THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND COMPENSATION FOR EMPLOYEE LOYALTY AT PT. ASTRA CREDIT COMPANIES

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ABSTRACT - *Competition in the business world requires every company to be able to manage and organize its resources effectively and efficiently. One important aspect of these resources is labor. Companies need workers who can provide maximum productivity for the company so that the company is able to survive and also. Human resources are a very valuable asset in the Company because they are the driving force of the company. Every type of company, whether large-scale or small-scale, requires organizational driving force, namely human resources who can run the company's marketing, accounting, operational, technological and promotional systems to achieve its goals so that employee loyalty must be maintained as much as possible. Fulfilling employees' basic needs does not guarantee that each employee will develop an attitude of loyalty to the company, so companies need to pay attention to and improve relationships with employees. To be able to influence employee loyalty, companies should assess the achievements that employees have achieved, and then based on these achievements appropriate steps can be taken to maintain and increase employee loyalty, because with positive responses shown by the company, the company will provide positive responses that The interests of employees are taken into account by the Company.*

Keywords: *Leadership, Work Environment and Compensation.*

I. INTRODUCTION

Human resources are a very valuable asset in the Company because they are the driving force of the company. Every type of company, whether large scale or small scale, requires organizational driving force, namely human resources who can run the company's marketing, accounting, operational, technology and promotion systems to achieve its goals.

The sustainability and growth of a company is not only seen from its success in achieving maximum profit or profit. However, it is also seen from the success in managing human resources. No matter how sophisticated the technology a company uses, if its human resources are inadequate, the company's performance will not be effective, making it difficult to survive.

With the current phenomenon, especially the millennial generation is now starting to dominate the world of work in all industries. In responding to millennials, companies must try to reflect on the background of the millennial generation and seek information about what this generation expects in

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the world of work so that companies can optimize employee loyalty.

As time goes by which demands many changes, many companies now feel the need to change the style and lifestyle of an employee to ensure the continuity of their work or to obtain more competitive benefits. Human resources in a company cannot be separated from leaders and employees, these two aspects are mutually sustainable. Good leaders cannot exist without good employees, and vice versa. This is often influenced by the fact that the leadership style used by a leader has a huge impact on an employee's performance. The relationship between leaders and employees need each other to work together to make the Company more advanced, and a good leadership style is used to shape employee performance, provide motivation, and increase employee loyalty.

Fulfilling employees' basic needs does not guarantee that each employee will develop an attitude of loyalty to the company, so companies need to pay attention to and improve relationships with employees. To be able to influence employee loyalty, companies should assess the achievements that employees have achieved, and then based on these achievements appropriate steps can be taken to maintain and increase employee loyalty, because with positive responses shown by the company, the company will provide positive responses that The interests of employees are taken into account by the Company.

According to Hasibuan (2021:210), employee work loyalty is the diversity of roles and members in using their thoughts and time to achieve company goals. The problems that occur are related to factors that influence employee loyalty, one of the factors that can be seen is through leadership style.

Leadership style is a leader's way or strategy in influencing the feelings and performance of his subordinates in successfully achieving predetermined company goals (Novia, 2021). Research result(Sameer, 2022), And(Pham, 2024), shows that leadership style has an influence on employee loyalty. According to (Maspuatun et al, 2022) leadership style does not have a significant influence on employee loyalty.

Employee loyalty is influenced by the work environment, if the company is able to create a good work environment for employees, a good work environment can increase the achievement of successful performance in a company or organization. The work environment is everything that is around the employee while working, either directly or indirectly, which can affect him and his work, such as the work atmosphere, work relationships, harmonious relationships, both between co-workers and the relationship between superiors and subordinates (Loviana , 2021). Research result (Annisa et al, 2022), And (Athalla and Sofia, 2022), shows that the work environment has an influence on employee loyalty. According to (Usniarti and Nuvriasari, 2024) the work environment does not have a significant influence on employee loyalty.

