

The influence of work team and work environment on the character of loyalty to the organization (Study at the Hikmah Masamba General Hospital)

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Abstract

Purpose: This study aimed to determine the influence of work teams and work environments on the character of loyalty to the organization, focusing on employees of Hikmah Masamba General Hospital.

Research Methodology: The research employed a descriptive quantitative approach with a total population of 50 employees, consisting of 26 from HR nursing services and 24 from HR midwifery services. Using a saturated sampling technique, all members of the population were included as the respondents. Data were analyzed using SPSS 26, enabling partial and simultaneous testing of the relationships between variables.

Results: The findings show that both the work team and work environment exert a significant influence, individually and collectively, on the development of organizational loyalty among employees. This indicates that supportive teamwork and a conducive work environment are essential factors for strengthening loyalty within healthcare institutions.

Conclusions: The study concludes that employee loyalty is significantly shaped by the quality of teamwork and the conditions of the work environment. Improving these two factors can enhance organizational commitment and sustainability in the management of hospitals.

Limitations: The main limitation of this study is that data were collected from only one institution, limiting the generalizability of the findings to broader contexts.

Contribution: This study is expected to serve as a reference for future research exploring loyalty characteristics in healthcare and other organizational contexts.

Keywords: *Loyalty Character, Organization, Work Environment, Work Team*

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1. Introduction

Employees are functional assets. Highly competent employees can drive the level, while less qualified employees can negatively impact the company's development. Maintaining and improving the loyalty of good employees is crucial in the context of globalization and an ever-changing labor market. Maintaining this balance is becoming increasingly important and a continuous challenge (Babatunde & Onoja, 2023; Siahaan, 2022). Tight labor markets require that companies develop strategies to retain qualified and competent employees. The implementation of human resource management policies will

have a good effect and a positive effect on employee loyalty (Amanah, Sena, Suhendra, Yatim, & Zaki, 2024; Anom & Sinaga, 2020; Najati & Susanto, 2022).

Job satisfaction felt by employees has the potential to increase their loyalty to the company and foster a sense of love for their work (Elfita, Zulhaini, & Mailani, 2019; Kasmawati, 2018; Kusa & Danladi, 2023; Rasyid & Tanjung, 2020). Job satisfaction is a key factor in encouraging employees to perform their duties effectively. According to research conducted by Damanik, Sidauruk, Septiana, and Tarigan (2018); Tampubolon (2020), a comfortable work environment can contribute to increasing employee productivity and creating a sense of comfort. However, research by Fajarullali in Giovanni and Ie (2022) shows that the work environment does not always affect employee loyalty. Team dynamics can also influence loyalty. According to Shavila (2022), a better level of performance provides high confidence and work comfort to employees, which increases employee loyalty. Employees who have a good team in the work environment and work team (Astuti et al., 2022; Bans-Akutey & Ebem, 2022; Caratiquit & Pablo, 2021; Kekeocha, Anoke, Chukwuemeka-Onuzulike, & Ngozi, 2023).

Building on these insights, loyal behavior usually emerges when employees perceive a fair exchange with their organization. Social Exchange Theory explains that when teams and the broader work environment consistently provide support, recognition, and justice, employees reciprocate with commitment, discretionary effort, and intention to stay. Perceived organizational support and psychological safety are especially pivotal in clinical settings: when nurses and midwives feel safe to voice concerns, ask for help, and admit mistakes without fear of blame, they invest more of their identity in the organization and protect its reputation through their loyal behavior. Conversely, noisy units, chronic understaffing, punitive supervision, or unclear rules erode the sense of exchange and gradually undermine loyalty (Anintya, Rantika, Fitriyani, Arismunandar, & Zakiah, 2021; Marfuah et al., 2021; Nazir, Qun, Hui, & Shafi, 2018; Silvia & Sujianto, 2021).

