

The Influence Of Job Satisfaction And Leadership On Employee Loyalty At PT. Elap, Empat Lawang Regency

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ABSTRAK

This study aims to analyze the influence of job satisfaction and leadership on employee loyalty, both partially and simultaneously. The method used is a quantitative approach with PT ELAP employees as the research object. The results of the study are expected to provide theoretical contributions in the development of human resource management science and practical benefits for companies in designing strategies to increase employee loyalty. This study is limited to the variables of job satisfaction, leadership, and employee loyalty based on the theories of Sallas-Valilla (2021), Northouse (2021), and Ariani (2023), with a focus on the context of local private companies in Empat Lawang Regency. The research sample includes all 47 PT ELAP employees, who were sampled using a census method to obtain comprehensive results. Data were analyzed through validity tests, reliability tests, multiple linear regression, t-tests (partial), F-tests (simultaneous), and coefficients of determination (R^2) to determine the effect of independent variables on the dependent variable, both partially and simultaneously. The results of this study prove that high job satisfaction and effective leadership can increase employee loyalty at PT ELAP, Empat Lawang Regency. Practically, companies are advised to improve employee well-being, strengthen leadership qualities, and create a positive work environment to foster employee commitment and retention. Academically, this research contributes to the development of human resource management, particularly regarding the role of job satisfaction and leadership in building long-term employee loyalty.

INTRODUCTION

Job satisfaction as an important variable has long been a focus of human resource management studies. This factor includes compensation, work environment, recognition, opportunities for development, and relationships between colleagues. Sallas-Valilla et al. (2021) define job satisfaction as a positive feeling that arises from an individual's assessment of various aspects of their job, such as compensation, career development opportunities, work environment, relationships with colleagues, and recognition received. This phenomenon proves that job satisfaction is not only about material things but is also closely related to leadership style. With the increasing dominance of millennials and Gen Z in the Indonesian workforce, the issue of job satisfaction has become more complex because they tend to demand flexibility, involvement, and work values that are in line with their personal lives. This situation is an important basis for re-examining the relationship between job satisfaction and loyalty at PT ELAP.

Leadership plays a vital role in building job satisfaction and employee loyalty. Northouse (2021) defines leadership as the ability of a person to influence, direct, and motivate others to achieve common goals through effective communication and exemplary behaviour. This data is relevant to the Indonesian context, where employees tend to value leaders who are able to inspire and build two-way communication. Effective leadership has been proven to increase motivation, reduce internal conflict, and strengthen organisational commitment. Therefore, research on the influence of leadership on employee loyalty is becoming increasingly important, especially in industries that require long-term commitment.

Global trends also provide an interesting picture of the relationship between job satisfaction and loyalty. According to Ariani (2023), employee loyalty is a form of commitment and emotional attachment to the organisation, reflected in the willingness to stay, contribute actively, and support the achievement of company goals. Loyalty is not only measured by how long a person has worked, but also by how much employees feel a sense of belonging to the company. Loyal employees will exhibit positive behaviour, such as working diligently, maintaining the organisation's good name, and striving to deliver the best results. High employee loyalty also reflects the success of management in creating a conducive work environment. Conversely, low loyalty can lead to decreased performance and increased recruitment costs due to employee turnover. Therefore, companies need to pay attention to factors that influence loyalty, such as job satisfaction and leadership style.

This study will also complement the literature by examining the direct relationship between leadership, job satisfaction, and loyalty in the Indonesian private sector. Most previous studies have added other variables, such as compensation, organisational culture, or work-life balance. Although relevant, these additional variables sometimes obscure the basic understanding of the main relationship

between leadership, job satisfaction, and loyalty. With its direct focus, this study can provide a simpler and clearer theoretical contribution.

In addition to theoretical contributions, this study also has practical benefits for companies. The results of this study can be used by PT ELAP to design strategies to increase employee loyalty. If it is found that job satisfaction is more dominant than leadership, the company can strengthen its employee welfare programme. Conversely, if leadership is more dominant, the company can conduct leadership training for managers and supervisors. Thus, this study has clear practical implications.

