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Effective Strategies for Strengthening Employee Loyalty

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A B S T R A C T

The main issue faced by companies is low employee loyalty, which is evidenced by high turnover rates, lack of participation, and low integrity. The causes include poor management, unsupportive work environments, and ineffective leadership styles. This study uses a Systematic Literature Review (SLR) approach to analyze strategies for improving employee loyalty. The process involves three stages: planning, implementation, and reporting. The researcher selected 100 relevant articles from Google Scholar (2019-2024) and evaluated them based on specific criteria. The results were used to provide recommendations for effective strategies to enhance employee loyalty. The findings of this study indicate that to improve employee loyalty, companies should focus on motivation, effective communication, recognition, and good internal relationship management. Effective leadership, organizational commitment, and a work environment that supports career development are also crucial in fostering engagement. Providing growth opportunities and recognizing employee contributions can enhance loyalty and performance, which ultimately contributes to the overall success of the company.

Keywords: *Systematic Literature Review (SLR), Strategy, Employee Loyalty, Employee Motivation, Leadership.*

INTRODUCTION

Employee loyalty is one of the key elements that determines an organization's success. Loyal employees tend to have a high commitment to the company's goals, demonstrate integrity in their work, and carry out their tasks wholeheartedly. Employee loyalty is crucial for a company's success; however, low loyalty can lead to high turnover rates and other negative impacts (Novia et al., 2020). Companies need to foster loyalty through positive relationships, fair rewards, and career opportunities. However, many organizations face challenges in the form of low employee loyalty, which can negatively affect business sustainability.

The phenomenon of low employee loyalty can be observed through several indicators. First, high employee turnover rates are one of the most common issues. For example, an industry report revealed that the employee turnover rate at service company X reached 25% per year, significantly above the expected average. Second, many employees work without full dedication, as reflected in their minimal participation in company initiatives. This is evident in an internal survey conducted by company Y, where only 40% of employees reported feeling engaged in their work. Third, employees with low loyalty often exhibit reduced integrity, such as manipulating data or violating operational procedures. This phenomenon aligns with findings from PT. Eramart Samarinda, which identified a negative correlation between employee loyalty and turnover intentions with a value of -0.345 , indicating that higher loyalty can reduce turnover intentions, albeit with a weak influence (Smarżewska, 2019).

Another issue that arises is employees' low commitment to the organization. This is reflected in behaviors such as working solely for personal gain without a sense of responsibility for the company's progress and non-compliance with workplace rules, including frequent tardiness or absenteeism. This phenomenon, observed in several manufacturing companies with a significant increase in average employee tardiness, poses a challenge for organizations. Employee commitment significantly impacts organizational development, including improving retention, efficiency, and profitability. A strong emotional bond between employees and the organization also contributes to customer satisfaction and long-term stability in a competitive market (Zhong, 2024).

Low employee loyalty is caused by various factors, such as ineffective management methods, unsupportive work environments, and unadaptive leadership styles. In the manufacturing sector, it is further influenced by personal feelings of inadequacy, lack of attention to career development, minimal non-financial rewards, weak communication with leaders, and limited staff training opportunities (Shi et al., 2011). If left unaddressed, this issue can result in decreased productivity, increased operational costs due to repeated recruitment, and the creation of an unfavorable work environment, all of which ultimately affect employee loyalty and performance.

To enhance employee loyalty, companies need to develop appropriate strategies, such as evaluating and implementing measures that support positive workplace relationships.

Adopting transformational leadership and fostering a conducive work environment are key strategies, as they significantly boost loyalty, encourage commitment, and enhance employees' dedication to the organization (Firdaus & Pasaribu, 2023). Ultimately, these approaches not only improve employee performance but also enhance overall satisfaction, positively impacting the company's success (Reza & Yulihastri, 2024).