Job satisfaction is an important bridge between conditions and loyalty. Satisfaction aggregates day-to-day experiences task clarity, autonomy, respectful interactions, and reliable resources—into a stable attitude toward employers. Over time, satisfaction feeds affective commitment (the “want to stay” component of loyalty) and dampens the pull of external opportunities. In hospitals, workload equity, predictable scheduling, and clinical support (e.g., adequate supplies and functioning equipment) are as important as pay. When teams coordinate handovers well, share tacit knowledge, and celebrate small wins, they generate positive feelings that spill over into satisfaction and loyalty (Fehr & Koob, 2025).

Team dynamics translate organizational intentions into lived experiences. High-functioning teams cultivate shared goals, role clarity, and constructive feedback norms. They also manage conflict early, maintain civility, and keep communication loops short—features that are vital in multidisciplinary care, where errors have high consequences. Diversity within teams, if coupled with inclusion, improves problem-solving and reduces burnout by distributing the cognitive and emotional load. In contrast, cliques, status games, and unresolved micro-conflicts degrade trust, slow down decisions, and make employees feel replaceable, thereby weakening their loyalty. The work environment encompasses both physical and psychological elements. Ergonomics, lighting, temperature, noise, and layout influence fatigue and perceived safety, while psychosocial climate shapes energy, meaning, and fairness. Access to break spaces, safe staffing ratios, and predictable rest periods reduces strain and signals respect. Transparent rules for workload allocation, equitable access to training, and consistent discipline for incivility demonstrate this justice. When employees see that policies are enforced fairly across units and ranks, they infer that the organization values them—an inference that sustains loyalty even under high demand (Costello, Rusell, & Coventry, 2021; Janatun & Rudiana, 2024; Ridho, Fauzan, Faisal, & Hanafi, 2024).

Leadership is a powerful amplifier of this effect. Transformational and servant leaders clarify their purpose, coach through mistakes, and publicly recognize contributions. They also remove obstacles—bureaucratic or material—that frustrate frontline workers. In hospitals, daily huddles, leader rounding, and open-door practices surface friction points. Leaders who invite input on scheduling, equipment purchases, or protocol changes, confer voice. In turn, voice enhances ownership, and ownership is the

emotional core of loyalty. Importantly, managerial consistency matters: sporadic attention or symbolic gestures without follow-through breeds cynicism. From a theoretical perspective, several frameworks illuminate the loyalty pathway. The Job Demands–Resources (JD-R) model predicts that loyalty increases when resources (supportive teams, autonomy, and learning opportunities) exceed demands (time pressure, emotional labor, and administrative burden). Conservation of Resources theory adds that people strive to protect valuable resources (status, relationships, mastery); loyal employees are often those who see the organization as a reliable resource “bank.” Person–Organization fit explains why aligned values (e.g., patient-first, teamwork, learning) produce stronger bonds, while misfit accelerates disengagement despite good pay or facilities (Al-Rjoub, Alsharawneh, Alhawajreh, & Othman, 2024).

Methodologically, careful construct definition improves the quality of evidence. “Work team” can be operationalized via team interdependence, communication quality and mutual support. The work environment” may include physical conditions, safety climate, and justice perceptions. “Loyalty” can be captured through affective commitment, organizational identification, intention to stay, and voice behavior. To reduce common method bias in survey designs, researchers can temporally separate measures, mix response formats, include marker variables, and test one-factor models. With samples around fifty, robust regression with checks for multicollinearity (VIF), residual normality, and heteroscedasticity is prudent; bootstrapping helps stabilize confidence intervals. Where feasible, mediation tests (e.g., whether job satisfaction mediates the team/environment → loyalty link) and moderation tests (e.g., leadership style or workload intensity) yield a richer picture of the relationships. In the healthcare sector, context matters. Clinical work is 24/7, error sensitive, and emotionally taxing. Loyalty is not just about staying; it is about staying engaged while upholding safety and compassion. Teams that normalize debriefs after critical incidents, use checklists without blame, and rotate “high-strain” assignments can prevent uneven exhaustion. Fair rostering and opportunities for cross-training broaden skills and create mobility within the hospital, which reduces the risk of talented staff leaving to grow elsewhere. Career pathways—advanced practice roles, preceptor tracks, unit-based quality champions—signal a future within the organization, anchoring loyalty (Rosen et al., 2018).