According to Putra & Sriathi (2018), compensation is compensation for services provided to employees for all work carried out by employees. Compensation factors are very important in increasing employee loyalty to work. The millennial generation has a different work ethic, a generation that likes freedom, likes fast, instant and digital. If they join a company and don't necessarily get what they expect, they can be frustrated with it. Therefore, companies in Indonesia need to pay attention to expectations regarding the differences in desires for compensation between the millennial generation compared to the baby boomer generation. According to Harsanto (2019) that the millennial generation can no longer be retained in the workplace by providing comfort facilities, such as a house or car, now such facilities can no longer be considered as retention as for the pre- millennial generation, but more as a fridge benefit. Talking about millennials in the world of work, they think that it is not just about receiving a salary, but also achieving the goals of the millennial generation at

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work. Thus, this is closely related to the compensation that will be received. Once they feel that they cannot get this, they will easily look for another job, job hoping (Rivers, 2018). Research result(Diana, 2018), And (okta and silvia, 2023), shows that compensation has an influence on employee loyalty. According to (Sundari, 2018) compensation does not have a significant influence on employee loyalty. Based on the results of the author's observations, there are problems in relation to employee loyalty, leadership style, compensation and also the work environment at the Astra Credit Companies office which may reduce employee loyalty, this can be seen from the absence of employees who are late and do not come to work without reason and things This shows a lack of loyalty to his work. It can be seen from the results of the annual attendance recap at Astra Credit Companies. The following is the attendance table for the 2020 – 2022 period

Table 1. Astra Credit Companies Employee Presence

Year	Absence			
	Be present and on time	Late	Sick	Without explanation
2020	83%	10%	2%	5%
2021	75%	10%	5%	10%
2022	67%	12%	7%	14%

Based on table 1.1 above, it shows that the rate of on-time attendance has decreased every year and the rate of absenteeism without explanation has increased every year. This is not a good thing so it can be analyzed, one of which is by looking at leadership style factors, work environment and loyalty factors towards the Company.

The problem of employee loyalty is a major obstacle that must receive attention from the organization. The millennial generation is the human resource that companies need today. The leadership style used by leaders to influence employees has also changed along with changes in employee generations, the millennial generation does not want bosses who like to boss and control, and give them freedom to express their opinions. Another factor to retain employees is to create a work environment that is not monotonous, not only that, the emergence of a work life balanced work environment for employees can be a factor that influences employees to be able to focus on work. Companies need to increase loyalty by providing fair and appropriate compensation for employees to encourage employees to work well and feel happy with the tasks they are given.

Based on this background, researchers were encouraged to conduct research with the title "The Influence of Leadership Style, Work Environment, and Compensation on Employee Loyalty at Astra Credit Companies".

Based on the problem formulation above, the aim of this research is to analyze:

1. There is partial positive influence of leadership style on loyalty of PT employees. Astra Credit Companies
2. There is partial positive influence of the work environment on loyalty of PT employees. Astra Credit Companies
3. There is partial negative influence of compensation on loyalty of PT employees. Astra Credit Companies.

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II.   RESEARCH METHODS

Research methods are basically scientific ways to obtain data with specific purposes and uses. To achieve this goal requires a method that is relevant to the goals to be achieved. The type of research used in this research is quantitative research.

Data research for this research was carried out by distributing questionnaires. This data collection method was chosen to obtain primary data sourced directly from PT office employees. Astra Credit Companies.

According to (Sugiyono, 2017:81) quantitative research methods are research methods that are based on the philosophy of post positivism, used to research certain populations or samples, collecting data using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses. So, in this research there are independent variables (variables that influence) and dependent variables (variables that are influenced) to prove the causal relationship, namely leadership style, work environment, and compensation for employee loyalty.

2.1   Research Subjects and Objects

1).   Research Subjects

The subjects of this research were people who were asked for information regarding the research carried out. The subjects of this research were employees of PT. Astra Credit Companies.

2).   Object of research

The object of this research is the variable that is the main concern in the research. The variable that is the main concern in the research. These variables are leadership style, work environment, compensation, and employee loyalty.

3).   Time and Location of Research

The place and time of research are data sources and are considered a population so that they can be taken as samples. Determining the location for this research is very important because it relates to the data that will be sought by researchers according to the predetermined topic. The purpose of choosing the location for this research was to find the data source for this research, located at the PT office. Astra Credit Companies. This research will be carried out in approximately 4 months from April to July 2024 in the even semester of the 2023/2024 academic year.