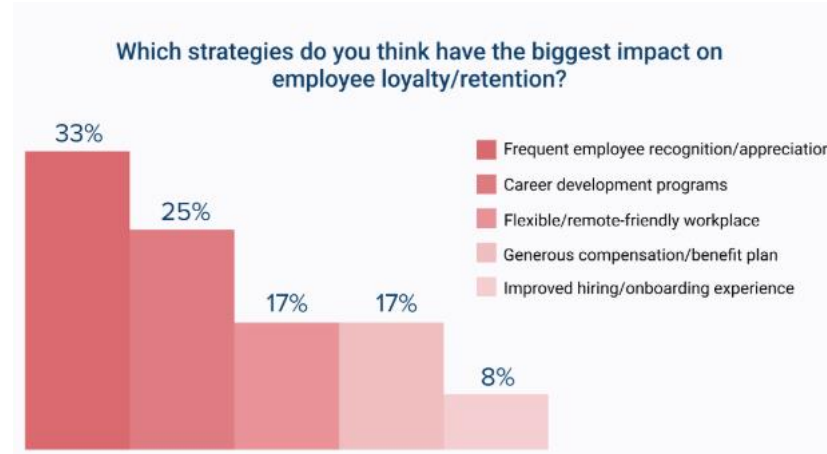


Figure 1. Factors affect Employee Loyalty
Source: <https://nectarhr.com/blog/employee-loyalty>

This study employs a Systematic Literature Review (SLR) method to collect and analyze previous research on employee loyalty. Through this approach, the study identifies factors contributing to low loyalty, its impact on organizations, and strategies to improve loyalty. The findings provide a clearer understanding, highlight existing research gaps, and offer practical guidance for companies to effectively enhance employee loyalty.

RESEARCH METHODS

This study adopts a Systematic Literature Review (SLR) approach to analyze various previous studies relevant to strategies for improving employee loyalty. SLR is a method used to identify, assess, and interpret existing research evidence to answer specific research questions (Durach et al., 2017). This approach enables researchers to explore factors influencing employee loyalty and various strategies that can be implemented to enhance it in an organizational context.

The SLR process consists of three main stages. The first stage is planning, where researchers design the systematic review to minimize potential bias and ensure an efficient review process. In the second stage, researchers define the research questions, design the search strategy, and establish inclusion and exclusion criteria for study selection. This stage also includes quality assessment and the extraction of relevant data. Lastly, in the reporting stage, researchers compile and summarize findings from the analyzed literature and discuss the results to provide answers to the research questions.

In this study, the focus is on three main research questions: first, identifying effective strategies for improving employee loyalty; second, examining how leadership and the work environment influence employee loyalty; and third, understanding how employee loyalty impacts organizational performance. The search process involved selecting relevant digital databases and constructing search strings to retrieve articles focused on employee loyalty. The search results were then evaluated using quality criteria, including relevance to the topic and the appropriateness of the methods employed in the selected articles.

The study collected journal articles from Google Scholar, using keywords related to employee loyalty strategies. Articles published between 2019 and 2024 were considered, and 100 relevant articles were selected for analysis. The SLR process was carried out in three stages: planning, execution, and reporting. During the planning stage, the researchers designed selection criteria, while in the execution stage, articles relevant to the research questions were evaluated and categorized. The findings from the literature review were then reported to provide recommendations on effective strategies for enhancing employee loyalty.

RESULTS & DISCUSSION

A. Descriptive Analysis of Research Results from the Systematic Literature Review (SLR)

Below is Table 1 that summarizing several research articles discussing strategies that can be implemented to improve employee loyalty.

Tabel 1 : Literatur

Title	Author	Research Method	Research Findings
Analysis of Work Motivation on Employee Loyalty	Winarto	<ol style="list-style-type: none"> 1. Data collection using questionnaires. 2. Data analysis using multiple linear regression. 3. Saturation sampling technique applied. 4. A total population of 97 employees was sampled. 5. This study uses a descriptive qualitative method. 	<ol style="list-style-type: none"> 1. Work motivation significantly affects employee loyalty. 2. Both intrinsic and extrinsic motivation influence loyalty. 3. The analysis shows significant results for both types of motivation.

Title	Author	Research Method	Research Findings
		6. Comparing symptoms and clarifying them to draw conclusions.	
Implementation of the ASN Moral Program as an Employee Development Form to Improve Employee Quality and Loyalty	Revanggi Ayu Tantri, Mastina Maksin, Sahrul Hidayat, Aprillio Egy Ariyanto	<ol style="list-style-type: none"> 1. Data sources include primary and secondary data 2. Data analysis involves collection, description, and presentation 3. Data validity is ensured through source triangulation. 	<ol style="list-style-type: none"> 1. This study focuses on the implementation of moral-based civil servants (ASN). 2. It aims to improve the quality and loyalty of civil servants (ASN). 3. The government is committed to disseminating information about ASN.
Organizational Commitment as a Strategy to Improve Employee Performance and Loyalty	Santosa Budi Raharjo, Usran Masahere, Wahyu Widodo	<ol style="list-style-type: none"> 1. The research uses a literature review method. 2. Data analysis uses thematic analysis technique. 3. The steps include comparing, contrasting, and critiquing literature findings 	<ol style="list-style-type: none"> 1. High commitment minimizes employee turnover. 2. Organizational commitment reflects employee loyalty and behavior. 3. Leadership enhances organizational commitment.
Analysis of Strategies to Maintain Employee	Khairul, Tuti Anggarini	<ol style="list-style-type: none"> 1. A qualitative research approach is used. 	<ol style="list-style-type: none"> 1. Strategies for loyalty and motivation are quite effective.