Compensation and benefits retain their importance, but their design should reward not only individual output but also teamwork and learning. Recognition systems that highlight collaborative achievements (e.g., reducing falls, improving hand hygiene, and shortening discharge times) strengthen the association between team success and personal pride. Non-financial rewards—conference sponsorships, flexible shifts for caregivers, study leave, and housing assistance—address life constraints that silently push people to exit. In fast-moving labor markets, speed matters: streamlined hiring, rapid onboarding, and “stay interviews” (not just exit interviews) catch issues before they harden into turnover. Measurements should pair perceptual data with behavioral indicators. In addition to the survey scales, track retention by tenure band, internal transfers, absenteeism, overtime reliance, incident reporting rates, and patient experience scores. Pulse surveys (monthly, three to five items) can monitor temperature without fatigue, and the employee net promoter score (eNPS) offers a simple loyalty proxy. Qualitative methods, such as focus groups and diary studies, reveal pain points that numbers miss, such as the emotional load of repeated interruptions or the stigma of requesting help on busy shifts.

Digital tools can support loyalty if they are implemented thoughtfully. Scheduling platforms that allow staff to swap shifts transparently reduce friction. Learning management systems that personalize development plans and micro-credentials build a sense of growth. Collaboration tools that surface real-time bed statuses or lab delays reduce blame and increase shared situational awareness. However, technology should remove administrative clutter, not add it; otherwise, it backfires and erodes trust. Equity is integral to the concept of loyalty. If promotions, coveted rotations, or training slots cluster around a few units or demographics, others will disengage. Conducting equity audits on pay, performance ratings, and training access, and publishing summary improvement signals seriousness. Mentoring programs that pair junior nurses and midwives with experienced preceptors diffuse the know-how and create a sense of belonging. Inclusive rituals—celebrating diverse holidays, language support, and culturally sensitive patient care practices—align organizational values with staff identities (Uhde, Schlicker, Wallach, & Hassenzahl, 2020).

For practitioners, a practical retention portfolio might include: (1) team-level rituals (daily huddles, end-of-shift debriefs); (2) workload engineering (task shifting, scribe support, protected medication rounds); (3) growth pathways (clinical ladders, research practicums, education sponsorship); (4) fair and flexible scheduling; (5) leadership capability building (coaching, conflict resolution, bias mitigation); and (6) transparent metrics with feedback loops for staff. Each lever compounds the others; a well-led team in a humane environment generates satisfaction that matures into loyalty. Future research can deepen causal inference using longitudinal and multi-source designs, combining surveys with HRIS records, patient safety indicators, and objective workload measures. Quasi-experiments, such as the phased implementation of team training across units, allow for a difference-in-differences estimation of loyalty effects. Comparative studies across hospitals and regions can identify context-specific and universal drivers. Finally, ethics deserve attention: loyalty should not be extracted at the cost of well-being of the employees. The goal is mutual commitment—a workplace where people choose to stay because they can do their best work and thrive in it. In summary, strong teams and humane environments convert day-to-day experiences into durable attachments. When employees feel respected, resourced, and heard, they safeguard the organization through good times and crises. In competitive labor markets, loyalty is not a given; it is built, sustained, and renewed through countless managerial choices that make work both possible and worthwhile. This study was conducted at Hikmah Masamba General Hospital, located on Jln. Ir. Based on an in-depth study with the title “The Effect of Work Team and Work Environment on the Character of Loyalty to the Organization (Study at Masamba General Hospital).”

