Employee Loyalty Analysis at PT Alove Bali IND Using a Structural Equation Modeling (SEM) Approach

Ni Kadek Marita Dewi[1*], I Gusti Ayu Oka Suryawardani[1], Ratna Komala Dewi[1], Eka N Kencana[2]

1. Master Program in Agribusiness, Faculty of Agriculture, Udayana University
2. Department of Mathematics, Faculty of Mathematics and Sciences, Udayana University

Abstract: This study aims to analyze: 1) the influence of salary, work compensation, leadership and work environment on employee satisfaction, performance and loyalty at PT Alove Bali IND, 2) the influence of satisfaction on employee performance and loyalty, 3) the influence of performance on employee loyalty, 4) the role of employee satisfaction and performance in mediating salary, compensation, leadership and work environment on employee loyalty. The study was conducted at PT Alove Bali IND in Gianyar Regency, Bali Province, which is a company that produces liquid organic fertilizer made from aloe vera, which was carried out from August to October 2025. The research location was chosen because employee loyalty is high with the majority of employees having a length of service of over five years. Data collection techniques were carried out by interviews, observations and distributing questionnaires based on the census method to all 50 employees. Data were analyzed using the Structural Equation Modeling (SEM) method and analyzed with the Smart-PLS program version 4. The results of the study showed that: 1) a) Salary does not have a significant influence on employee satisfaction, performance and loyalty, b) Work compensation has a significant influence on employee satisfaction and loyalty, c) Leadership has a significant influence on satisfaction, d) Work environment has a significant influence on employee performance and loyalty; 2) Satisfaction has a significant influence on performance; 3) Performance has a significant influence on loyalty; and 4) The results of the indirect effect test show that job satisfaction does not function as a significant mediator, both on performance and loyalty, while employee performance is a significant mediator in mediating the influence of the work environment on loyalty. It is recommended that PT Alove Bali IND maintain employee loyalty through work compensation, leadership and work environment and pay attention to employee salaries in company management so that it is expected to increase employee satisfaction.

Keywords: salary, compensation, leadership, work environment, job satisfaction, employee performance, employee loyalty, Alove, Bali.

INTRODUCTION

As an agrarian country, Indonesia has enormous natural resources and biodiversity, making the agricultural sector strategic in terms of food security, job creation, and economic growth (Purnami and Suryawardani, 2018). The transformation towards a modern and efficient agribusiness system has encouraged the development of the agroindustry subsector, including the processing of aloe vera, which has high economic value and continuously increasing global demand (Dewi and Purbha, 2023). In Bali, despite a declining trend in aloe vera production, Gianyar Regency remains the main center due to the presence of agro- industries that maintain the continuity of the commodity value chain. One of the key players is PT Alove Bali IND, which since 2003 has grown as a producer of liquid organic

fertilizers and aloe vera derivative products oriented towards the domestic and international markets. The sustainability and competitiveness of this company is determined not only by its production capacity and innovation, but also by the quality and stability of the human resources involved in the entire production process chain.

The high employee retention rate at PT Alove Bali IND, particularly in strategic divisions, demonstrates the important role of employee loyalty in maintaining consistent quality, process efficiency, and business sustainability. Previous studies have confirmed that salary, compensation, leadership, and work environment have a significant influence on job satisfaction, performance, and employee loyalty, which are interrelated in determining organizational success (Kaufman, 2019; Nguyen et al., 2025; Prasetyo, 2022; Runtu, 2020; Saputra et al., 2024). In the context of medium-scale agroindustry based on local commodities, empirical studies on the relationship between these variables are still limited, even though the results are important as a basis for formulating evidence-based HR policies. Therefore, this study was conducted to: 1) the influence of salary, job compensation, leadership, and work environment on employee satisfaction, performance, and loyalty at PT Alove Bali IND; 2) the influence of satisfaction on employee performance and loyalty; 3) the influence of performance on employee loyalty; 4) the role of employee satisfaction and performance in mediating salary, compensation, leadership, and work environment on employee loyalty.

RESEARCH METHOD

The research was conducted at PT Alove Bali IND in Gianyar Regency, Bali Province, a company that produces aloe vera-based liquid organic fertilizer. The research was conducted from August to October 2025. The research location was chosen because of the high loyalty of employees, with the majority having worked there for more than five years. Data collection techniques included interviews, observations, and questionnaires distributed based on a census method to all 50 employees, both permanent and part-time. The data were analyzed using the *Structural Equation Modeling* (SEM) method and analyzed with the Smart- PLS program.

This study involved seven latent variables (constructs) described through 29 indicators, namely: a) exogenous constructs, namely salary (X1), compensation (X2), leadership (X3), and work environment (X4), b) mediating constructs, namely satisfaction (M1) and performance (M2), and c) endogenous constructs, namely employee loyalty (Y).

Research hypotheses

The hypotheses in this study are as follows.

- ➢ H_{o1}: Salary has a significant influence on employee satisfaction.
- ➢ H_{a1}: Salary does not have a significant influence on employee satisfaction.
- ➢ H_{o2}: Compensation has a significant influence on employee satisfaction.
- ➢ H_{a2}: Compensation does not have a significant influence on employee satisfaction.
- ➢ H_{o3}: Leadership has a significant influence on employee satisfaction.

- H_{a3}: Leadership does not have a significant influence on employee satisfaction.

- H_{o4}: Work environment has a significant influence on employee satisfaction.

- H_{a4}: Work environment does not have a significant influence on employee satisfaction.

- H_{o5}: Salary has a significant influence on employee performance.

- H_{a5}: Salary does not have a significant influence on employee performance.

- H_{o6}: Compensation has a significant influence on employee performance.

- H_{a6}: Compensation does not have a significant influence on employee performance.

- H_{o7}: Leadership has a significant influence on employee performance.

- H_{a7}: Leadership does not have a significant influence on employee performance.

- H_{o8}: Work environment has a significant influence on employee performance.

- H_{a8}: Work environment does not have a significant influence on employee performance.

- H_{o9}: Salary has a significant influence on employee loyalty.

