

DOI: <https://doi.org/10.38035/dijefa.v5i3>

Received: 29 July 2024, Revised: 10 August 2024, Publish: 24 August 2024

<https://creativecommons.org/licenses/by/4.0/>

## The Influence of Work Environment, Work Culture and Job Satisfaction on Employee Loyalty

**Didin Sjarifudin<sup>1\*</sup>, Tri Widyastuti<sup>2</sup>, Joseph MJ Renwarin<sup>3</sup>, Sugeng Suroso<sup>4</sup>**<sup>1</sup> Universitas Bhayangkara Jakarta Raya, Indonesia, e-mail: [didin.sjarifudin@dsn.ubharajaya.ac.id](mailto:didin.sjarifudin@dsn.ubharajaya.ac.id)<sup>2</sup> Universitas Bhayangkara Jakarta Raya, Indonesia, e-mail: [triewidhiastuti@yahoo.com](mailto:triewidhiastuti@yahoo.com)<sup>3</sup> Universitas Bhayangkara Jakarta Raya, Indonesia, e-mail: [joseph.martinio@dsn.ubharajaya.ac.id](mailto:joseph.martinio@dsn.ubharajaya.ac.id)<sup>4</sup> Universitas Bhayangkara Jakarta Raya, Indonesia, e-mail: [sugeng.suroso@dsn.ubharajaya.ac.id](mailto:sugeng.suroso@dsn.ubharajaya.ac.id)\*Corresponding Author: [didin.sjarifudin@dsn.ubharajaya.ac.id](mailto:didin.sjarifudin@dsn.ubharajaya.ac.id)

**Abstract:** Research on the influence of the work environment, work culture and job satisfaction on employee loyalty is a literature review research article. The purpose of writing this article is to build a research hypothesis on the influence between variables, which will later be used in further research, within the scope of human resource management. The article writing method is the library research method, which is sourced from online media such as Google Scholar, Garba Reference Digital, Sinta Journal, and DOAJ. Where this research is based on the results of previous research, thereby producing a research hypothesis. The results of this literature review research are as follows: 1) The work environment influences employee loyalty; 2) Work culture influences employee loyalty; and 3) Job satisfaction influences employee loyalty. The purpose of writing this literature review article is to build a research hypothesis on the influence between variables. Methodology/approach – The method for writing literature review articles is the qualitative library research method, which is sourced from online media such as Google Scholar, Digital Reference Garba, Sinta Journal, and DOAJ. The findings and the results of this literature review research are as follows: 1) The work environment influences employee loyalty; 2) Work culture influences employee loyalty; and 3) Job satisfaction influences employee loyalty.

**Keyword:** Work Environment, Work Culture, Job Satisfaction, Employee Loyalty

### INTRODUCTION

In achieving a superior organization, the resources existing in the organization, especially human resources, need to have superior competence. Apart from requiring employees with superior competencies, organizations are required to be able to provide employees with the best facilities, so that employees can carry out their work or responsibilities well and in accordance with organizational goals. Human resources are an important element in an organization that determines the company's image and achieves competitive advantage (Fauzi et al., 2022). Organizations are required to be able to manage their human resources well, by creating a good work environment in order to achieve good

employee work productivity. Currently, many organizations are paying attention to their work environment to support the work of their employees. A good work environment will improve employee performance and comfort while working (Siahaan & Bahri, 2019).

A comfortable, safe and conducive work environment is the dream of every worker when carrying out their activities in an organization (Widhiastana et al., 2017). Work culture is the work habits usually carried out by officers or employees in a company (Kusumawati et al., 2022). The work culture in the company follows the leadership style of each company, in addition to adapting to the regulations and conditions that occur as a whole. In the era of the Covid-19 pandemic in 2020, it caused a change in work culture, where employees carried out their work from their respective homes or virtually. Then in the current endemic era in 2023, the work culture will change again to how it was before, where employees do their work by coming directly to the office or company where they work (Saputra & Mahaputra, 2022).