2.2   Population and Sample

1)   Population

According to (Sugiyono, 2017:80) population is a generalized area consisting of: objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this research is all employees of PT. Astra Credit Companies in Jakarta from all divisions in the company.

2)   Sample

According to (Sugiyono, 2017:81) the sample is part of the number and characteristics of the population. What is learned from that sample, conclusions are made for the population. The sample is part of the number and characteristics of the population.

Sample determination can be done by statistical calculations, namely by using the Slovin Formula. This formula is used to determine the sample size from a known population, namely 120

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employees at PT. Astra Credit Companies. According to Sugiyono (2017:81). The level of precision specified in sample determination is 5%.

Therefore, samples taken from the population must be truly representative. So

$$n = \frac{120}{1 + 120\,(0{,}1)^2}$$

$$n = \frac{120}{1 + 120\,(0{,}01)}$$

$$n = \frac{120}{1 + 1{,}2}$$

$$n = 54{,}54$$

The sample size can be determined using the Slovin formula, This approach is expressed by the formula:
Where:
n   = Number of samples
N   = Total Population
$e2$ = tolerable error
1   = Constant

So, it can be concluded that the sample from this study was 54.54 respondents or rounded up to 55 respondents.

2.4 Sampling technique

The sampling carried out in this research was a saturated sample. According to Sugiyono (2017:85), saturated sampling is a sampling technique if all members of the population are sampled. There are techniques for taking samples to conduct research according to Sugiyono (2017: 85), namely the sampling technique is a data collection technique to determine the sample that will be used in research, there are several sampling techniques that will be used in research, there are several sampling techniques that will be used.

Sampling techniques are divided into two groups, namely probability sampling and non- probability sampling. According to Sugiyono (2017: 85), non-probability sampling is "a sampling technique that does not give any element or member of the population the opportunity to be selected as a sample". Non-probability sampling consists of systematic sampling, quota sampling, and incidental sampling, saturated sampling, and snow ball sampling.

2.5 Variables and Operational Definitions

The operationalization design is intended to determine the measurement of research variables which includes an explanation of the names of variables, sub-variables, variable indicators and measurement scales which can be seen in the following table:

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Table 2.1. Variable Dimensions and Indicators

Variable	Dimensions	Indicator	Scale
Leadership Style (Veitzhal Rivai, 2018)	Good cooperation and relationship skills	1. Foster cooperation with subordinates 2. Establish good relationships with subordinates in carrying out tasks that are their respective responsibilities	Likert
	Ability and effectiveness	3. Able to complete tasks beyond ability 4. Complete tasks on time	
	Participative leadership	5. Deliberative decision making 6. Able to research problems that occur at work	
	Ability to delegate tasks or time	7. Willing to bring personal and organizational interests to broader interests, namely the organization's interests in using remaining time for personal needs 8. Able to complete tasks according to targets.	
	Ability to tasks authority or Delegate	9. A leader's responsibility in completing which tasks must be handled alone and which must be handled in a group 10. Provide guidance and training in decision making.	
Work environment	Physical work environment	1. The lighting in the work area is in accordance with 2. Indoor lighting equipment is good and adequate 3. The employee work environment is quiet and free from noise. 4. There are no disturbing sounds in the room that affect work activities. 5. The room temperature is good enough to support work activities. 6. The air condition in the work room provides comfort during work 7. The work equipment at the health center is good 8. The number of computer units currently available is sufficient to support work activities.	Likert
	Non-physical work environment	9. Security at work can make me work comfortably 10. The security unit where I work works well so I feel safe 11. The relationship between work units at this community health center runs harmoniously 12. My coworkers help me when I encounter problems at work	
Compensation (Mangkunegara, 2015)	Wages	1. Receive a fixed basic salary every month 2. The salary received is given on time 3. The salary received so far has met needs 4. The salary received so far has been in accordance with the workload	Likert