The context of PT ELAP as a local private company adds value to this research. Most previous studies have focused on multinational companies or government agencies. Local private companies often face limitations in resources, so employee management strategies need to be adjusted. Research at PT ELAP can provide a realistic picture of how companies with limited capacity are still able to maintain employee loyalty through job satisfaction and leadership.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a branch of management science that focuses on managing the workforce within an organisation. HRM plays a strategic role because people are the main asset that determines the success of an organisation, whether in the business sector, government, or social institutions.

According to Sutanto and Kurniawan (2020), human resource management is the process of planning, organising, directing, and controlling the procurement, development, compensation, integration, maintenance, and termination of employment with the aim of achieving organisational goals effectively and efficiently. This definition emphasises managerial functions that are integrated with the interests of both the organisation and the individual.

In line with this, Pramudyo (2021) states that HRM is a strategic approach to employee management that focuses on empowerment, competency development, and the creation of a conducive work environment to support performance. This view emphasises the important strategic role of HRM in increasing organisational competitiveness.

Recent research by Wijaya and Sari (2022) explains that HRM does not only focus on the administrative management of labour, but also plays a role in creating added value through innovation, employee engagement, and the development of an organisational culture oriented towards sustainability. Thus, HRM has a broader role as a strategic partner of management.

The Concept Of Job Satisfaction

According to Salla-Valilla et al. (2021) in their study entitled Job Satisfaction and Work Engagement in Modern Organisations, job satisfaction is a positive feeling that arises from an individual's assessment of various aspects of their job, such as compensation, work environment, relationships with colleagues, and opportunities for self-development.

The study also explains that the level of job satisfaction is directly proportional to the level of work engagement. Employees who are satisfied with various aspects of their work will show enthusiasm, dedication, and high commitment to the organisation. Conversely, low job satisfaction can lead to stress, emotional exhaustion (burnout), and decreased loyalty to the company.

Thus, the concept of job satisfaction according to Salla-Valilla et al. (2021) emphasises the importance of a holistic approach in understanding employee well-being. Organisations need not only to provide adequate compensation but also to create a work environment that supports growth, appreciation, and work-life balance so that employees can work with satisfaction and commitment.

The Concept Of Leadership

According to Northouse, 2021 Leadership is a leader's ability to influence, direct, and motivate employees to achieve organisational goals through exemplary behaviour, communication, and empowerment.

Robbins and Judge (2020) emphasise that effective leadership is reflected in the ability to build trust, provide inspiration, and foster motivation. In the context of organisations in Indonesia, leadership is also required to be adaptive to technological changes and cultural values (Putri & Rachmawati, 2022).

Empirical findings support the role of leadership: Handayani & Sutanto (2021) show that leadership has a significant effect on loyalty. Sari & Prabowo (2021) find transformational leadership to be effective in the public sector. Utami (2021) emphasises the role of leadership in increasing job satisfaction. Rizky & Sari (2022) highlight the importance of vision-based leadership. Ramadhan et al. (2022) find that transformational leadership increases loyalty. Putri & Rachmawati (2022) emphasise the importance of

supportive leadership. Supriyono & Fitri (2023) found that leadership does not have a direct effect, but is important through job satisfaction. Suryani (2023) emphasised that a participatory style increases satisfaction and loyalty. Saebah (2025) found that digital leadership plays a major role in the technological era. Maghfiroh (2025) showed that Islamic leadership is a key factor in religious-based organisations.

METHODS

The research data was analysed using an inferential statistical approach. According to Sugiyono (2019), quantitative data analysis was carried out through a process of testing validity, reliability, and analysing the relationship between variables using a regression model. Meanwhile, Ghozali (2021) explains that multiple linear regression tests, t-tests, and F-tests are used to measure the effect of independent variables on dependent variables, both partially and simultaneously. The coefficient of determination (R^2) is used to determine the extent to which independent variables can explain the variation of dependent variables, with the following steps:

Validity and Reliability Tests

The validity test is used to determine the extent to which the questions in the questionnaire are able to measure what should be measured. This test is carried out using Pearson Product Moment correlation between the score of each item and the total score. An item is declared valid if the calculated r value $>$ r table at a significance level of 5% ($\alpha = 0.05$). Invalid items will be eliminated so that the instrument truly measures the variables being studied.