Based on the background above, problems can be formulated that can be used to build hypotheses for further research, namely: 1) Does the work environment influence employee loyalty?; 2) Does work culture influence employee loyalty?; and 3) Does job satisfaction have an effect on employee loyalty?

### **Literature review and hypotheses developments**

Based on the problem formulation above, the literature review in this research explains the influence of exogenous variables on endogenous variables.

#### **Employee Loyalty**

Employee loyalty is the loyalty of an employee to the organization or company where he works, which is demonstrated by his commitment to doing a good job for his company. Employee loyalty is divided into 3, namely: 1) Employee loyalty to the organization or company; 2) Employee loyalty to leadership; and 3) Employee loyalty to their work (Valentino & Haryadi, 2016). Employee loyalty is important in maintaining company effectiveness so that companies do not recruit and train new employees too often. According to Hasibuan (2002) employee loyalty is an element used to assess employees regarding loyalty to their work, position and the company where they work. The loyal attitude of employees can be seen by their actions to defend and protect their organization from interference by irresponsible people who can damage and harm their organization (Saputra & Mahaputra, 2022).

Indicators contained in employee loyalty include: 1) Following and implementing existing regulations; 2) Responsible for his work; and 3) Doing work without coercion or being ordered (Tamba et al., 2018).

#### **Work Environment**

The work environment is everything that is found in the workplace. The work environment is everything including objects and non-objects that are around the worker and can influence him in carrying out the tasks he carries out (Hakim et al., 2020). The work environment is the totality of tools and materials that are in front of employees, the environment in which workers work, the way they work, and their work arrangements both as individuals and as a group (Nasution, 2020). The work environment is all the conditions around workers, so that they can directly and indirectly influence them in carrying out the work they are given (Rahayuni, 2020). A work environment that is pleasant and can meet employees' needs will provide a sense of satisfaction and encourage their work enthusiasm and vice versa (Budiyo et al., 2022).

Indicators contained in the work environment include: 1) Air temperature; 2) Lighting; 3) Cleanliness; 4) Room size; and 5) Layout (Nabawi, 2019).

## **Work Culture**

Work culture is the way of working or the nature of a person's work in an organization, work culture reflects the ideals and views of actions that occur as an employee (Ali et al., 2022). Work culture is the work pattern that employees usually carry out in a company and is felt by employees. This work culture is carried out repeatedly by employees in the company every day when they want to do their work (Renaldi, 2022). Work culture is a way of thinking that is based on habits and incentives that are maintained in a group and can be seen in their attitude towards work, behavior, interpretation of their ideals and views on doing work (Sari & Ali, 2022).

Indicators contained in work culture include: 1) Habits; 2) Cooperation; 3) Professionalism; and 4) Discipline (Pangkey et al., 2019).

## **Job Satisfaction**

Job satisfaction is a psychological condition that causes workers to feel happy about the work environment and the work they do. Job satisfaction is an emotional attitude that causes workers to feel happy and love their work (Sjarifudin et al., 2023). Job satisfaction is a person's individual characteristic that is shown when they do a job and the level of satisfaction varies depending on what they get (workload, salary and career development) (Pusparani et al., 2021). Job satisfaction is something that is influenced by a person's feelings or attitudes regarding the job itself, such as salary, promotion or education, supervision, co-workers, workload, and others (Narpati et al., 2020). Job satisfaction is a positive emotional condition and evaluates a person's work experience, where satisfaction will arise from the fulfillment of the elements of job satisfaction, for example salary and workload (Sjarifudin & Ali, 2023).

Indicators contained in job satisfaction include: 1) Salary: is the payment a worker or employee receives when they have done their job; 2) Colleagues: are employees who are involved or related when interacting in the company; 3) Leadership: where a superior always gives orders, direction and evaluation in carrying out work; and 4) Job promotion: which allows an employee to obtain career development (Nabawi, 2019)

## **METHODE**

The method for writing literature review articles used in this research is descriptive qualitative with library research. Sourced from online media such as Google Scholar, Digital Reference Garba, Sinta Journal, and DOAJ. Where this research is based on the results of previous research, thereby producing a research hypothesis. In this research, literature review must be used consistently based on methodological assumptions. This means that a literature review must be used so that it does not raise questions that will be asked of other researchers (Ali, H., & Limakrisna, 2013).