2. Literature review

2.1 Work Team

Teamwork comes from the words “team,” which means group, and “everyone,” which means working together. Thus, teamwork can be defined as an approach in which work is performed collaboratively to achieve optimal outcomes. Teamwork is the process of exchanging ideas between individuals to find solutions to critical problems, with organizations initiating team strategies to compete. According to Putra and Sriathi (2018), work teams are as follows:

2.1.1 Work Team Indicator

Manurung (2013) and Philip (2008) explained the indicators of teamwork as follows.

1. Cooperation

Teamwork tends to be more effective than individual work. Research has shown that group work can achieve higher efficiency and effectiveness than individual work can.

2. Trust

Trust is based on the belief that someone is truly consistent with what they say and do. This is a form of genuine treatment. In a company, trust is very important; individuals will not give their best if they do not believe they will be treated fairly and if their goals are not clear.

3. Compactness

Cohesiveness refers to organized and coordinated cooperation in which team members are interdependent and united in carrying out their tasks.

2.2 Work Environment

According to Larastrini and Adnyani (2019), the work environment is something that is in the environment of the workers so that it affects them in carrying out their obligations that have been imposed, such as the existence of a cooler.

2.2.1 Work Environment Indicator

According to Afandi (2018), work environment indicators include the following:

1. Lighting

Adequate and appropriate lighting can improve employees' work efficiency. With good lighting, employees can work faster, reduce errors, and prevent eye fatigue.

2. Colors

The colors in the work environment have an important influence on employee efficiency. Appropriate use of color on walls and equipment can influence mood, increase excitement, and

- create calmness that supports better performance.
3. Air
Air factors, such as temperature and humidity, affect the work environment. Good air quality is important for employee comfort and health.
 4. Sounds
To avoid distractions from noise, it is important to place tools that produce loud noises, such as typewriters and telephones, in separate areas. This reduces the impact of noise on employees.
 5. Layout & Space
Clear pathways, adequate workstation space, and logical placement of tools reduce microdelays and fatigue. Assess: flow mapping and time–motion observation.
 6. Safety & Cleanliness
Housekeeping, hazard controls, and easy access to first-aid/evacuation routes support the comfort and vigilance of workers. Assess: safety walk-throughs and incident logs.
 7. Ergonomics & Furniture
Adjustable chairs/desks, monitor height, and anti-glare setups can prevent musculoskeletal strain. Assess: ergonomic checklists and self-reported discomfort scales.
 8. Facilities & Amenities
Break areas, hydration points, and sanitation facilities aid recovery and focus. Assess: availability audits and utilization counts.
 9. Technology & Tool Usability
Reliable devices (PCs and phones), stable connectivity, and intuitive software minimize friction. Assess: help desk tickets, usability surveys.
 10. Psychosocial Climate
Respectful interactions, fairness, and supportive supervision shape the energy and commitment of employees. Assess: Brief climate/justice scales, pulse surveys.
 11. Workload & Staffing Balance
Predictable schedules and adequate staffing reduce noise, interruptions, and the risk of errors. Assess: roster analytics, overtime/absence trends.
 12. Environmental Monitoring Practices
Routine checks for lighting uniformity, color contrast, air quality, and noise hotspots ensure that standards are maintained. Assess: simple meter readings (light, temperature, humidity, and noise) plus periodic employee feedback.

Implementation tip: Pair objective readings with short (3–5 items) monthly pulse questions on comfort, focus, and fatigue; triangulate with absenteeism and minor error reports to catch issues early.

2.3 Character

Employee loyalty is associated with commitment to the organization, which is usually considered an employee's attitude. However, in an organizational context, real action and concrete results are more important than attitudes or thoughts. Nurhayati, Minarsih, and Wulan (2016) explains that an employee's loyalty includes the determination and ability to be fully committed, show responsibility, and consistency in daily attitudes and behavior. This loyalty arises from employees and is related to their responsibilities and abilities to work and the company.