The Reliability Test aims to determine the level of consistency of the instrument in measuring the research variables. This test is conducted using Cronbach's Alpha. An instrument is declared reliable if the α value is $>$ 0.70. Thus, the instrument used can be trusted and provides consistent results when used repeatedly.

Multiple Linear Regression Analysis

This method is used to determine the effect of two independent variables, namely job satisfaction (X_1) and leadership (X_2), on the dependent variable, namely employee loyalty (Y). The multiple linear regression equation used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Explanation:

- A. Y = Employee Loyalty
- B. a = constant (value of Y if X_1 and $X_2 = 0$)
- C. b_1, b_2 = regression coefficients of each independent variable
- D. X_1 = Job Satisfaction
- E. X_2 = Leadership
- F. e = Error

This regression model will show the magnitude and direction of the influence of each independent variable on employee loyalty, both jointly and partially.

t-test (Partial)

The t-test is used to determine the influence of each independent variable on the dependent variable partially. This test can be used to determine whether job satisfaction has a significant effect on employee loyalty, and whether leadership also has a significant effect on employee loyalty.

F Test (Simultaneous)

The F test is used to test the combined effect of job satisfaction (X_1) and leadership (X_2) on employee loyalty (Y).

Coefficient of Determination (R^2)

The coefficient of determination is used to determine the extent to which independent variables (job satisfaction and leadership) explain the variation in the dependent variable (employee loyalty).

RESULTS AND DISCUSSION

Result

Validity Test

A validity test is used to determine the extent to which each question in the questionnaire is able to measure the intended variable. The test is conducted using Pearson Product Moment correlation between the score of each item and the total variable score.

Table 1. Validity Test Results

Variable	Number of items	Valid Item	Persentase Validitas	Description
Work Motivation (X1)	10	10	100%	All items are valid
Leadership (X2)	10	10	100%	All items are valid
Employee Loyalty (Y)	10	10	100%	All items are valid

Based on the test results, all statement items in the Job Satisfaction (X1), Leadership (X2), and Employee Loyalty (Y) variables showed a calculated r value $>$ table r (0.284) at a 5% significance level. Thus, all statement items were declared valid. This is in line with Sugiyono's (2019:133) opinion, which states that 'an instrument is considered valid if it can measure what it is supposed to measure.'

Reliability Test

A reliability test was conducted to determine the level of reliability (consistency) of the research instrument. The test was conducted using Cronbach's Alpha coefficient, with the criterion that the instrument is considered reliable if the α value is $>$ 0.60.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Motivation (X1)	0,980	Reliabel
Leadership (X2)	0,979	Reliabel
Employee Loyalty (Y)	0,954	Reliabel

Based on the table above, all research variables have a Cronbach's Alpha value above 0.60, so they are considered reliable. This is in line with Sugianto's (2019) opinion, which states that reliability indicates the extent to which the results of a measurement can be trusted and are consistent.

Multiple Linear Regression Analysis

The multiple linear regression model is used to determine the effect of independent variables (X1 and X2) on the dependent variable (Y). The equation is as follows:

Explanation:

Y = Employee Loyalty

a = Constant (value of Y when X_1 and $X_2 = 0$)

b_1 = Regression coefficient of Job Satisfaction

b_2 = Regression coefficient for Leadership

X_1 = Job Satisfaction

X_2 = Leadership

e = Error (other variables outside the model that affect Y)

Table 3 Multiple Linear Regression Analysis Results t-test (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,870	2,740		5,793	,000
	X1	,283	,087	,402	3,262	,002
	X2	,390	,094	,512	4,159	,000

a. Dependent Variable: Y

The t-test is used to determine the effect of each independent variable on the dependent variable partially. According to Ghozali (2021:97), if the significance value is < 0.05, then the independent variable has a significant effect on the dependent variable.