## **RESULTS AND DISCUSSION**

### **Result**

The findings from this literature review about The Influence of Work Environment, work Culture and Job Satisfaction on Employee Loyalty based on research articles publish in international journals indexed by Google Scholar and Scopus will be explained as follows.

### **The Influence of the Work Environment on Employee Loyalty**

The work environment is a place where workers do their daily work. The work environment cannot be separated from the employees themselves. The work environment reflects the culture, habits and image of a company. The work environment is a means that supports the smooth working process, where comfort, safety and security at work also need to

be considered in order to obtain a work atmosphere that is conducive and enjoyable for employees. Several large companies in the world pay great attention to the work environment, starting from room size, layout, lighting, air circulation to workplace infrastructure. The Google company, which is a technology giant in the world, really pays attention to the work environment in its company. As is known, Google has a very positive, comfortable work environment and is able to support the needs of its employees in carrying out their work at the company.

Then the facilities available in the work environment become a way to gain employee loyalty. At the Google company several policies are permitted in the work environment, such as: 1) It is permissible to bring pets; 2) Free clothing; 3) Flexible working hours; and 4) freely enjoy food, drinks and snacks provided by the company. Indicators found in the work environment include: 1) Room size: where a small company or work space will influence employee activities at work, the bigger the room, the more it will influence employee loyalty; 2) Layout: which can be the position of the employee's work desk; 3) Air temperature: means the temperature is adjusted to suit comfort; 4) Lighting: makes it easier for employees to do their work; and 5) Cleanliness: meaning a clean work environment makes employees comfortable in carrying out their work, thereby achieving employee loyalty.

The work environment influences employee loyalty, this is in line with research conducted by: (Damayanti, 2021), (Larastrini & Adnyani, 2019) dan (Asriandi et al., 2018).

### **The Influence of Work Culture on Employee Loyalty**

Work culture is a habit that is usually carried out by employees in a company. Work culture is carried out every day by company employees. Work culture shows how company leaders lead. A good work culture is a reflection of a good leader and vice versa. A good work culture can include honest and open communication between employees and leaders, rewards and motivation given, career development and low turnover rates.

Work principles or culture include: 1) Work culture derived from organizational culture; 2) Work culture is the result of a process of internalizing company or organizational values which are expressed in daily behavior; 3) Ape culture is a mental attitude that is formed to always seek improvement; 4) Work culture is formed by taking into account religious teachings, the constitution and socio-cultural conditions; and 5) Changes in work culture must occur in a planned, structured, comprehensive and sustainable manner.

Work culture is related to employee loyalty, if work culture is perceived as good then employee loyalty will be perceived as good too and vice versa. If the work culture in the company is good, employee loyalty will certainly be created.

Factors related to work culture are leader behavior, employee selection, company vision and mission, motivation and communication. The behavior of leaders in an organization is a reflection of their subordinates or company employees in carrying out their work. Selection of workers means starting from initial recruitment by the human resources department, by analyzing the employee's personality. The company's vision and mission is also related to work culture. Motivation and communication are psychological supports which, if done well, will result in good cooperation at work.

Work culture influences employee loyalty, this is in line with research conducted by: (Yoyo & April, 2021), (Qorfianalda & Wulandari, 2021), (Sari & Ali, 2022).

### **The Effect of Job Satisfaction on Employee Loyalty**

Job satisfaction is the result of an individual's estimation of a positive and enjoyable job or experience. Job satisfaction is an employee's general attitude towards their work, whether they like it or not, job satisfaction reflects a person's feelings towards their work.

The principles of job satisfaction include: 1) Salary income: meaning the wages received by employees are in accordance with the workload and responsibilities given; 2) Workload: this means that an employee will achieve job satisfaction if he or she receives important tasks; 3) Colleagues: meaning those who are always involved in activities in the company, connected, interacting and communicating; and 4) Fair treatment: meaning that the company does not discriminate between employees, whether from religion, ethnicity, race or skin color.