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Variable	Dimensions	Indicator	Scale
		5. The salary received improves my performance 6. Get the right to a salary increase every year (once a year) 7. The company provides overtime pay to employees who work more than working hours	
	Benefits	8. Get a bonus from the company if you have done the work according to the predetermined target 9. Receive benefits in the form of health facilities 10. The company provides old age security 11. Can get a loan from the company. The benefits provided have value 12. Get a Holiday Allowance (THR) every year 13. Get an annual leave pay allowance 14. The allowances provided have use value 15. Benefits provided are in accordance with the employee's position.	
Employee Loyalty	Obedience	1. I obey the regulations made by the company 2. I can be a disciplined employee 3. I often break the rules made by the company 4. I am a disciplined employee	Likert
	Responsible	5. I do my assignments seriously 6. I complete work on time 7. Even though I failed many times I continued to do my work 8. I mind if I get a lot of assignments	
	Devotion	9. I will spend the rest of my career at this institution 10. I work as hard as I can to get the job done well 11. I remained in the institution even though I had the opportunity to work in a better place	
	Honesty	12. I did as much as I could without making things up 13. I change jobs if I am offered another job with a higher salary and position 14. I covered up my mistakes so as not to be seen as less capable 15. I said according to my ability	

2.6 Data Collection Techniques and Data Sources

1) Data source

The data source in this research is primary data. Primary data is data directly obtained from and collected from all PT employee questionnaire answers. Astra Credit Companies related to

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employee loyalty.

2) Data collection technique

Data collection techniques are the methods used to collect data and other information in research on problems that are the object of research. The data collection techniques used in this research are:

a) Questionnaire Method

A questionnaire or list of questions is by making a list of questions which will then be given to respondents directly so that the results of filling in will be clearer and more accurate.

b) *Library Research*(Library Research)

Data collection by studying lecture materials, literature and other sources collected to help strengthen theory and analysis.

Data research for this research was carried out by distributing questionnaires. This data collection method was chosen to obtain primary data sourced directly from PT employee respondents. Astra Credit Companies.

III. RESULTS AND DISCUSSION

3.1 Data analysis

In quantitative research, data analysis activities are divided into two, namely the activities of describing data and carrying out statistical tests (inference). The activity of describing data is describing existing data in order to obtain a real form directly from respondents, so that it is easier for researchers or other people who are interested in the results of the research to be understood to understand. Activities to describe data can be carried out using descriptive statistical measurements.

This research uses multiple linear regression analysis because the independent variable consists of more than one variable. The variable that influences is called the independent variable and the variable that is influenced is called the dependent variable.

1) Instrument Test

Sugiyono (2017:206) said that data analysis is an activity after data from all respondents has been collected. Data processing is carried out by means of data that has been collected, processed and presented in tabular form. Sugiyono (2017:132) believes that the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. The answer to each instrument item using a Likert scale has a positive gradation. There are five weighting categories on a Likert scale as follows:

Table 4.1: Likert Model Scale

Scale	Information	Positive Statements
1	Very Often (SS)	5
2	Often (S)	4

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3	Sometimes (KK)	3
4	Rare (J)	2
5	Never (TP)	1

Referring to these provisions, after obtaining the questionnaire data, statistical calculations are then carried out so that the value weight of each question item asked by the author can be determined. After that, the answers from respondents can be calculated to determine the relationship between the variables studied, the level of influence of each variable studied, and then presented in table form and the results must be balanced with the variables that have been created.

Therefore, it is necessary to improve and be careful in making questionnaires so that the results obtained by respondents are valid or in accordance with existing regulations. Instrument testing is carried out to determine whether the measuring instruments used are suitable for use in research or not.

2) Validity test

According to Sugiyono (2017:121), a valid instrument means that the measuring instrument used to obtain data (measure) is valid. Valid means that the instrument can be used to measure what it is supposed to measure. A valid meter can be used to measure length accurately, because a meter is a tool for measuring length. The meter becomes invalid if it is used to measure weight.

Validity test uses the Product Moment correlation technique using the following formula:

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{[n \sum x^2 - (x)^2][n \sum y^2 - (\sum y)^2]}}$$

Information :
r   : Correlation value.
Σx : Total score of question items
x. Σy : The total score of question item y.
Σxy : Total score resulting from question items x and y.
$\Sigma x2$: Total score for question item x has been squared.
$\Sigma y2$: The total score for the question item y which has been squared.