Julita and Arianty (2018) added that employee work loyalty reflects their involvement and dedication in using their time and thoughts to achieve organizational goals. Pradana and Nugraheni (2015) state that employee work loyalty is seen through their commitment to the company, which is influenced by various factors from both organizational and individual perspectives (Tanha et al., 2023; Yulianita, Subardin, & Zulfikri, 2024).

2.3.1 Loyalty Character Indicator

According to Saydam, as cited by Sutanto and Perdana (2016), there are four main indicators of employee loyalty:

1. Loyalty to the company
2. Integrity

Integrity reflects an employee's ability to provide accurate information, speak honestly, and admit mistakes in accordance with reality.

2.4 Conceptual framework

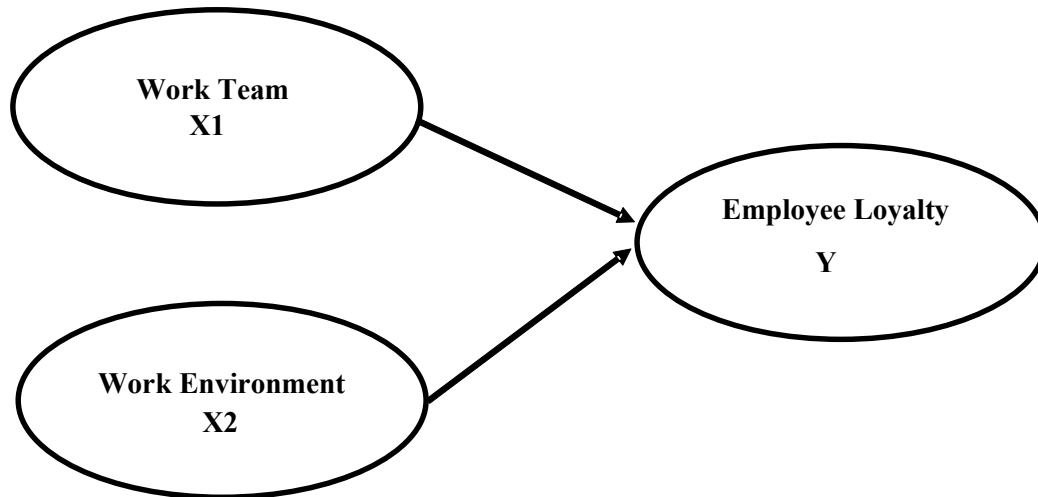


Figure 1. Conceptual framework

2.5 Hypothesis

Based on the literature review and existing framework, the hypotheses of this study are as follows:

- H₁ : The work team has a significant effect on employee loyalty Hikmah Masamba Hospital,
- H₂ : It is suspected that the work environment has a significant effect on employee loyalty Hikmah Masamba Hospital,
- H₃ : The work team and work environment have a significant effect on employee loyalty Hikmah Masamba Hospital,

3. Research methodology

This study used a quantitative approach with an associative design. The research population consisted of all employees and staff at Hikmah Masamba General Hospital, especially in the field of HR of nursing services (26 people) and HR of midwifery services (24 people), with a total population of 50. The sample in this study included the entire population, namely 50 people, using a non-probability sampling method with a saturated sampling technique, which means that all members of the population were used as the sample. In this study, the researchers used validation and reliability tests as data validity methods and multiple linear regression as data analysis methods.

4. Results and discussions

4.1 Validation and Reliability Test Results

Table 1 Work Team Validation Test Results (X1)

Item No.	R count	>/<	R table	Status
1.	0.776	>	0278	Vali
2.	0.748	>	0278	Vali
3.	0.519	>	0278	Vali
4.	0.667	>	0278	Vali
5.	0.758	>	0278	Vali
6.	0.730	>	0278	Vali

Source: Data processed on SPSS26

Table 2 Results of the Work Environment Validation Test (X2)

Item No.	R count	>/<	R table	Status
1.	0.598	>	0.278	Vali
2.	0.625	>	0.278	Vali
3.	0.531	>	0.278	Vali
4.	0.403	>	0.278	Vali
5.	0.611	>	0.278	Vali
6.	0.648	>	0.278	Vali
7.	0.812	>	0.278	Vali
8.	0.764	>	0.278	Vali