If the company is able to achieve job satisfaction, then job satisfaction influences employee loyalty which includes: 1) Loving work: this means that employees will love their work; 2) Job performance: where employees who are satisfied with their work will have achievements at work; and Work discipline: where satisfied employees will apply discipline at work, starting from working according to working hours, doing all their work and coming and leaving work according to the specified hours.

Job satisfaction influences employee loyalty, this is in line with research conducted by: (Saputra & Mahaputra, 2022), (Egenius et al., 2020), (Sausan et al., 2021).

## Discussion

Table 1 below contains previous research serves as the foundation for establishing research hypotheses by examining the findings of past studies, identifying similarities and differences with the planned research

**Table 1. Relevant Previous Research Results**

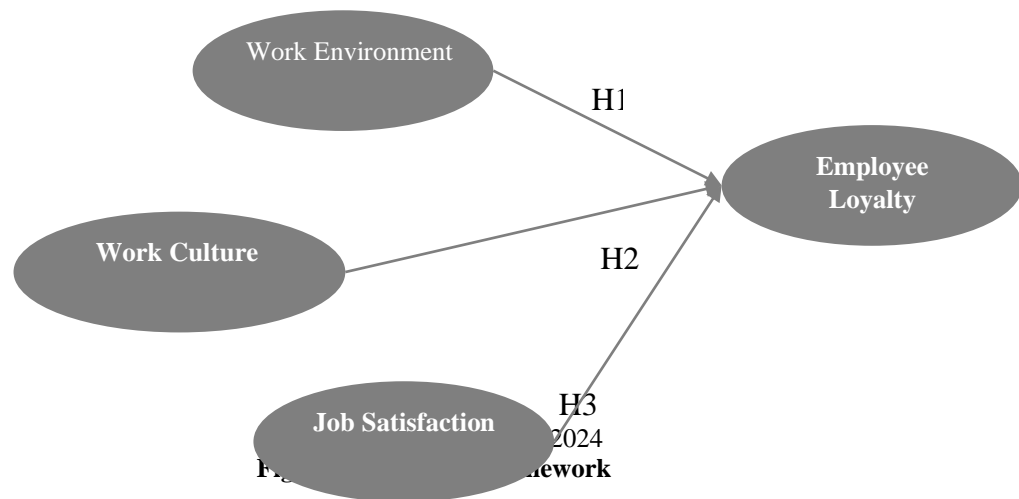
Author (years)	Previous Research Results	Simmilarity with with articles	Difference with this artiles	Hypothesis
(Hanafi & Yohana, 2017)	Motivation has a significant effect on job satisfaction; job satisfaction mediates the relationship between motivation and employee performance and has a significant effect; the work environment has no effect on employee performance; The work environment influences job satisfaction	The work environment influences job satisfaction	The work environment has no effect on employee performance	H1
(Asriandi et al., 2018)	Organizational culture and work environment have a significant effect on employee loyalty; Organizational culture and work environment have a significant effect on employee performance; Employee loyalty has a significant effect on employee performance	Organizational culture influences employee loyalty and the work environment influences employee loyalty	Organizational culture and work environment influence employee performance at PT Industri Kapal Indonesia (Persero) Makassar	H1, H2
(Yoyo & April, 2021)	Organizational culture has a significant effect on employee loyalty; The work environment has no effect on employee loyalty; Workload has no effect on employee loyalty	Work culture influences employee loyalty	The work environment has no effect on employee loyalty and workload has no effect on employee loyalty	H2