- H_{a9}: Salary does not have a significant influence on employee loyalty.

- H_{o10}: Compensation has a significant influence on employee loyalty.

- H_{a10}: Compensation does not have a significant influence on employee loyalty.

- H_{o11}: Leadership has a significant influence on employee loyalty.

- H_{a11}: Leadership does not have a significant influence on employee loyalty.

- H_{o12}: Work environment has a significant influence on employee loyalty.

- H_{a12}: Work environment does not have a significant influence on employee loyalty.

- H_{o13}: Employee satisfaction has a significant influence on employee performance.

- H_{a13}: Employee satisfaction does not have a significant influence on employee performance.

- H_{o14}: Employee performance has a significant influence on employee loyalty.

- H_{a14}: Employee performance does not have a significant influence on employee loyalty.

- H_{o15}: Salary has a significant influence on employee performance through employee satisfaction.

- H_{a15}: Salary does not have a significant influence on employee performance through employee satisfaction.

- H_{o16}: Compensation has a significant influence on employee performance through employee satisfaction.

- H_{a16}: Compensation does not have a significant influence on employee performance through employee satisfaction.

➢ H_{o17}: Leadership has a significant influence on employee performance through employee satisfaction.

➢ H_{a17}: Leadership does not have a significant influence on employee performance through employee satisfaction.

➢ H_{o18}: Work environment has a significant influence on employee performance through employee satisfaction.

➢ H_{a18}: Work environment does not have a significant influence on employee performance through employee satisfaction.

➢ H_{o19}: Salary has a significant influence on employee loyalty through employee satisfaction and employee performance.

➢ H_{a19}: Salary does not have a significant influence on employee loyalty through employee satisfaction and employee performance.

➢ H_{o20}: Compensation has a significant influence on employee loyalty through employee satisfaction and employee performance.

➢ H_{a20}: Compensation does not have a significant influence on employee loyalty through employee satisfaction and employee performance.

➢ H_{o21}: Leadership has a significant influence on employee loyalty through employee satisfaction and employee performance.

➢ H_{a21}: Leadership does not have a significant influence on employee loyalty through employee satisfaction and employee performance.

➢ H_{o22}: Work environment has a significant influence on employee loyalty through employee satisfaction and employee performance.

➢ H_{a22}: Work environment does not have a significant influence on employee loyalty through employee satisfaction and employee performance.

➢ H_{o23}: Satisfaction has a significant influence on employee loyalty through employee performance.

➢ H_{a23}: Satisfaction does not have a significant influence on employee loyalty through employee performance.

The operational model of the relationship between research constructs can be seen in Figure 1.
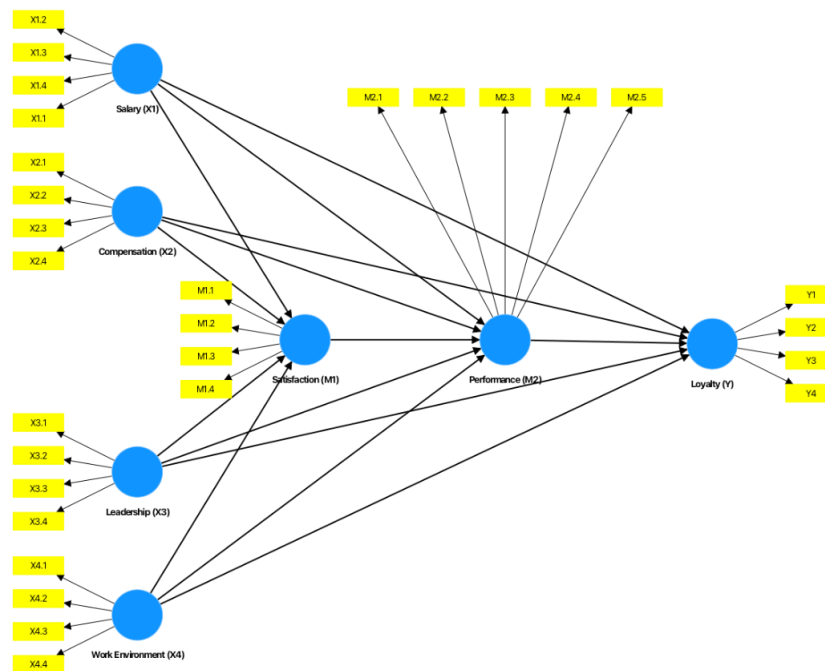
Figure 1: Operational model of the relationship between research constructs

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Employee Characteristics

Characteristics Based on Type and Gender

Nearly three-quarters of the total employees are permanent employees, while the rest are contract or temporary employees. Permanent employees dominate, numbering 37 people (74%).

Characteristics Based on Education Level

Approximately 13 employees (26%) of PT Alove Bali IND have an education level of junior high school or below, 26 employees (52%) have an education level of high school or above, 16% have a bachelor's degree, and 10 employees (2%) have a postgraduate degree.

Characteristics Based on Age Group

The frequency distribution of age groups shows that the 20 to under 30 age group and the ≥ 50 age group are the most dominant, with percentages of 32% (16 people) and 30% (15 people), respectively. This condition indicates a pattern of generational dualism in the workforce structure of PT Alove Bali IND, where young employees and employees approaching retirement age have almost equal proportions.

Characteristics Based on Length of Service

The frequency distribution of length of service shows that employees with a length of service between 1 and less than 5 years are the most dominant group, numbering 24 people (48%).

In second place are employees with a length of service of 16 years or more, numbering 11 people (22%), reflecting the existence of a workforce with high loyalty and deep work experience.

Measurement Submodel

The measurement submodel is an important part of Partial Least Squares-based *Structural Equation Modeling* (SEM-PLS) analysis, which serves to explain the causal relationship between latent constructs and their measurement indicators. In this study, all constructs were measured using reflective indicators, so the evaluation of the measurement submodel focused on testing internal reliability and convergent validity. In the SEM-PLS approach, the evaluation of reflective indicators includes at least three main statistical measures, namely *Cronbach's alpha* coefficient, *composite reliability* (CR) consisting of ρa and ρc, and *average variance extracted* (AVE). *Cronbach's alpha* and CR are used to assess the internal consistency of the construct, while AVE is used to assess the extent to which the construct can explain the variance of its measurement indicators. The results of the measurement submodel analysis for the seven constructs studied are shown in Table 1, which are the results of the measurement model estimation in Figure 1.