Title	Author	Research Method	Research Findings
Loyalty and Work Enthusiasm		<ol style="list-style-type: none"> 2. A field research method is applied for data collection. 3. Data collection involves observation, interviews, and documentation. 	<ol style="list-style-type: none"> 2. Many factors affecting loyalty are still not addressed 3. The research reveals real-world challenges in loyalty strategies.
Understanding the Relationship Between Non-Physical Work Environment and Work Loyalty in Generation Z.	Tracy Panggabean, Arya Satwika	<ol style="list-style-type: none"> 1. A non-probability sampling method is used. 2. A purposive sampling technique is applied 	<ol style="list-style-type: none"> 1. Generation Z shows a low level of work loyalty. 2. The non-physical work environment influences work loyalty 3. There is a strong correlation between the non-physical environment and loyalty.
The Impact of Compensation and Work Motivation on Employee Loyalty and Its Implications for Employee Performance	Diyana Syafitri Mudj Kuswinarno	<ol style="list-style-type: none"> 1. A non-probability sampling method is used. 2. A purposive sampling technique is applied 	<ol style="list-style-type: none"> 1. High loyalty is correlated with increased organizational performance. 2. Fair compensation significantly contributes to employee loyalty. 3. High work motivation drives

Title	Author	Research Method	Research Findings
			positive employee behavior.
			4. A motivated work environment improves overall company performance.
			5. Effective management of employee needs fosters beneficial relationships.
			6. Beneficial relationships.
The Role of Organizational Communication and Leadership Style on Employee Loyalty in a Company, Pekanbaru Branch	Emmelia Arihta Ginting, Daniel P. Bangun	Qualitative research approach, field research for data collection.	Ineffective communication and leadership styles threaten the continuity of the company and employee loyalty.
Analysis of Strategies for Maintaining Employee Loyalty at Toko Batik Soemowarso Surodikraman Ponorogo	Desi Nur Safitri, Iza Hanifuddin	1. Qualitative Research Approach, Field Research for Data Collection. 2. Qualitative Literature Review Approach.	1. Employee loyalty strategies at Toko Batik Soemowarso are quite good. 2. Lack of recognition affects employee motivation and loyalty
Strategy for Building Employee	Muliati	1. Analyzing research from 2014 to 2024.	1. Ethics and work ethos enhance employee loyalty.

Title	Author	Research Method	Research Findings
Loyalty through Ethics and Work Ethos: A Literature Study on Human Resource Management		2. Qualitative approach, using human relations theory.	2. Comprehensive welfare policies improve loyalty.
Internal Communication Strategies in Fostering Employee Loyalty at PT Prudential Life Assurance	Yulita, Ratna Sari Dewi, Farah Agharid Zahra, Jenny Widjojo	1. Qualitative Approach, Using Human Relations Theory. 2. Qualitative Approach Through Study at Ayee Cafe.	1. Effective communication strengthens ethical values among employees. 2. An ethical culture encourages employee commitment and retention
Strategies to Improve Employee Loyalty and Performance (A Study at Ayee Cafe, Mojoroto, Kediri)	Sri Hariyanti, Diyan Rizqianto	1. A qualitative approach through a study at Ayee Cafe. 2. A descriptive qualitative approach with primary data obtained through interviews and observations.	1. Strategies to improve employee loyalty and performance over the past 5 years. 2. Focus on discipline, collaboration, and the active role of the owner.
Internal Relations Strategy to Enhance Employee Loyalty and Motivation at Hotel Sofia Juanda Surabaya	Angga Wahyu Perdana, Ratna Puspita Sari	Qualitative Descriptive Approach with Interviews of Key Informants	Management of internal relations that drives high loyalty and work motivation.