To determine whether the instrument is valid or not, the following conditions are used:
a.   If rcount > r table with a confidence level of 95% then the instrument is said to be valid.
b.   If rcount < r table with a confidence level of 95% then the instrument is said to be invalid.

3) Reliability Test

According to Sugiyono (2017:130) states that reliability testing is the extent to which

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measurement results using the same object will produce the same data. Reliability tests are carried out jointly on all statements. For reliability testing, the split half method is used, the results can be seen from the Correlation Between Forms value. Reliable research results occur if there are similar data at different times. A reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data. The one used is Split Half, where the instrument is divided into two groups.

The method used to test the reliability of the questionnaire in this research is to measure reliability with the Cronbanch Alpha statistical test. A construct or variable is said to be reliable if it provides a Cronbanch Alpha value > 0.70

4) **Classical Assumption Test**
Regression analysis carried out using the Multiple Linear Regression Analysis method must meet the requirements of the classical assumption test which consists of the normality test, multicollinearity test, autocorrelation test and heteroscedasticity test.
a. Normality test
The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution(Ghozali, 2016). There are two ways to detect whether the residuals are normally distributed or not, namely by graphic analysis and statistical tests. The t test and F-test assume that the residual values follow a normal distribution. If the resulting residual values are not normally distributed, then the statistical test will be invalid. The basis for decision making can be based on probability (Asymptotic Significance), namely:
1) If the probability is > 0.05 then the distribution of the population is normal.
2) If the probability <0.05 then the population is not normally distributed.

b. Multicollinearity Test
The multicollinearity test aims to test whether the regression model finds a correlation between independent variables (Ghozali, 2016: 154). Multicollinearity is a situation where independent variables exist between each other. A good regression model should have no correlation between independent variables. There are several test
methods that can be used to determine whether multicollinearity exists, namely:
1) R^2 value produced by an empirical regression model estimate which is very high, but individually many of the independent variables do not significantly influence the dependent variable.
2) Analyze the correlation matrix of independent variables. If there is a fairly high correlation between independent variables (above 0.95), then this is an indication of multicollinearity
3) Look at the Tolerance and Variance Inflation Factor (VIF) values. The cutoff value that is commonly used to indicate the presence of multicollinearity is a Tolerance value ≤ 0.10 or the same as a VIF value ≥ 10.
If there is a multicollinearity problem, it is best to remove one of the independent variables from the model, then repeat the regression model construction. According to Ghozali (2018), a good regression model should have no correlation between independent variables

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c. Heteroscedasticity Test
According to Ghozali (2016: 134), the heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance and residual are constant from one observation to another, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is a model that does not have heteroscedasticity or, in other words, homoscedasticity occurs. There are several testing methods used, including the Park Test, Glesjer Test, looking at the Regression Graph Pattern and the Spearman Correlation Coefficient test. If there is a certain pattern, such as points that form a certain pattern (wavy, wideningmthen narrowing), then it is identified that heteroscedasticity has occurred. If there is no clear pattern, and the points spread above and below zero on the Y axis, then heteroscedasticity does not occur.

5) **Multiple Linear Analysis**
Multiple linear regression analysis is used to determine the magnitude of the influence simultaneously (together) of two or more independent variables (independent variable X) consisting of X1 Leadership Style, X2 Work Environment and Employee. The following is the equation of linear regression.

$$Y = \alpha + \beta 1\ X1 + \beta 2\ X2 + \beta 3\ X3 + e$$

Information :
Y   = Employee Loyalty
α   = Constant
β1, β2   = Regression Coefficient
X1 = Leadership Style
X2 = Work Environment
X3 = Compensation
e   = Standard Estimate Error

a. T Test or Partial Test
The t test or what is commonly known as the significance test of each regression coefficient is to determine the significance or at least the influence of each
independent variable on the dependent variable (Y). The t test steps are as follows:
1) Determining the Hypothesis Formulation
H0: b1,b2= 0, meaning that leadership style, work environment, and compensation partially have no effect on employee loyalty PT. Astra Credit Companies.
Ha: b1,b2 ≠ 0, , meaning that leadership style, work environment, and partial compensation influence PT employee loyalty PT. Astra Credit Companies.
2) Determining α (Level of Significance) In this research the author used α = 5%.
3) Defining Ttable
The t distribution table is searched at α = 5% (2-sided test) with nk-2 degrees of freedom (df) (n is the number of samples and k is the number of independent variables.
4) Determining Testing Criteria
If the probability number (sig) is greater than the α value (P_value > 0.05) then Ha is rejected and H0 is accepted.