Table 1: Cronbach's alpha, CR, and AVE statistics for the seven constructs in the model

Construct		Cronbach's α	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)	Average Variance Extracted (AVE)
Salary	(X1)	0.745	0.800	0.847	0.649
Compensation	(X2)	0.925	0.948	0.947	0.816
Leadership	(X3)	0.939	0.956	0.956	0.843
Work Environment	(X4)	0.787	0.795	0.876	0.704
Satisfaction	(M1)	0.750	0.814	0.858	0.670
Performance	(M2)	0.938	0.940	0.953	0.801
Loyalty	(Y)	0.792	0.800	0.865	0.616

Source: Processed Primary Data (2026)

Based on Table 1, all latent constructs have *Cronbach's alpha* values above the minimum limit of 0.70, ranging from 0.745 to 0.939. These values indicate that all constructs have good internal consistency, so that the indicators used in each construct consistently measure the same concept. The composite reliability (ρc) values also show excellent results, with all constructs having values above 0.80. In fact, the Compensation (X2), Leadership (X3), and Performance (M2) constructs have CR values above 0.94, indicating a very high level of reliability. This shows that the indicators in these constructs have strong and stable correlations in reflecting the latent constructs being measured.

Overall, the results of the measurement submodel evaluation show that all latent constructs in the research model have met the criteria for reliability and convergent validity. The elimination of several indicators in the previous stage has proven to improve the quality of construct measurement, making the final model more parsimonious and

accurate. With the fulfillment of the *Cronbach's alpha, composite reliability*, and AVE criteria for all constructs, the measurement submodel is declared feasible and can be used as a basis for conducting structural submodel analysis (inner model).

The examination of the measurement submodel of the 7 constructs in the model shows that all constructs have Cronbach's alpha, CR, and AVE values exceeding the minimum values required to be included in the model, which are 0.70, 0.70, and 0.50, respectively. Another statistic that is often used to assess the quality of construct measurement is *discriminant validity* (DV), which describes whether a *set* of measurement items specifically measures one construct and not another. Table 2 shows *the discriminant validity* DV of each pair of constructs measured using the Fornell- Lacker criteria.

Table 2: Fornell-Lacker Criteria for Measuring Discriminant Validity

		X1	X3	M1	M2	X2	X4	Y
Salary	(X1)	0.806						
Leadership	(X3)	0.427	0.918					
Satisfaction	(M1)	0.382	0.689	0.819				
Performance	(M2)	0.360	0.308	0.329	0.895			
Compensation	(X2)	0.496	0.469	0.593	0.016	0.903		
Work Environment	(X4)	0.375	0.438	0.242	0.590	0.116	0.839	
Loyalty	(Y)	0.484	0.410	0.507	0.736	0.332	0.551	0.785

Source: analyzed data (2026)

Structural Submodel

The structural submodel is the core of causality analysis in the *Partial Least Squares-based Structural Equation Modeling* (SEM-PLS) approach, as this submodel explains the cause-and-effect relationships between constructs, whether exogenous, mediating, or endogenous. The structural submodel in this study was tested using the bootstrap procedure through SmartPLS version 4 software to obtain estimates *of path coefficients*, standard deviations, t-statistics, and significance values (p-values). The results of the structural submodel analysis are presented in Table 3, which contains the direct path coefficients between latent constructs, both from exogenous variables to mediating variables, from mediating variables to endogenous variables, and the direct effect of exogenous variables on employee loyalty.

Table 3: Direct Path Coefficients Between Constructs and Their Significance

Latent Variables		Path Coefficient	Standard Deviation	*t*-value	*p*-value	Note
Exogenous	**Endogenous**					
Salary	Satisfaction	-0.011	0.145	0.078	0.938	ns
Salary	Performance	0.246	0.161	1.522	0.128	ns
Salary	Loyalty	0.076	0.126	0.603	0.546	ns
Compensation	Satisfaction	0.347	0.163	2.129	0.033	*
Compensation	Performance	-0.345	0.203	1.700	0.089	ns
Compensation	Loyalty	0.268	0.121	2.222	0.026	*
Leadership	Satisfaction	0.545	0.124	4.381	0.000	**

Leadership	Performance	-0.141	0.206	0.681	0.496	ns
Leadership	Loyalty	0.007	0.129	0.053	0.958	ns
Work Environment	Satisfaction	-0.032	0.143	0.226	0.821	ns
Work Environment	Performance	0.498	0.191	2.608	0.009	**
Work Environment	Loyalty	0.114	0.110	1.033	0.302	ns
Satisfaction	Performance	0.416	0.208	2.001	0.045	*
Performance	Loyalty	0.635	0.118	5.399	0.000	**

Based on Table 3, of the total 14 direct influence paths tested in the model, only 6 paths showed a real (significant) influence at the 5 percent test level, while the other 8 paths were not statistically significant. These findings indicate that not all exogenous variables have a direct influence on endogenous variables, and the role of mediating variables is very important in explaining the mechanism of employee loyalty formation.

The analysis results show that Salary (X1) does not have a significant direct effect on Job Satisfaction, Employee Performance, or Employee Loyalty (p-value > 0.05). This finding indicates that basic salary is not a major determining factor in increasing employee satisfaction, performance, or loyalty at PT Alove Bali IND Blahbatuh – Gianyar.

Compensation (X2) was found to have a positive and significant effect on Job Satisfaction (coefficient 0.347; p = 0.033). This shows that compensation based on work results, attendance, and performance plays a greater role in shaping employee job satisfaction than basic salary. However, compensation does not have a significant direct effect on Performance or Loyalty. This finding indicates that the effect of compensation on employee loyalty is indirect, mediated through job satisfaction or performance.