Source: Data processed on SPSS26

Table 3 Loyalist Character Validation Test Results

Item No.	R count	>/<	R table	Status
1.	0.558	>	0.278	Vali
2.	0.772	>	0.278	Vali
3.	0.865	>	0.278	Vali
4.	0.750	>	0.278	Vali
5.	0.741	>	0.278	Vali
6.	0.555	>	0.278	Vali
7.	0.710	>	0.278	Vali
8.	0.818	>	0.278	Vali

Source: Data processed on SPSS26

Table 4 Reliability Test Results

No	Variables	Number of Items	Cronbach's Alpha	Description
1	Work Team (X1)	6	0,787	Good
2	Work Environment (X2)	8	0,788	Good
3	Employee Loyalty (Y)	8	0,834	Very good

Source: Data processed on SPSS26

4.2 T Test Results

Table 5. T Test Results

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,762	3,885		1,226	,226
	Tim Kerja	,757	,131	,604	5,795	,000
	Lingkungan Kerja	,894	,113	,270	2,595	,001

a. Dependent Variable: Karakter Loyalis

Sumber : Data diolah pada SPSS26

Using the t-test, the calculated t-value for variable X1, namely the work team, is 5.795. Meanwhile, the value in the t table with a 95% confidence degree (significance 5% or 0.05) with a degree of freedom (df) = N-k-1 = 50-2-1 = 47, where, is 1.67793. Thus, t count = 5.795 is greater than the employee loyalty Hikmah Masamba Hospital,

For variable X2, namely the work environment, the calculated t value was 2.595, while the t table was 1.67793. Thus, t = 2.595 is greater than t table = 1.67793.

4.3 F Test Results

Table 6 F F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	353,303	2	176,652	28,968	,000 ^b
	Residual	286,617	47	6,098		
	Total	639,920	49			

a. Dependent Variable: Karakter Loyalis

b. Predictors: (Constant), Lingkungan Kerja, Tim Kerja

Source: Process in SPSS26

F_{table} = 3.20, with a level of 0.000, which was much smaller than 0.05. This regression model is valid for predicting employee loyalty at Hikmah Masamba Hospital. In other words, the work team (X1) and work environment (X2) simultaneously affected employee loyalty Hikmah Masamba Hospital,

5. Conclusion

Hikmah Masamba Hospital, Based on the discussion and analysis that has been carried out using linear multiple regression analysis, the conclusions that can be drawn are as follows: The work team has a significant influence on employee loyalty Hikmah Masamba Hospital,

1. The work environment has a significant influence on employee loyalty Hikmah Masamba Hospital,
2. The work team and work environment simultaneously or together have a significant effect on employee loyalty Hikmah Masamba Hospital,

The findings above indicate that organizational loyalty among employees is not a single construct shaped only by individual motivation but rather the outcome of an interactive process that involves both human dynamics within the work team and the broader organizational environment in which these employees carry out their duties. The role of the work team becomes central because hospitals are institutions that rely heavily on collaboration, coordination, and communication. In a hospital setting, such as Hikmah Masamba, nurses, midwives, doctors, and administrative staff must work cohesively, and every mistake or lack of coordination can have serious implications for patient safety. Thus, the existence of a solid work team creates trust, reduces stress, and builds a sense of belonging that ultimately translates into loyalty toward the institution. The influence of the work environment is equally important. The regression analysis shows that environmental conditions—both physical and psychosocial—significantly affect employees' perceptions of their workplace and their intention to remain committed. Adequate lighting, comfortable air temperature, noise control, and ergonomic layouts ensure that the staff can carry out their responsibilities effectively. Beyond physical aspects, the psychosocial climate—such as fairness in workload distribution, clarity of rules, supportive supervision, and respect among colleagues—directly contributes to a sense of being valued. Employees who feel safe and supported are more likely to develop affective commitment, which is a deeper form of loyalty to the organization.