(Ningrum & Purnamasari, 2022)	Leadership style has a significant effect on job satisfaction; Leadership style has no significant effect on employee loyalty; and work culture has no significant effect on job satisfaction	Work culture influences employee loyalty	Leadership style influences job satisfaction	H2
(Saputra & Mahaputra, 2022)	Job satisfaction, employee loyalty and employee commitment are influenced by leadership style	Discusses employee loyalty and job satisfaction	On the variables of employee commitment and leadership style	H3
(Wuwungan et al., 2017)	The work environment has a significant effect on job satisfaction; Work motivation has a significant effect on job satisfaction; and Simultaneously the work environment and work motivation have a significant effect on job satisfaction	The work environment influences job satisfaction	Work motivation influences job satisfaction	H3
(Citra & Fahmi, 2019)	Leadership influences employee loyalty; job satisfaction has no effect on employee loyalty; and motivation influences employee loyalty	Discusses job satisfaction on exogenous variables and employee loyalty on endogenous variables	Motivation influences employee loyalty at PT Perkebunan Nusantara (Persero) IV	H3
(Larastrini & Adnyani, 2019)	Job satisfaction has a positive effect on employee loyalty; The work environment has a positive effect on employee loyalty; and Work-life balance has a positive effect on employee loyalty	Job satisfaction and work environment influence employee loyalty	Work-life balance influences employee loyalty	H1, H3

Source: Research Results, 2024



## Conceptual Framework



Based on the theoretical relationships described above, several research hypotheses can be formulated, including the following:

H1: The work environment influences employee loyalty

H2: Work culture influences employee loyalty

H3: Job satisfaction influences employee loyalty

## CONCLUSION

Based on theory, literature review, previous research and the discussion above, hypotheses can be formulated for further research: 1) The work environment influences employee loyalty; 2) Work culture influences employee loyalty; and 3) Job satisfaction influences employee loyalty.

## REFERENCE

- Ali, H., & Limakrisna, N. (2013). Research Methodology (Practical Instructions for Business Problem Solving, Thesis Preparation (Doctoral Dissertation, Thesis, and Dissertation. In *In Deeppublish: Yogyakarta*.
- Ali, H., Sastrodiharjo, I., & Saputra, F. (2022). Measurement of Organizational Citizenship Behavior: Workload, Work Culture and Motivation (Literature Review Study). *Journal of Multidisciplinary Science*, 1(1), 83–93.
- Asriandi, Gani, M. U., & Hasbi, A. . (2018). The Influence Of Organizational Culture And Work Environment On Employee Loyalty And Its Impact On Employee Performance Of Pt. Industri Kapal Indonesia (Persero) Makassar. *Jemma*, 1(2), 1–13.
- Budiyono, B., Widyastuti, T., Rianto, M. R., Bhayangkara, U., Raya, J., Bhayangkara, U., Raya, J., Bhayangkara, U., & Raya, J. (2022). EFFECT ANALYSIS OF COMPENSATION , WORK ENVIRONMENT AND LEADERSHIP ON SHIP CREW LOYALTY WITH WORK MOTIVATION AS INTERVENING VARIABLE AT PT . SALAM. *Dinasti International Journal of Management Science*, 3(3), 566–577.
- Citra, L. M., & Fahmi, M. (2019). The influence of leadership, job satisfaction and work motivation on employee loyalty. *Maneggio: Scientific Journal of the Master of Management*, 2(2), 214–225. <https://doi.org/10.30596/maneggio.v2i2.3776>
- Damayanti, M. E. (2021). *The Effect of the Work Environment on Employee Performance at Google LLC*. 1(2), 191–198. <https://doi.org/10.55047/transekonomika.v1i2.36>
- Egenius, S., Triatmanto, B., & Natsir, M. (2020). The Effect of Job Satisfaction on Employee