Leadership (X3) shows a very significant effect on Job Satisfaction (coefficient 0.545; p = 0.000), making it the strongest determinant of job satisfaction in the model. This indicates that leadership quality, especially in providing direction, support, and development, plays a crucial role in shaping employees' influenceive conditions. Conversely, leadership does not have a direct effect on performance and loyalty. This shows that the influence of leadership on loyalty must go through psychological and behavioral mechanisms, particularly employee satisfaction and performance.

The Work Environment (X4) does not have a significant effect on job satisfaction, but it has a positive and significant effect on Employee Performance (coefficient 0.498; p = 0.009). These findings indicate that physical conditions and work facilities play a greater role in increasing productivity and work effectiveness than in shaping employees' influenceive satisfaction. The work environment also does not directly influence loyalty, which reaffirms that employee loyalty is formed through indirect channels.

The analysis results show that Job Satisfaction (M1) has a positive and significant effect on Employee Performance (coefficient 0.416; p = 0.045). This confirms that satisfied employees tend to perform better. Furthermore, Employee Performance (M2) is proven to have the strongest and most significant influence on Employee Loyalty (coefficient 0.635; p = 0.000). This finding shows that employee loyalty is mainly shaped by work success experiences, effectiveness, and the real contribution of employees in the organization.

Overall, the results of the structural submodel show that there is no exogenous construct that directly and significantly influences employee loyalty, except through the

role of mediating variables. Employee loyalty at PT Alove Bali IND Blahbatuh – Gianyar is formed through a tiered mechanism, namely managerial factors influence work satisfaction, which in turn influences employee performance, which then influences employee loyalty. The most notable finding is that the Salary (X1) construct shows no significant influence, either directly or through mediation (Table 4).

Table 4: Indirect effect coefficients through mediating constructs

Latent Variables				Path Coefficient	Standard Deviation	p-value	Note
Exogenous	Mediator I	Mediator II	Endogenous				
Salary	Satisfaction	-	Performance	-0.005	0.058	0.935	ns
Compensation	Satisfaction	-	Performance	0.144	0.104	0.165	ns
Leadership	Satisfaction	-	Performance	0.227	0.118	0.055	ns
Environment	Satisfaction	-	Performance	-0.013	0.054	0.805	ns
Salary	Satisfaction	Performance	Loyalty	-0.003	0.037	0.935	ns
Compensation	Satisfaction	Performance	Loyalty	0.092	0.069	0.185	ns
Leadership	Satisfaction	Performance	Loyalty	0.144	0.081	0.075	ns
Environment	Satisfaction	Performance	Loyalty	-0.009	0.035	0.806	ns
Satisfaction	Performance	-	Loyalty	0.264	0.143	0.064	ns
Salary	Performance	-	Loyalty	0.156	0.104	0.132	ns
Compensation	Performance	-	Loyalty	-0.219	0.137	0.110	ns
Leadership	Performance	-	Loyalty	-0.089	0.133	0.503	ns
Environment	Performance	-	Loyalty	0.317	0.137	0.020	*

Source: analyzed data (2026)

After analyzing the direct effects between constructs in the structural submodel, the next step is to examine the indirect effects to assess the role of mediating variables, namely Job Satisfaction (M1) and Employee Performance (M2), in bridging the relationship between exogenous latent variables and endogenous latent variables. The indirect effect test was conducted using a bootstrapping procedure with 5,000 repetitions, so that the significance of the mediation effect could be evaluated statistically. The results of the indirect effect path coefficient test are presented in Table 4, which includes both single mediation and serial mediation paths.

The analysis results show that there is no significant indirect effect from all exogenous latent variables (salary, compensation, leadership, and work environment) on employee performance through job satisfaction as a single mediator (p-value > 0.05). In the direct path, job satisfaction is not strong enough to transform this influence into a significant increase in employee performance. In other words, job satisfaction is not an effective mediator in the relationship between managerial factors and employee performance. Substantively, this condition reflects that employee performance at PT Alove Bali IND Blahbatuh - Gianyar is more determined by operational and structural factors (such as work environment and work demands) than by influenceive conditions alone.

Chain mediation testing (satisfaction with performance, performance with loyalty) shows that all paths are not statistically significant. There is no exogenous variable that has a significant indirect effect on employee loyalty through a combination of job satisfaction and employee performance in sequence (p-value > 0.05). These findings indicate that the mechanism of loyalty formation does not follow a complete psychological pathway from satisfaction to performance and then to loyalty. Thus, although job satisfaction has a significant effect on performance and performance has a significant effect on loyalty in a direct pathway, the combined effect of the two is not statistically strong enough to form a significant chain mediation.

In contrast to the previous paths, the most important result from Table 4 is the discovery of one significant mediation path, namely, work environment to employee performance, then employee performance to employee loyalty with a coefficient = 0.317 and p = 0.020. This result shows that employee performance plays a significant mediating role in the relationship between work environment and employee loyalty. This means that a good work environment does not directly increase loyalty, but rather improves performance first, which then drives employee loyalty.

Overall, the results of the indirect effect test show that job satisfaction does not function as a significant mediator, either for performance or loyalty. Employee performance is a stronger and more relevant mediator, particularly in bridging the influence of the work environment on loyalty. Employee loyalty is more *performance-based* than influenceive satisfaction-based loyalty. These findings reinforce the results of the previous structural submodel analysis, which showed that employee performance is the strongest determinant of employee loyalty, both directly and as a mediator.

Based on the results of direct and indirect effects, it can be concluded that this research model shows a very limited partial mediation pattern, where only employee performance acts as a significant mediator, and even then only on the path from work environment to loyalty. Further analysis that can be conducted is the calculation of total effects and the synthesis of all SEM-PLS findings as a basis for drawing final conclusions and policy implications (Table 5).