Title	Author	Research Method	Research Findings
Analysis of Strategies to Maintain Employee Loyalty in Enhancing Productivity at PT. Cakra Perkasa Jayamulia	Lisda Hayati, Taufik Rahman	1. Descriptive qualitative approach with interviews of key informants. 2. Qualitative approach with data collection through observation, interviews, and documentation.	1. The strategy for maintaining employee loyalty is working well. 2. There is a positive correlation with trust in the company and an increase in productivity.
Strategy for Human Resource Management in Enhancing Employee Loyalty through Performance-Based Compensation in Micro, Small, and Medium Enterprises (MSMEs) at Ponsera Business Clinic, Bojongsari Depok	Muslim, Avivah Sri Handayani, Beta Mentari, Leryza Audryna Djati	1. Qualitative approach with data collection through observation, interviews, and documentation. 2. Field research with a descriptive qualitative approach.	1. Performance-based compensation has a positive impact on employee loyalty. 2. It increases productivity and service quality.
Manager's Strategy in Enhancing Employee Loyalty at KQ-5 Halalan Thayyiban	Diani Sisvia, Rahima Zakia, Mulyanti Syas, Arina Fransiska	Field research with a descriptive qualitative approach.	1. Strategies to enhance employee loyalty through analysis of human resource needs and organizational culture.

Title	Author	Research Method	Research Findings
Restaurant, Padang City			2. Evaluation to improve loyalty based on expectations.

Discussion

Employee loyalty is an important factor that influences a company's success. According to Winarto, work motivation significantly affects employee loyalty. Both intrinsic and extrinsic motivation can enhance loyalty, especially if the company provides rewards and incentives that encourage employees to stay loyal. Therefore, companies need to focus on providing incentives that boost work motivation, such as recognition of achievements and career development opportunities, to maintain employee loyalty.

Effective strategies to enhance employee loyalty

Companies need to implement strategies that encompass motivation, effective communication, recognition, and internal relationship management to enhance employee loyalty. A good leadership style, organizational commitment, and a work environment that supports career development also play crucial roles in fostering attachment. By providing opportunities for growth and appreciating employees' contributions, companies can boost their loyalty and performance, ultimately having a positive impact on overall business success.

Employee loyalty is a critical factor influencing a company's success. According to Winarto, work motivation significantly impacts employee loyalty. Both intrinsic and extrinsic motivation can enhance loyalty, especially when companies offer rewards and incentives that encourage employees to remain committed. Therefore, companies need to focus on providing incentives that boost work motivation, such as recognition for achievements and career development opportunities, to maintain employee loyalty.

Revanggi Ayu Tantri and her colleagues studied the importance of the "ASN with Integrity" program in improving employee loyalty. (Tantri et al., 2022) emphasized that the government's commitment to disseminating moral values can strengthen employee loyalty. Companies can adopt similar programs emphasizing moral and ethical values in their corporate culture, ensuring employees feel valued not only for their performance but also for their character. This approach can enhance their engagement with the organization.

(Muhammad Khairul, Tuti Anggarini, n.d.) conducted research on strategies for retaining employee loyalty in family-owned businesses. Their findings revealed that although the strategies employed were relatively effective, communication and recognition need further attention. To improve loyalty, companies should focus on fostering transparent communication, providing constructive feedback to employees, and recognizing their contributions.

(Syafitri & Kuswinarno, n.d.) analyzed that fair compensation in the form of financial and non-financial rewards has been proven to enhance employee loyalty. High work motivation also drives employees to perform better and exhibit positive behavior. Loyalty built through compensation and motivation directly impacts organizational performance improvement. A supportive work environment and effective supervision are also important factors that help create a comfortable working atmosphere. Moreover, management's attention to the needs and welfare of employees can increase their dedication to work.

(Desi Nur Safitri & Iza Hanifuddin, 2022), in their research on strategies for maintaining employee loyalty at Toko Batik Soemowarso, stated that although the strategies implemented were quite good, employee recognition still needs improvement. Providing greater rewards for employees' achievements and contributions, both materially and non-materially, can strengthen employee loyalty to the company.

(Muliati, n.d.), in her research, emphasized that ethics and work ethos are also important factors in improving employee loyalty. Literature studies on ethics and work ethos as strategies for building loyalty show that good ethics significantly influence loyalty. Therefore, companies need to foster an ethical work culture focused on positive values, which will make employees feel appreciated and work in a fair and supportive environment.

(Hayati & Rahman, n.d.), in their study on strategies for maintaining employee loyalty at PT Cakra Perkasa Jayamulia, showed that trust in the company greatly affects loyalty. Strengthening trust between the company and employees through fair and consistent policies will maintain employee loyalty and strengthen their relationship with the company.

Muslim and his colleagues analyzed performance-based compensation as a strategy to increase employee loyalty at UMKM Klinik Bisnis Ponselera. Fair performance-based compensation aligned with employee contributions will provide a sense of appreciation that can enhance their loyalty to the company.