- Performance Through Loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan. *International Journal of Multicultural and Multireligious Understanding*, 7(10), 480. <https://doi.org/10.18415/ijmmu.v7i10.1891>
- Fauzi, A., Fikri, A. W. N., Nitami, A. D., Firmansyah, A., Lestari, F. A., Widyananta, R. Y., Rahmah, T. S. N., & Pradana, T. W. (2022). The role of communication and work environment on employee performance in the organization at PT. Multi Daya Bangun Mandiri (Literature Review MSDM). *Economic Journal of Information Systems Management*, 3(6), 588–598.
- Hakim, M. F., Anhar, M., & Sampurna, D. S. (2020). *The Effect of Work Motivation, Work Discipline and Work Environment on Job Satisfaction (Case Study on Employees of PT. Bank BRI Syariah Tbk KC Jakarta Wahid Hasyim)*. April, 1–18.
- Hanaf, B. D., & Yohana, C. (2017). The influence of motivation, and work environment, on employee performance, with job satisfaction as a mediating variable at PT BNI Lifeinsurance. *Journal of Economic and Business Education (JPEB)*, 5(1), 73–89. <https://doi.org/10.21009/jpeb.005.1.6>
- Kusumawati, I., Fauzi, A., & Amini, M. (2022). The influence of work motivation, work culture and work discipline in improving employee performance in the new normal era during the Covid-19 pandemic (case study on the Regional Finance and Assets Agency of Sumbawa Regency). *Journal of Information Systems Management Economics*, 3(5), 540–552.
- Larastrini, P. M., & Adnyani, I. G. A. D. (2019). The effect of job satisfaction, work environment and work-life balance on employee loyalty. *E-Journal of Management Udayana University*, 8(6), 3674. <https://doi.org/10.24843/ejmunud.2019.v08.i06.p14>
- Nabawi, R. (2019). The Effect of Work Environment, Job Satisfaction and Workload on Employee Performance. *Maneggio: Scientific Journal of Master of Management*, 2(2), 170–183. <https://doi.org/10.30596/maneggio.v2i2.3667>
- Narpati, B., Andrian, A., & Nursal, M. F. (2020). The Effect of Turnover Intention and Job Satisfaction on the Work Productivity of Sales Promotion Girl (Spg) Matahari Department Store – Bekasi. *Business Management Analysis Journal (BMAJ)*, 3(2), 174–188. <https://doi.org/10.24176/bmaj.v3i2.4819>
- Nasution, S. L. (2020). The Effect Of Work Quality And Work Environment On Employee Performance At Pt. Asam Jawa. *Ecobisma (Journal of Economics, Business and Management)*, 7(2), 88–94. <https://doi.org/10.36987/ecobi.v7i2.1788>
- Ningrum, P., & Purnamasari, W. (2022). The influence of leadership style and organizational culture on employee job satisfaction and loyalty. *IQTISHADEquity*, 4(2), 107–115. <http://download.garuda.kemdikbud.go.id/article.php?article=3016073&val=27234&title=PENGARUH LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION AND LOYALTY>
- Pangkey, J. L., Irfana, T. B., & Irsan, K. (2019). THE INFLUENCE OF ORGANIZATIONAL CULTURE AND DISCIPLINE ON THE WORK MOTIVATION OF PT MANDARIN EXPERT ADMIN STAFF. *Ubhara Scientific Journal of Management*, 6(2), 14–34.
- Pusparani, M., Amin, S., & Ali, H. (2021). the Effect of Work Environment and Job Satisfaction on Employee Performance With Organizational Commitment As an Intervening Variable At the Department of Population Control and Family Planning Sarolangun Regency. *Dinasti International Journal of Management Science*, 3(2), 202–219. <https://doi.org/10.31933/dijms.v3i2.1016>
- Qorfianalda, S., & Wulandari, A. (2021). Organizational Culture Towards Performance Mediated Employee Job Satisfaction and Loyalty. *EKOMABIS: Journal of Business Management Economics*, 2(02). <https://doi.org/10.37366/ekomabis.v2i02.211>