Table 5: Total Influence Path Coefficients Between Constructs and Their Significance

Latent Variables		Path Coefficient	Standard Deviation	t-value	p-value	Note
Exogenous	Endogenous					
Salary	Satisfaction	-0.011	0.145	0.078	0.938	Ns
Salary	Performance	0.241	0.173	1.396	0.163	ns
Salary	Loyalty	0.229	0.156	1.464	0.143	ns
Compensation	Satisfaction	0.347	0.163	2.129	0.033	*
Compensation	Performance	-0.200	0.201	0.998	0.318	ns
Compensation	Loyalty	0.141	0.173	0.812	0.417	ns
Leadership	Satisfaction	0.545	0.124	4.381	0.000	**
Leadership	Performance	0.086	0.167	0.518	0.604	ns
Leadership	Loyalty	0.062	0.153	0.404	0.686	ns
Work Environment	Satisfaction	-0.032	0.143	0.226	0.821	ns
Work Environment	Performance	0.485	0.217	2.235	0.025	*

Work Environment	Loyalty	0.422	0.162	2.607	0.009	**
Satisfaction	Performance	0.416	0.208	2.001	0.045	*
Satisfaction	Loyalty	0.264	0.143	1.854	0.064	ns
Performance	Loyalty	0.635	0.118	5.399	0.000	**

Source: analyzed data (2026)

The results of testing the indirect effect coefficient as shown in Table 6 show that only one mediation path is significant, while the other twelve paths do not show a statistically significant effect. The significant mediation path is the work environment on employee performance, employee performance on employee loyalty. These findings confirm that employee performance acts as an effective mediator in bridging the influence of the work environment on employee loyalty at PT Alove Bali IND Blahbatuh - Gianyar. In other words, a good work environment does not necessarily increase employee loyalty, but first improves performance, which in turn encourages loyalty.

Table 6: Indirect Effect Coefficients Through Mediating Constructs

Latent Variables				Path Coefficient	Standard Deviation	p-value	Note
Exogenous	Mediator I	Mediator II	Endogenous				
Salary	Satisfaction		Performance	-0.005	0.058	0.935	ns
Compensation	Satisfaction		Performance	0.144	0.104	0.165	ns
Leadership	Satisfaction		Performance	0.227	0.118	0.055	ns
Work Environment	Satisfaction		Performance	-0.013	0.054	0.805	ns
Salary	Satisfaction	Performance	Loyalty	-0.003	0.037	0.935	ns
Compensation	Satisfaction	Performance	Loyalty	0.092	0.069	0.185	ns
Leadership	Satisfaction	Performance	Loyalty	0.144	0.081	0.075	ns
Work Environment	Satisfaction	Performance	Loyalty	-0.009	0.035	0.806	ns
Satisfaction	Performance		Loyalty	0.264	0.143	0.064	ns
Salary	Performance		Loyalty	0.156	0.104	0.132	ns
Compensation	Performance		Loyalty	-0.219	0.137	0.110	ns
Leadership	Performance		Loyalty	-0.089	0.133	0.503	ns
Work Environment	Performance		Loyalty	0.317	0.137	0.020	*

Source: Processed Primary Data (2026)

Conversely, job satisfaction was not proven to be a significant mediator, either in the relationship between exogenous variables and performance or in chain mediation towards loyalty. This shows that the role of job satisfaction in this model is more supportive in nature, but not strong enough to be the main causal mechanism in the formation of employee loyalty. In addition to analyzing direct and indirect effects separately, this study

also evaluated total effects, which are the accumulation of direct and indirect effects. Total effect analysis provides a more complete picture of the overall strength of the influence of one construct on another.

The analysis results show that salary (X1) does not have a significant total effect on job satisfaction, employee performance, or employee loyalty (p-value > 0.05). This finding is consistent with the results of direct and indirect effects, which both show the insignificance of salary's influence. Substantively, this result reinforces the conclusion that base salary is not yet a strategic factor in shaping employee attitudes and behavior in this company. Compensation (X2) shows a significant total effect on job satisfaction (coefficient 0.347; p = 0.033), but does not have a significant effect on performance or loyalty. This indicates that compensation plays a role primarily in shaping the influenceive conditions of employees, but is not yet strong enough to encourage overall improvements in performance and loyalty.

Leadership (X3) has a very significant total influence on job satisfaction (coefficient 0.545; p = 0.000), but does not have a significant effect on performance and loyalty. These findings show that good leadership primarily impacts employees' psychological satisfaction, but this influence does not automatically translate into performance and loyalty without the support of other factors.

Unlike other exogenous constructs, the work environment (X4) has a significant total effect on performance (coefficient 0.485; p = 0.025) and employee loyalty (coefficient 0.422; p = 0.009). These findings indicate that the work environment is the only exogenous variable that has a comprehensive impact on employee behavioral outcomes, both directly and through performance as a mediator.

Job satisfaction (M1) has a significant total effect on employee performance (coefficient 0.416; p = 0.045), but does not significantly influence loyalty. This confirms that job satisfaction acts as a predictor of performance, but not as a direct determinant of loyalty.

Employee performance (M2) shows the strongest and most significant total effect on employee loyalty (coefficient 0.635; p = 0.000). This finding confirms that employee loyalty at PT Alove Bali IND Blahbatuh–Gianyar is performance-based loyalty.