Diani Sisvia and her colleagues (Sisvia et al., n.d.) researched managers' strategies to enhance employee loyalty at Restoran KQ-5 Halalan Thayyiban Kota Padang. This study showed that evaluating employees' expectations can strengthen their loyalty. Therefore, companies need to understand employee expectations and adjust managerial strategies so employees feel valued and remain loyal to the company.

The Influence of Work Environment and Leadership on Employee Loyalty

(Panggabean & Satwika, n.d.) examined the influence of non-physical work environments on the job loyalty of Generation Z. The study revealed that a comfortable work environment positively impacts the loyalty of young employees, despite their relatively low levels of loyalty. Therefore, companies must create a work environment that supports creativity and comfort, as well as provide flexible working hours to enhance loyalty, especially among younger generations.

(Ginting & Bangun, 2022) analyzed the influence of organizational communication and leadership styles on employee loyalty. Their research showed that effective communication and supportive leadership styles significantly impact employee loyalty. Companies should ensure open and transparent communication between management and employees and implement supportive leadership styles to strengthen their loyalty.

Yulita and colleagues (Dewi et al., 2024) conducted research on internal communication to foster employee loyalty at PT Prudential Life Assurance. They found that effective communication reinforces ethical values and enhances employee loyalty. Implementing an open and frequent communication system makes employees feel more engaged and appreciated, thereby increasing their loyalty to the company.

(Raharjo & Masahere, 2022) found that a culture supporting high commitment to the company's vision and mission significantly influences employee loyalty.

The Impact of Employee Loyalty on Organizational Performance

(Raharjo & Masahere, 2022) found that organizational commitment has a significant impact on employee performance and loyalty. A strong commitment to the company's vision and mission can reduce turnover and strengthen loyalty. To enhance employee loyalty, companies need to build a culture that supports high commitment by consistently emphasizing the company's vision and mission, so that employees feel aligned with the organization's goals.

(Sri Hariyanti Dan Diyan Rizqianto, n.d.) in their research on strategies to maintain employee loyalty and performance at Ayee Cafe Mojoroto, revealed that discipline, collaboration, and active involvement of owners contribute to increased loyalty and employee performance. Therefore, companies should promote discipline, foster collaboration among employees, and strengthen the relationship between management and employees to sustain their loyalty and performance.

(Syafitri & Kuswinarno, n.d.) analyzed that loyalty built through compensation and motivation has a direct impact on organizational performance.

(Perdana & Sari, 2022), in their study on internal relations management at Hotel Sofia Juanda Surabaya, showed that good internal relations management can foster employee loyalty. Management that maintains good internal relationships and involves employees in decision-making processes will strengthen their loyalty to the company.

Overall, various studies indicate that factors such as motivation, communication, rewards, internal relations management, ethics, and workplace culture significantly influence employee loyalty. Companies that successfully integrate these strategies can create a work environment that supports employee loyalty, which in turn enhances organizational performance and productivity.

In conclusion, to enhance employee loyalty, companies must implement various strategies that encompass motivation, effective communication, recognition, and good internal

relationship management. Numerous studies indicate that factors such as work motivation, leadership style, organizational commitment, and open communication systems play crucial roles in fostering employee attachment to the organization. Reward programs that acknowledge employee achievements, both materially and non-materially, have also proven effective in boosting loyalty. Furthermore, ethical values and a positive work culture that promote trust and employee engagement significantly influence their loyalty.

Companies that can create a comfortable work environment, appreciate employee contributions, and support their career development will find it easier to retain employees and reduce turnover rates. Commitment to professional development and providing balanced opportunities for personal growth and employee well-being also contribute to long-term loyalty. Therefore, adopting a holistic approach that integrates these elements will positively impact employee loyalty and directly enhance organizational performance and overall success.

CONCLUSION & SUGGESTION

The company needs to implement strategies that include motivation, effective communication, recognition, and internal relationship management to enhance employee loyalty. Good leadership style, organizational commitment, and a work environment that supports career development also play an important role in fostering attachment. By providing opportunities for growth and appreciating employee contributions, companies can increase their loyalty and performance, which ultimately positively impacts the overall success of the company.

The company should focus on improving motivation, effective communication, and recognition for employees. Strengthening leadership style, organizational commitment, and creating a work environment that supports career development are also important. By providing opportunities for growth and valuing employee contributions, the company can enhance loyalty and performance, which contributes to the success of the company.

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