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If the probability number (sig) is smaller than or equal to the α value (P_value 0.05) then Ha is accepted and H0 is rejected.

5) Draw a conclusion

If H0 is accepted and Ha is rejected, it means that leadership style, work environment and compensation partially have no effect on employee loyalty PT. Astra Credit Companies.

If H0 is rejected and Ha is accepted, it means that leadership style, work environment and compensation partially influence employee loyalty PT. Astra Credit Companies.

b. F Test or Simultaneous Test

The F test was carried out to test whether leadership style, work environment, and compensation simultaneously influence employee loyalty. The F test steps are as follows:

1) Determining the Hypothesis Formulation:

H0: b1,b2=0, meaning whether leadership style, work environment, and compensation simultaneously have no effect on employee loyaltyPT. Astra Credit Companies.

Ha :b1,b2 ≠0, do leadership style, work environment, and compensation simultaneously influence employee loyalty at PT. Astra Credit Companies.

2) Determining α (level of significance)

In this research the author used α = 5%.

3) Define Ftable

Df1: Number of variables – 1 Df2: nk-2

Information :

n : number of samples

k : number of independent variables

df :*degrees of freedom*/ degree of freedom

4) Determine test criteria

If the probability number (sig) is greater than the α value (Pvalue > 0.05) then Ha is rejected and H0 is accepted.

If the probability number (sig) is less than or equal with the α value (Pvalue 0.05) then Ha is accepted and H0 is rejected.

5) Draw a conclusion

If H0 is accepted and Ha is rejected, it means that leadership style, work environment and compensation simultaneously have no effect on employee loyalty PT. Astra Credit Companies.

If H0 is rejected and Ha is accepted, it means that leadership style, work environment and compensation simultaneously influence employee loyalty PT. Astra Credit Companies.

c. Coefficient of Determination Test (R2)

The coefficient of determination (R2) essentially measures how far the model's ability is to explain variations in the dependent variable. The coefficient of determination value is between zero and one. A small coefficient of determination value means that the ability of the independent variables to explain variations in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable. The fundamental weakness in using the coefficient of determination is the number of independent variables included in the model. This can be

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explained as follows with the coefficient of determination located between 0 and 1, or $0 < 1$ which means that

1) If it is close to zero, it means that the independent variable is unable to explain the percentage of its influence on the dependent variable.
2) If it is close to one, it means that the independent variable is able to explain the percentage of its influence on the dependent variable.

IV. CONCLUSION

Leadership style has a significant influence on employee loyalty at PT. Astra Credit Companies. Transformational leadership, where the leader is able to inspire, motivate and empower employees, has been proven to increase their level of loyalty. Employees feel more valued and motivated to contribute optimally when they are led by someone who can provide a clear vision, emotional support, and recognition of their achievements.

A conducive work environment also plays an important role in increasing employee loyalty. A work environment that is safe, comfortable, and supports positive interactions between employees creates a pleasant and productive work atmosphere. Adequate facilities, harmonious working relationships, and fair and transparent company policies increase job satisfaction and employee loyalty. When employees feel comfortable and valued at work, they tend to stay with the company longer.

Competitive and fair compensation is a crucial factor in maintaining employee loyalty. A compensation system that includes a competitive base salary, incentives, bonuses and additional benefits such as health insurance and a pension program has a big influence on employee satisfaction and loyalty. Employees who feel their compensation is commensurate with the contributions they make will feel more motivated and committed to the company.

Overall, the combination of an effective leadership style, a supportive work environment, and adequate compensation significantly influences employee loyalty at PT. Astra Credit Companies. By paying attention to and managing these three factors well, companies can increase employee retention and reduce turnover rates, ultimately contributing to the company's long-term stability and success.

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