Based on the results of direct, indirect, and total effects, it can be concluded that the causal model of employee loyalty (Y) in this study is indirect and hierarchical, with employee performance as the main axis. The dominant causal path formed is the work environment on employee performance, employee performance on employee loyalty. Meanwhile, other variables such as salary, compensation, and leadership play a greater role in shaping job satisfaction, but do not directly or significantly influence loyalty. Academically, these findings reinforce *Social Exchange Theory*, which states that loyalty arises as a response to productive and valuable work experiences. *Herzberg's Motivation Hygiene Theory* states that hygiene factors (work environment, compensation) play a greater role in creating working conditions that enable performance, rather than loyalty directly. With the completion of the analysis of direct, indirect, and total influences, the structural submodel of this study has been comprehensively analyzed. These findings provide a strong basis for drawing final conclusions and formulating policy implications.
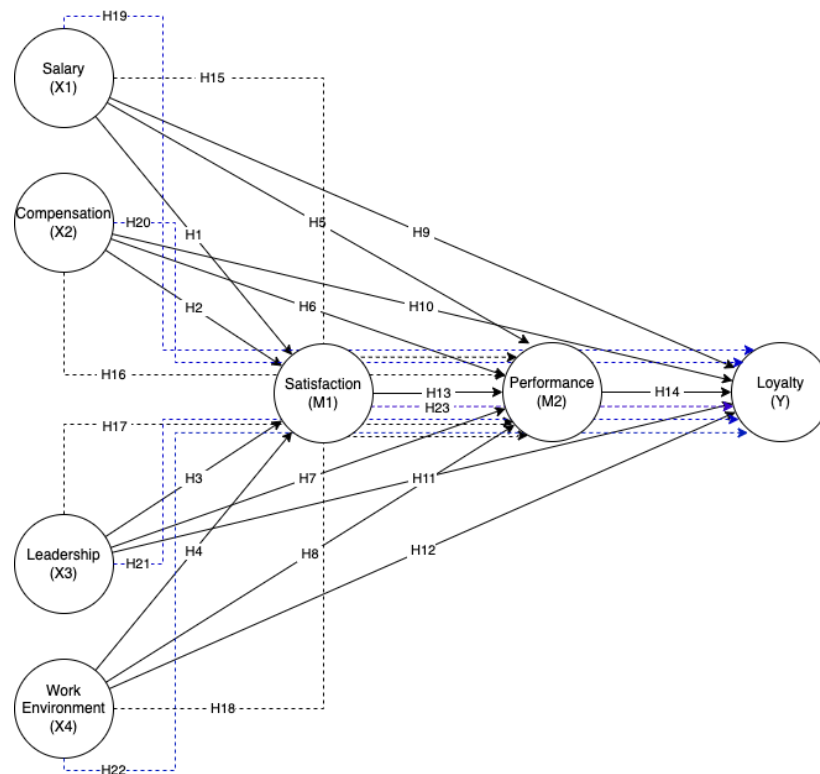
Hypothesis Testing Using the

Hypothesis testing was conducted using the SEM-PLS approach with bootstrapping procedures, resulting in estimates of *path coefficients, t-statistics,* and p-values for each causal relationship tested. The results of testing all research hypotheses are summarized systematically in Table 7, which shows the status of acceptance or rejection of H_0 for each hypothesis. The research hypothesis diagram can be seen in Figure 2. The presentation of the hypothesis testing results in the form of tables and figures aims to provide a clear and concise overview of the empirically proven causal relationships and those that did not obtain statistical support in the research model.

Table 7: Results of Research Hypothesis Testing

No.	Hypothesis	Conclusion
1	H_{01}: Salary has a significant influence on employee satisfaction	H_{01} rejected
2	H_{02}: Compensation has a significant influence on employee satisfaction	H_{02} accepted
3	H_{03}: Leadership has a significant influence on employee satisfaction	H_{03} accepted
4	H_{04}: Work environment significantly influence employee satisfaction	H_{04} rejected
5	H_{05}: Salary has a significant influence on employee performance	H_{05} rejected
6	H_{06}: Compensation has a significant influence on employee performance	H_{06} rejected
7	H_{07}: Leadership has a significant influence on employee performance	H_{07} rejected
8	H_{08}: Work environment has a significant influence on employee performance	H_{08} accepted
9	H_{09}: Salary has a significant influence on employee loyalty	H_{09} rejected
10	H_{010}: Compensation has a significant influence on employee loyalty	H_{010} accepted
11	H_{011}: Leadership has a significant influence on employee loyalty	H_{011} rejected
12	H_{012}: Work environment has a significant influence on employee loyalty	H_{012} rejected
13	H_{013}: Satisfaction has a significant influence on employee performance	H_{013} accepted
14	H_{014}: Employee performance has a significant influence on employee loyalty	H_{014} accepted
15	H_{015}: Salary has a significant influence on employee performance through employee satisfaction	H_{015} rejected
16	H_{016}: Compensation has a significant influence on employee performance through employee satisfaction	H_{016} rejected
17	H_{017}: Leadership has a significant influence on employee performance through employee satisfaction	H_{017} rejected
18	H_{018}: Work environment has a significant influence on employee performance through employee satisfaction	H_{018} rejected
19	H_{019}: Salary has a significant influence on employee loyalty through employee satisfaction and performance	H_{019} rejected
20	H_{020}: Compensation has a significant influence on employee loyalty through employee satisfaction and performance	H_{020} rejected
21	H_{021}: Leadership has a significant influence on employee loyalty through employee satisfaction and performance	H_{021} rejected
22	H_{022}: Work environment has a significant influence on employee loyalty through employee satisfaction and performance	H_{022} rejected
23	H_{023}: Satisfaction significantly influence employee loyalty through employee performance	H_{023} rejected

Source: Analyzed data (2026)

Figure 2: Diagram of Research Hypotheses

In general, the results of hypothesis testing show that not all formulated hypotheses obtained empirical support, indicating that the mechanism of employee loyalty formation at PT Alove Bali IND Blahbatuh – Gianyar is selective and non-linear. Several exogenous variables were found to have a significant effect on certain mediating variables, while the direct effect on employee loyalty was relatively limited. The Direct Effect Hypothesis of Exogenous Variables is as follows.

Influence on Job Satisfaction

The test results show that Salary (H_{01}) and Work Environment (H_{04}) do not have a significant effect on job satisfaction, so H_0 cannot be rejected. Conversely, Compensation (H_{02}) and Leadership (H_{03}) are proven to have a significant effect on job satisfaction, so H_{02} and H_{03} are rejected. These findings indicate that employee job satisfaction is more influenced by non- salary aspects, particularly the clarity of the compensation system and the quality of leadership. These results are consistent with Herzberg's theory, which positions salary as a hygiene factor, not a primary motivational factor.

Impact on Employee Performance

The results of testing the direct effect on performance show that Salary (H_{05}), Compensation (H_{06}), and Leadership (H_{07}) do not have a significant effect on employee performance. Work Environment (H_{08}) and Job Satisfaction (H_{013}) have a significant effect on performance, so H_{08} and H_{013} are rejected. These findings indicate that employee performance at PT Alove Bali IND Blahbatuh – Gianyar is more influenced by supportive working conditions and levels of influenceive satisfaction than by financial rewards or leadership style directly.