Table 4 T-test results (partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,870	2,740		5,793	,000
	X1	,283	,087	,402	3,262	,002
	X2	,390	,094	,512	4,159	,000

a. Dependent Variable: Y

The test results show:

- Job satisfaction (X1) has a significant effect on employee loyalty (Y), with a Sig value of 0.002 < 0.05.
 - Leadership (X2) also has a significant effect on employee loyalty (Y), with a Sig value of 0.000 < 0.05.
- Thus, both partial hypotheses in this study are accepted.

F Test (Simultaneous)

The F test was conducted to determine the combined effect of the variables Job Satisfaction (X1) and Leadership (X2) on Employee Loyalty (Y). According to Sugiyono (2019:276), if the significance value is < 0.05, then all independent variables simultaneously affect the dependent variable.

Table 5 F Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	714,074	2	357,037	65,570	,000 ^b
	Residual	239,586	44	5,445		
	Total	953,660	46			

- a. Dependent Variable: Employee loyalty
 b. Predictors: (Constant), leadership, job satisfaction

The F test results show a Sig value of 0.000 < 0.05, meaning that Job Satisfaction (X1) and Leadership (X2) simultaneously have a significant effect on Employee Loyalty (Y). This proves that a combination of job satisfaction and good leadership can increase employee loyalty at PT ELAP.

Coefficient of Determination (R²)

The coefficient of determination is used to measure the extent to which independent variables (X1 and X2) contribute to explaining the dependent variable (Y).

Table 6. Coefficient of Determination (R²) Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,865 ^a	,749	,737	2,333

a. Predictors: (Constant), leadership, job satisfaction

The regression test results show that the R value = 0.865 indicates a very strong relationship between the variables of job satisfaction and leadership on employee loyalty. The R Square (R^2) value of 0.749 means that 74.9% of the variation in employee loyalty (Y) can be explained by changes in the variables of job satisfaction (X1) and leadership (X2) together. The remaining 25.1% is explained by other factors not included in this study, such as work motivation, organisational culture, or the company's reward system.

Discussion

The discussion is based on the results of data analysis using validity, reliability, multiple linear regression, t-test (partial), F-test (simultaneous), and coefficient of determination tests. This section explains the relationship between the research results and relevant theories, as well as linking the empirical results with the actual conditions at PT ELAP in Empat Lawang Regency.

The Effect of Job Satisfaction on Employee Loyalty

The results show that the job satisfaction variable (X1) has a positive and significant effect on employee loyalty (Y), with a t-value of 3.262 and a significance value of $0.002 < 0.05$. This means that the higher the level of job satisfaction felt by employees, the higher their level of loyalty to the company.

This finding is in line with Sugiyono's theory (2019:224), which explains that cause-and-effect relationships can be measured through the influence of independent variables on dependent variables, where changes in independent variables will result in changes in dependent variables. In the context of this study, when job satisfaction increases (for example, through decent wages, a comfortable working environment, good relationships between colleagues, and opportunities for self-development), employees tend to have a strong sense of belonging to the company and choose to remain working for a long period of time.

Furthermore, the results of this study support the view that job satisfaction not only creates productive employees, but also loyal employees. Employees who are satisfied with their work will show commitment to the company's vision, reduce absenteeism and turnover rates, and increase their desire to contribute more to achieving organisational goals.

Thus, it can be concluded that job satisfaction is an important factor that can strengthen employee loyalty at PT ELAP in Empat Lawang Regency.

The Influence of Leadership on Employee Loyalty

The partial test (t-test) results show that the leadership variable (X2) has a positive and significant effect on employee loyalty (Y), with a t-value of 4.159 and a significance value of $0.000 < 0.05$. This means that the better the leadership style applied, the higher the employee loyalty formed.

According to Ghozali (2021:63), effective leadership plays an important role in influencing the behaviour and work attitudes of subordinates. Leaders who are able to communicate well, set an example, and be fair in decision-making will foster respect, trust, and emotional attachment of employees to the organisation.

In the context of PT ELAP, humanistic and communicative leadership is essential because the majority of work is in the field and requires solid team coordination. Leaders who are able to give clear directions, appreciate the contributions of subordinates, and pay attention to their welfare will create a harmonious work atmosphere and increase loyalty.

