will increase by 0.293 for employee loyalty. As a result, the volume of work increases, employee loyalty also increases.

Determination Coefficient Test (R2)

The determination coefficient (R2) is mainly related to the extent to which the model is able to describe the variation of dependent variables. R2 is the extent to which the model is able to describe a range of bound variables. The value is between 0 and 1. If the number is close to 1, it implies that the free variable has almost all the information to estimate the bound variable. If the value is small, it implies that the free variable has a limited capacity to account for the variation of the bound variable [13].

Table 10. Determination Coefficient Test Results (R2)

Pattern	R	R square	Customized R Square	Forecast errors
1	.824a	.680	.667	1.44151

Source: SPSS Program Result Data 23, 2024

Referring to the information above, the magnitude of the R Square is 0.680. Or implying that the individual contribution of the variables in this study to the bound variable was 68%, whereas the other variables had an influence on them as much as 32% of the remaining variables that were not part of the study.

Discussion

Transformational Leadership Style Towards Employee Loyalty

The results of the hypothesis test show that transformational leadership styles have a significant impact on increasing employee loyalty through inspired, motivated, and innovative relationships. For example, PT Irfa'i Berkah Sejahtera Kediri strengthens this relationship by regularly holding joint activities, such as company anniversary celebrations and social programs, creating a supportive environment and increasing employee ownership. This is in line with previous research, that transformative leadership has a significant positive impact on employee commitment to the company through increased motivation and the creation of a sense of attachment to the company's goals [14]. Transformative leadership practices in the service sector increased commitment by as much as 45% through a motivational approach and recognition of employee efforts [15]. The transformational leadership style applied by S is consistently able to increase employee loyalty through motivation, inspiration, and strengthening interpersonal relationships. With this approach, companies can create a dedicated and productive workforce, as well as support the company's long- term growth.

Compensation For Employee Loyalty

The results of the hypothesis test show that compensation has a significant impact on employee loyalty. Compensation offers, such as base salary, additional payments, and other benefits increase employee commitment to the company. At PT Irfa'i Berkah Sejahtera Kediri, compensation such as basic salary, performance bonuses, and health benefits support employee loyalty, with annual bonuses and health benefits that provide a sense of security. Research shows that effectively designed compensation not only increases motivation but also lowers the intention of substitutions. This is in line with research from reports that competitive compensation increases loyalty by up to 60% through increased intrinsic employee motivation [16]. The performance-based compensation directly affects employee loyalty in the manufacturing sector, especially in reducing turnover rates [17]. Compensation is an important strategy that must be managed properly to increase employee loyalty. Companies such as PT Irfa'i Berkah Sejahtera in Kediri that provide fair and relevant compensation have a positive impact on employee motivation and attachment to the company. With proper implementation, companies can maintain workforce stability and long-term productivity.

The Work Environment Is Towards Employee Loyalty

The results of the Hypothesis Test show that the work environment has a significant

impact on employee loyalty. A comfortable and safe working environment increases employee engagement with the company, as well as minimizes employee turnover intentions. At PT Irfa'i Berkah Sejahtera Kediri, adequate facilities, such as safe workspaces, time flexibility, conducive working atmosphere, and team-building activities such as Friday Blessing events, strengthen social relationships between employees, reduce stress, and increase employee loyalty. Previous research also supports these findings showed that a healthy work environment increases employee loyalty by up to 30% by strengthening interpersonal relationships and a sense of security [18]. This investigation showed that the positive environmental impact of work has a significant impact on employee commitment to the manufacturing sector [19]. This investigation shows that a conducive work environment can increase productivity while fostering a sense of association with the company.

Transformational Leadership Style, Compensation and Work Environment Towards Employee Loyalty

The results of the hypothesis test show that transformational leadership style, compensation and work environment have a simultaneous effect on employee loyalty. These findings show that employee loyalty doesn't just come from one aspect alone, but is a combined result of a variety of factors, including leadership inspiration, fair compensation, and a supportive work environment. At PT Irfai Berkah Sejahtera Kediri, an integrated approach is embodied in a management style that focuses on the well-being of all employees, starting with a participatory leadership style, a competitive compensation system, and a collaborative environment. As a result, companies can create an environment that encourages long-term commitment from employees. Previous research also supports these findings, it stated that there was a significant simultaneous influence between the variables of the work environment, leadership style, and compensation on the loyalty of employees of PT. Three Eastern Illusions [11]. Previous research emphasized that compensation, work environment, and transformational leadership together affect employee loyalty at the LLAJ Transportation Office of Yogyakarta City [12].

4. Conclusion

This research reveals that transformational leadership styles, compensation, and environmental factors have a significant impact on employee loyalty. at PT Irfa'i Berkah Sejahtera Kediri. Transformational leadership styles are proven to increase loyalty through the motivation and inspiration provided to employees. Fair compensation provides a sense of appreciation and increases job security, while a comfortable and conducive work environment strengthens employees' attachment to the company. Overall, these three variables make a significant positive contribution to employee loyalty, with a collective influence of 68%.

The t-test shows that transformational leadership styles, compensation, and work environment factors all have a significant impact on employee loyalty, meaning that each of these factors individually has a positive effect on improving employee loyalty. In contrast, the results of the f-test showed that all three variables had a significant effect on employee loyalty, suggesting that a combination of a motivating leadership style, fair compensation, and a supportive work environment would result in more dedicated employees to the company. These findings reinforce the importance of a holistic managerial approach in building ongoing employee loyalty.

This study contributes to the progress of human resource management by proposing a combined model consisting of three important variables that affect employee loyalty. In practical terms, these findings can be used by companies to design policies that increase employee loyalty through inspiring leadership approaches, competitive compensation, and the creation of a supportive work environment. What is new about this research is the use of the context of multi-business companies, which has yielded unique insights into the dynamics of human resources.

However, this research has limitations on the limited scope of one company, so the results cannot be generalized to other sectors. In addition, the approach used is only quantitative, so it does not explain in depth the qualitative perspective of employees. Further research is expected to integrate qualitative methods, such as in-depth interviews, or test these models on different industry sectors to expand the validity of the results.

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