Impact on Employee Loyalty

The results of testing the hypotheses related to loyalty show that Salary (H_{o9}), Leadership (H_{o11}), and Work Environment (H_{o12}) do not have a significant direct effect on employee loyalty. Compensation (H_{o10}) and Employee Performance (H_{o14}) were found to have a significant effect on loyalty, so H_{o10} and H_{o14} were rejected. These findings reinforce that employee loyalty is performance-based, and only a small number of managerial factors are able to directly influence loyalty.

The Mediation Hypothesis (Indirect Effect) group is as follows. The results of testing the mediation hypotheses (H_{o15}–H_{o23}) show that almost all mediation hypotheses are not empirically supported. The details are as follows:

1. All mediation hypotheses through job satisfaction (H_{o15}–H_{o18}) were rejected.

2. All chain mediation hypotheses through satisfaction and performance (H_{o19}–H_{o22}) were rejected.

3. The hypothesis of the effect of satisfaction on loyalty through performance (H_{o23}) is not significant.

The only significant mediation mechanism, although not explicitly formulated as a separate hypothesis, is Work Environment on Performance, Performance on Loyalty, as shown in the analysis of indirect and total effects. This explains why most formal mediation hypotheses are not supported.

Overall, the pattern of hypothesis acceptance and rejection shows that job satisfaction is more influenced by compensation and leadership than by salary or work environment. Employee performance is *a key node* that is influenced by satisfaction and work environment, and is the main determinant of loyalty. Employee loyalty is not directly shaped by most exogenous variables, but rather through productive work experience (performance). The mediating role of job satisfaction is relatively weak, while the mediating role of performance is selective but strategic.

An examination of the indirect effects of exogenous latent variables on endogenous latent variables through the mediating variables of satisfaction and/or performance in Table 6 shows that only one relationship is significant, while the other 12 show no significant effect. Performance demonstrates a significant mediating effect on the influence of the Work Environment construct on employee loyalty at PT Alove Bali IND Blahbatuh – Gianyar.

In addition to direct effects, it is also important to examine total effects by considering indirect effects through the mediation of Satisfaction and Performance. Table 8 shows the total effects of exogenous latent variables on corresponding endogenous latent variables.

Table 8: Total Influence Path Coefficients Between Constructs and Their Significance

Latent Variable		Path Coefficient	Standard Deviation	*t*-value	*p*-value	Note
Exogenous	**Endogenous**					
Exogenous	Endogenous	-0.011	0.145	0.078	0.938	ns
Salary	Satisfaction	0.241	0.173	1.396	0.163	ns
Salary	Performance	0.229	0.156	1.464	0.143	ns

Salary	Loyalty	0.347	0.163	2.129	0.033	*
Compensation	Satisfaction	-0.200	0.201	0.998	0.318	ns
Compensation	Loyalty	0.141	0.173	0.812	0.417	ns
Leadership	Satisfaction	0.545	0.124	4.381	0.000	**
Leadership	Performance	0.086	0.167	0.518	0.604	ns
Leadership	Loyalty	0.062	0.153	0.404	0.686	ns
Work Environment	Satisfaction	-0.032	0.143	0.226	0.821	ns
Work Environment	Performance	0.485	0.217	2.235	0.025	*
Work Environment	Loyalty	0.422	0.162	2.607	0.009	**
Satisfaction	Performance	0.416	0.208	2.001	0.045	*
Satisfaction	Loyalty	0.264	0.143	1.854	0.064	ns
Performance	Loyalty	0.635	0.118	5.399	0.000	**

Source: Processed Primary Data (2026)

Discussion and Interpretation Model

Based on the research model as shown in Figure 2, there are four constructs positioned as exogenous constructs, namely salary (X1), compensation (X2), leadership (X3), and work environment (X4), which are hypothesized to influence three endogenous constructs, namely job satisfaction (M1), employee performance (M2), and employee loyalty (Y). The results of the structural submodel testing (Table 8) show that the salary construct is the only exogenous variable that is consistently not proven to have a significant effect on the three endogenous constructs. This finding indicates that salary does not yet function as a strategic determinant in shaping employee satisfaction, performance, or loyalty at PT Alove Bali IND Blahbatuh – Gianyar. The significant effects and research hypotheses in the model can be seen in Figure 3.
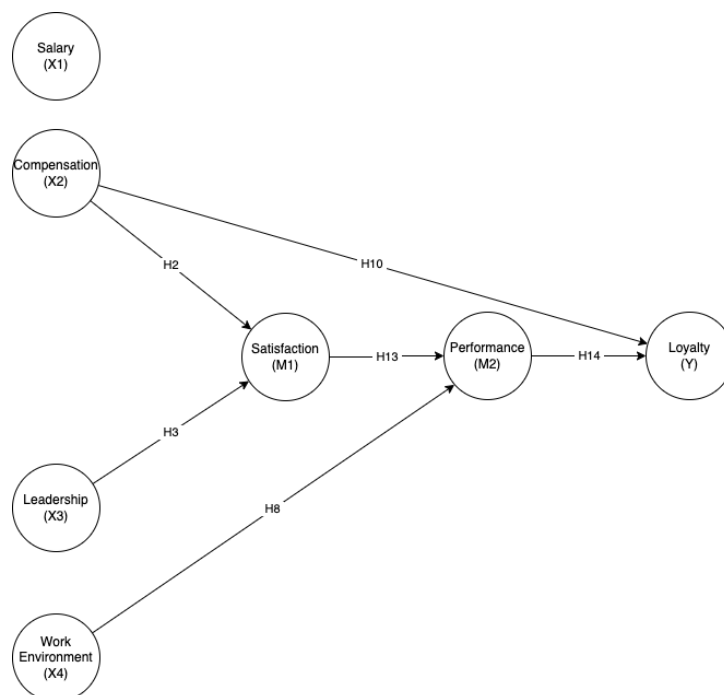
Figure 3: Significant effects and research hypotheses in the model

These results differ from some previous research findings that place salary as an important factor in increasing employee satisfaction and performance. Theoretically, Pinto (2011) classifies salary as extrinsic motivation, which is a drive that comes from factors external to the individual. For employees with relatively short tenure, especially less than four years, salary increases generally still have a positive impact on satisfaction and performance. However, this effect is not persistent, especially in terms of job satisfaction. As length of service increases, employees' expectations regarding the amount of salary increases tend to rise, while the company's ability or willingness to meet these expectations is relatively limited. It is this mismatch between expectations and reality that has the potential to reduce job satisfaction levels.