Thus, the results of this study confirm that good leadership is not only a driving factor for productivity but also a key element in building long-term employee loyalty to the company.

The Simultaneous Effect of Job Satisfaction and Leadership on Employee Loyalty

Based on the simultaneous test results (F test), a calculated F value of 65.570 with a significance value of $0.000 < 0.05$ was obtained. This indicates that the variables of job satisfaction (X1) and leadership (X2) together have a significant effect on employee loyalty (Y).

This result is reinforced by an R Square (R^2) value of 0.749, which means that 74.9% of the variation in employee loyalty can be explained by these two variables, while the remaining 25.1% is explained by other factors such as organisational culture, work motivation, and the company's reward system. The R value of 0.865 also indicates a very strong relationship between the two independent variables and the dependent variable.

According to Sugiyono (2019:276), simultaneous testing shows the extent of the combined influence of independent variables on dependent variables in a regression model. Thus, these results indicate that employee loyalty at PT ELAP is formed due to a combination of high job satisfaction and effective leadership style.

Employees who are satisfied with their work and have inspiring superiors tend to show greater dedication to the company. They will work responsibly, have high commitment, and be reluctant to move to other companies.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the results of a study entitled 'The Effect of Job Satisfaction and Leadership on Employee Loyalty at PT ELAP in Empat Lawang Regency', and in accordance with the objectives and results of data analysis conducted using quantitative methods with the aid of inferential statistical analysis, the following conclusions can be drawn:

1. Job satisfaction has a positive and significant effect on employee loyalty at PT ELAP in Empat Lawang Regency.
2. The partial test (t-test) results show a t-value of 3.262 with a significance value of $0.002 < 0.05$, which means that job satisfaction has a real effect on increasing employee loyalty. The higher the job satisfaction felt by employees towards their salary, work environment, and relationships with colleagues, the higher their level of loyalty to the company.
3. Leadership has a positive and significant effect on employee loyalty at PT ELAP in Empat Lawang Regency.
4. The t-test results show a t-value of 4.159 with a significance value of $0.000 < 0.05$. This proves that a good, communicative, and fair leadership style can increase employees' sense of belonging, commitment, and loyalty to the company. Leaders who are able to provide direction, motivation, and role models will create a conducive work climate that increases employee loyalty.
5. Job satisfaction and leadership simultaneously have a significant effect on the loyalty of PT ELAP employees.
6. Based on the F test results, a calculated F value of 65.570 with a significance value of $0.000 < 0.05$ was obtained, indicating that both independent variables jointly influence employee loyalty. The coefficient of determination ($R^2 = 0.749$) shows that 74.9% of the variation in employee loyalty can be explained by job satisfaction and leadership, while the remaining 25.1% is influenced by factors outside the scope of this study, such as work motivation, organisational culture, and reward systems.

Recommendations

1. For PT ELAP Empat Lawang Regency
 - The company is advised to continue improving employee job satisfaction by paying attention to welfare, fair compensation, and transparent promotion opportunities.
 - Leaders are expected to implement a participatory and communicative leadership style, which involves employees in decision-making and provides constructive feedback.
 - The company also needs to maintain a conducive working environment and harmonious working relationships among employees in order to create a productive and pleasant working atmosphere.
2. For Universities, the results of this study are expected to serve as an academic reference and learning material in human resource management courses, particularly those related to the variables of job satisfaction, leadership, and employee loyalty. In addition, this research can also be used as an example of the application of quantitative analysis methods in social research in the world of work.
3. For the researchers themselves, this research provides a deeper understanding of the importance of job satisfaction and leadership in creating employee loyalty. It is hoped that researchers can develop the results of this research in the form of training programmes or human resource management seminars to help improve organisational performance.
4. Suggestions for Further Research
 - Future research should add other variables that have the potential to influence employee loyalty, such as work motivation, organisational culture, work environment, or non-financial compensation, so that the results are more comprehensive.
 - Future research could also expand the number of respondents and cover several units or divisions in other companies so that the results can be generalised more broadly to the plantation industry.
 - The research method could be developed using a mixed methods approach (quantitative and qualitative) to gain a deeper understanding of the psychological and social factors that influence employee loyalty.

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