- Rahayuni, S. (2020). The influence of communication, work environment, organizational commitment to the work loyalty of employees of the Community and Village Empowerment Office, women's empowerment and family planning of Aceh Tamiang Regency. *Tijarah: Journal of Economics and Business*, 2(20), 80–91. <https://jurnal.uisu.ac.id/index.php/tjh/article/view/2749>
- Renaldi, A. (2022). DETERMINATION OF WORK CULTURE AND PERFORMANCE : MOTIVATION ANALYSIS AND INFORMATION TECHNOLOGY ( LITERATURE REVIEW OF HUMAN RESOURCE MANAGEMENT ). *Dinasti International Journal of Digital Business Management*, 3(4), 532–550.
- Saputra, F., & Mahaputra, M. R. (2022). EFFECT OF JOB SATISFACTION , EMPLOYEE LOYALTY AND EMPLOYEE COMMITMENT ON LEADERSHIP STYLE ( HUMAN RESOURCE LITERATURE STUDY ). *Dinasti International Journal of Management Science*, 3(4), 762–772.
- Sari, D. P., & Ali, H. (2022). LITERATURE REVIEW MEASUREMENT MODEL OF INDIVIDUAL BEHAVIOR AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR : INDIVIDUAL CHARACTERISTICS , WORK CULTURE AND WORKLOAD. *Dinasti International Journal of Management Science*, 3(4), 647–656.
- Sausan, N. S., Nasution, A. M. U., & Sabrina, H. (2021). The Effect of Job Satisfaction and Employee Loyalty on Foods Manufacture Employee Performance. *Economics, Business and Management Science Journal*, 1(1), 6–13. <https://doi.org/10.34007/ebmsj.v1i1.3>
- Siahaan, S., & Bahri, S. (2019). The influence of placement, motivation, and work environment on employee performance. *Maneggio: Scientific Journal of Master of Management*, 2(1), 16–30. <https://doi.org/10.30596/maneggio.v2i1.3402>
- Sjarifudin, D., & Ali, H. (2023). Determination of Job Satisfaction: Analysis of Self-Efficacy, Work Motivation and Work Environment (Garment In Indonesia). *Dinasti International Journal of Management Science*, 4(5), 845–853.
- Sjarifudin, D., Kurnia, H., & Barita tambunan Maniur, E. (2023). Analysis of the Effect of Self-Efficacy and Work Motivation on Work Discipline and Employee Performance: A Systematic Review of Studies. *Journal of Industrial and Engineering System (JIES)*, 4(1), 47–57. [https://scholar.google.com/scholar?hl=id&as\\_sdt=0%2C5&q=Kurnia%2C+H.%2C+Sjarifudin%2C+D.%2C+%26+Tambunan%2C+E.+B.+M.+%282023%29.+Analisis+Pengaruh+SelfEfficacy+dan+Motivasi+Kerja+terhadap+Disiplin+Kerja+dan+Kinerja+Karyawan%3A+Tinjauan+Sistematik+Kajian](https://scholar.google.com/scholar?hl=id&as_sdt=0%2C5&q=Kurnia%2C+H.%2C+Sjarifudin%2C+D.%2C+%26+Tambunan%2C+E.+B.+M.+%282023%29.+Analisis+Pengaruh+SelfEfficacy+dan+Motivasi+Kerja+terhadap+Disiplin+Kerja+dan+Kinerja+Karyawan%3A+Tinjauan+Sistematik+Kajian).
- Tamba, A., Pio, R., & Sambul, S. (2018). The influence of work discipline and employee loyalty on employee performance at PT. Columbindo Perdana Manado Branch. *Journal of Business Administration (Jab)*, 7(001), 33–41.
- Valentino, M., & Haryadi, B. (2016). Employee loyalty on CV Trijaya Manunggal. *Agora*, 4(2), 328–337.
- Widhiastana, N. D., Wardana, M., & Sudibya, I. G. A. (2017). The influence of the work environment and appreciation on the creativity and performance of employees at Ganesha University of Education. *E-Journal of Economics and Business Udayana University*, 1, 223–250.
- Wuwungan, R. Y., Taroreh, R. N., & Uhing, Y. (2017). The influence of the work environment and work motivation on the job satisfaction of Cinemaxx Lippo Plaza Manado employees. *Journal of Economic, Management, Business and Accounting Research*, 5(2), 298–307.

Yoyo, T., & April, M. A. (2021). The Influence of Organizational Culture, Work Environment, and Workload on Employee Loyalty at PT. CLC Niaga Indonesia. *Proceedings: Economics and Business*, 1(1), 184–196