This condition is reflected in the employee profile of PT Alove Bali IND Blahbatuh - Gianyar, where the average length of service of employees reaches 6 years, with the proportion of employees with less than five years of service being relatively balanced with employees with five years or more of service. In this context, the positive effect of salary on the satisfaction and performance of employees with shorter tenure is offset by the weakening effect of salary on employees with longer tenure. As a result, in aggregate, the SEM-PLS model is unable to prove a significant effect of salary on employee satisfaction, performance, or loyalty. This finding reinforces Pinto's (2011) statement that the effectiveness of salary as an extrinsic motivational factor will decrease as employee tenure increases. The findings of this study are also in line with the results of a study by Dewi and Purba (2023), which concluded that salary does not have a significant effect on job satisfaction, unless mediated by other factors such as the work environment. Thus, in the context of this study, salary plays more of a hygienic factor than a primary driver of work behavior. Unlike salary, compensation (X2) as the second exogenous construct was found to have a significant effect on employee job satisfaction and loyalty, with path coefficients of 0.347 and 0.268, respectively. However, compensation did not show a significant effect on employee performance (M2). These findings indicate that non-salary compensation such as incentives, bonuses, and allowances are more effective in shaping the psychological and influenceive conditions of employees than indirectly encouraging performance improvement. Empirically, these results are in line with the views of Lestari (2021) and Ramadhan (2022), who state that compensation increases satisfaction by fostering perceptions of fairness and appreciation for employees' work contributions. The effect of compensation on loyalty, although significant, has a relatively smaller coefficient, indicating that loyalty is not entirely determined by financial aspects. These findings are in line with Dewi and Purba (2023), but differ from Saputra et al. (2024), who found that compensation does not have a significant effect on the loyalty of civil servants.

This difference is strongly suspected to be influenced by the characteristics of the research subjects, where civil servants work in a relatively rigid and uniform remuneration system, while private employees are more sensitive to variations in compensation according to the company's capabilities. The insignificant effect of compensation on employee performance reinforces Pinto's (2011) argument that satisfaction and loyalty are more related to intrinsic motivation, while performance more reflects a response to operational extrinsic motivation. In this context, the longer the employee's tenure, the weaker the effect of salary and compensation on performance tends to be.

The results of the third exogenous construct analysis, leadership (X3), show that leadership has a very significant effect on job satisfaction, but does not have a significant

effect on employee performance and loyalty. This finding is in line with the research by Hidayat (2019) and Wulandari (2021), which confirms that direction, support, and clarity of instructions from leaders can increase employee job satisfaction. However, this satisfaction does not automatically translate into increased performance and loyalty, which shows that the role of leadership in this organization is still dominant in psychological aspects, not operational aspects.

The last exogenous construct, work environment (X4), was found to have a very significant effect on employee performance, with a path coefficient of 0.498, but did not have a direct effect on satisfaction and loyalty. This finding shows that comfort, safety, and work facilities play a direct role in improving employee work effectiveness and productivity. Empirically, these results are consistent with the findings of Rosita (2021) and Rahmawati (2022), who stated that a conducive work environment encourages improved performance through increased enthusiasm and focus at work. In addition to exogenous variables, the research model also involves two mediating variables, namely job satisfaction (M1) and employee performance (M2), as shown in Figure 3. Job satisfaction has been proven to have a significant effect on employee performance, with a path coefficient of 0.416. This shows that satisfaction as a form of intrinsic motivation encourages employees to work more effectively and productively. However, when compared to the effect of the work environment on performance (0.498), it appears that extrinsic motivation based on work conditions is more dominant than intrinsic motivation in influencing the performance of employees in this private company.

Furthermore, employee performance (M2) was found to have a highly significant effect on employee loyalty, with a path coefficient of 0.635. This finding confirms that employee loyalty at PT Alove Bali IND Blahbatuh – Gianyar is *performance-based loyalty*, which is loyalty that grows from productive work experiences and success in performing tasks. This result is in line with Ramadhan (2020) and Nguyen et al. (2025), who found that high performance is strongly correlated with employee commitment and desire to remain in the organization. The presence of satisfaction and performance as mediating variables indicates that most mediation paths are insignificant, except for performance mediation in the relationship between work environment and employee loyalty, with a path coefficient of 0.317. This finding confirms that the work environment increases loyalty only through improved performance, not directly. This pattern of significant relationships forms the main causal structure of the research model, as summarized and visualized in Figure 3.

CONCLUSION

1. The influence of salary, work compensation, leadership, and work environment on employee satisfaction, performance, and loyalty at PT Alove Bali IND are as follows.

   a) Salary does not significantly influence employee satisfaction, performance, and loyalty;

   b) Work compensation significantly influences employee satisfaction and loyalty;

   c) Leadership significantly influences satisfaction;

   d) Work environment significantly influences employee performance and loyalty.

2. Satisfaction significantly influences performance.

3. Performance significantly influences loyalty.

4. The results of the indirect effect test indicate that job satisfaction does not function as a significant mediator of either performance or loyalty, while employee performance is a significant mediator in mediating the influence of the work environment on loyalty.

RECOMMENDATIONS

The results of this study indicate that salary does not function as a strategic determinant in shaping employee satisfaction, performance, or loyalty at PT Alove Bali IND, while work compensation, leadership, and work environment have proven effective in shaping employee satisfaction and loyalty. It is recommended that PT Alove Bali IND maintain employee loyalty through work compensation, leadership and work environment and pay attention to employee salaries in company management so that it is expected to increase employee satisfaction.

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