The simultaneous influence of the work team and environment highlights the importance of integrating interpersonal and structural factors. Even when a team functions well, loyalty may weaken if the environment is unsafe or unsupportive. Conversely, even in a modern and comfortable hospital environment, if teamwork is poor and conflicts are unresolved, employees experience disengagement. This finding strengthens the idea that employee loyalty is multidimensional and requires simultaneous attention to social dynamics and organizational design. Hikmah Masamba Hospital should consider these findings as strategic guidelines for human resource management. Programs that enhance teamwork, such as team-building activities, interprofessional collaboration training, and open communication platforms, need to be institutionalized. Simultaneously, hospital management must conduct routine audits of the physical environment, improve scheduling systems to ensure fairness, and adopt policies that emphasize transparency and justice. By combining these two approaches, hospitals can not only retain competent employees but also strengthen their reputation as supportive workplaces.

Furthermore, these results align with broader theoretical frameworks, such as the Job Demands–Resources (JD-R) model, which suggests that organizational resources, such as teamwork and supportive environments, help buffer high demands in healthcare, thereby fostering engagement and loyalty. From the perspective of Social Exchange Theory, employees reciprocate the support and fairness they receive from both their team and their environment with commitment and loyalty to the hospital. This implies that investment in team development and environmental improvement is not a cost but a long-term investment in human capital. For future research, it would be useful to expand the analysis by incorporating other factors, such as leadership style, compensation systems, and opportunities for professional development. A mixed-methods approach that combines quantitative data with qualitative interviews would provide deeper insights into how employees perceive their teams and environments. This could help refine interventions to ensure that they are tailored to actual needs. In addition, comparative studies across hospitals of different sizes and contexts could identify the best transferable practices.

In conclusion, the regression results not only confirm the importance of teamwork and the work environment but also underline the inseparability of these two dimensions in shaping employees' loyalty. For Hikmah Masamba Hospital, focusing on strengthening both simultaneously will ensure sustainable organizational performance, reduce turnover, and create a positive cycle in which loyal employees contribute to quality healthcare services, which, in turn, enhances the hospital's credibility and capacity to serve the community. The key lesson is clear: loyalty does not arise spontaneously but must be nurtured through intentional organizational practices that harmonize interpersonal and environmental conditions.

5.1 Suggestion

1. **Strengthen Teamwork**
Management should design continuous team development programs, such as teamwork training, team building, and interprofessional collaboration. These activities can improve coordination across units (nursing, midwifery, administration) and strengthen mutual trust and shared ownership of the organization's goals.
2. **Improve the Work Environment**
Hospitals should conduct routine evaluations of physical conditions, such as lighting, air quality, noise control, and workspace layout. Non-physical aspects, such as organizational climate, fairness in workload distribution, and emotional support from leaders, must also be prioritized to enhance comfort and employee loyalty.
3. **Integrate Team and Environment Strategies**
Because the study shows that work teams and the work environment have a simultaneous effect, human resource improvement policies should not be separated from each other. Facility upgrades must be accompanied by strengthened working relationships to create a synergy between social and structural factors.
4. **Develop Human Resource Management Policies**
Management should establish more transparent and equitable policies for scheduling, performance appraisal, and career development opportunities. This reinforces employees' positive perceptions of the organization and encourages long-term loyalty.
5. **Further Research**
Future research should expand the variables examined, such as leadership style, compensation, and opportunities for professional development, to provide a more comprehensive picture of the determinants of employee loyalty. Qualitative approaches can also offer deeper insights into employees' lived experiences.

5.3 Limitation and study forward

Employees' intellectual intelligence, gender, salary, work motivation, incentives, and other factors. In addition, the respondents used in this study were only employees at Hikmah Masamba Hospital; therefore, further research can expand the range of respondents, such as using respondents from two or three larger agencies and in the government sector.

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