Analysis of Factors Influencing Employee Loyalty At Hermina Periuk Tangerang Hospital Indonesia

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Abstract.
This study focuses on employee loyalty as an important factor in maintaining the quality and continuity of hospital services. Human resources data from Hermina Periuk Hospital Tangerang, Indonesia, recorded an employee turnover rate of 10.9% in 2024, exceeding the ideal organizational threshold of less than 10%. This study aimed to empirically analyze the effects of income, leadership, work environment, career development, and organizational culture on employee loyalty, both partially and simultaneously, and to identify the most dominant factor. A quantitative approach with a descriptive-analytic, cross-sectional survey design was employed. The population consisted of 250 permanent employees, with 80 respondents selected using the Slovin formula and proportional stratified random sampling. Data were collected using a validated and reliable Likert-scale questionnaire and analyzed using classical assumption tests and multiple linear regression. The results showed that the five independent variables simultaneously had a positive and significant effect on employee loyalty, explaining 57.2% of the variance (Adjusted $R^2 = 0.572$). The work environment had a positive and significant effect (t-count = 3.831; Sig. = 0.000) and was the dominant factor (Beta = 0.441). Income, leadership, career development, and organizational culture did not show significant partial effects. The findings indicate that improving the work environment should be prioritized as an employee retention strategy. Income, leadership, career development, and organizational culture should continue to be managed in an integrated manner.

Keywords: *career development, employee loyalty, income, leadership and work environment.*

I. INTRODUCTION

Employee loyalty is a long-term commitment to an organization reflected in the willingness to stay, to be dedicated, to support organizational goals, and to contribute one's best [1] [2] [3]. In hospital organizations, loyalty carries strategic significance because the continuity of services depends heavily on the availability of competent and experienced human resources. Low loyalty can increase the tendency toward turnover, erode organizational knowledge, and increase recruitment and training costs [4] [5].

The issue of loyalty and retention among healthcare workers remains a matter of concern. Global data show that healthcare worker turnover remains high, while research across various organizations has found that loyalty is influenced by a combination of economic and organizational factors. Fair and competitive income can strengthen employee attachment [6] [7].

Effective leadership can build trust [8] [9] [10]. A conducive work environment can enhance comfort [11] [12]. Career development provides a sense of prospects [13] [14], and a positive organizational culture builds a sense of belonging [15] [16].

At Hermina Periuk Hospital Tangerang, Indonesia, human resources data show that in 2024 there were 258 employees, of whom 28 left, resulting in a turnover rate of 10.9%. In 2025, out of 267 employees, 15 left, giving a turnover rate of 5.6%. Although the rate declined in 2025, the 2024 figure indicates a retention problem that warrants systematic study. This study focuses on five factors that are theoretically and empirically related to loyalty, namely income, leadership, work environment, career development, and organizational culture.

This study aims to analyze and empirically demonstrate the effects of income, leadership, work environment, career development, and organizational culture on the loyalty of employees at Hermina Periuk Hospital Tangerang, both partially and simultaneously, and to identify the most dominant variable. The findings are expected to serve as a basis for hospital management in designing evidence-based retention strategies.

II. METHODS

This study employed a quantitative approach with a descriptive-analytic, cross-sectional survey design [17]. The research was conducted at Hermina Periuk Private Hospital, Tangerang, from April to August 2026, with primary data collection carried out in May to June 2026.

The study population consisted of 250 permanent employees. Based on the Slovin formula, a sample of 80 respondents was obtained, selected using proportional stratified random sampling based on employee groups. The independent variables consisted of Income (X1), Leadership (X2), Work Environment (X3), Career Development (X4), and Organizational Culture (X5) [18] [19]. The dependent variable was Employee Loyalty (Y).

The instrument was a Likert-scale questionnaire. Validity was tested using Pearson product-moment correlation, and reliability was tested using Cronbach's Alpha. All items were found valid, and all variables were reliable. Data analysis included descriptive analysis, bivariate correlation, tests of normality, multicollinearity, and heteroscedasticity, multiple linear regression, t-tests, F-tests, and the coefficient of determination [20].

The regression model used was $Y = a + b^1X^1 + b^2X^2 + b^3X^3 + b^4X^4 + b^5X^5 + \varepsilon$. Partial test decisions were based on a significance value < 0.05, and the simultaneous test used the F-test at a 5% significance level. The most dominant variable was determined based on the largest Standardized Beta value. The study was conducted with due attention to research ethics principles and the confidentiality of respondent data.

III. RESULTS AND DISCUSSION

A total of 80 questionnaires were collected, all of which met the criteria for analysis, giving a response rate of 100%. The majority of respondents were female (80.0%), aged 26–35 years (78.7%), held a bachelor's degree (58.8%), and had 2 to less than 5 years of tenure. By employee group, 58.8% were other health workers, 28.7% were non-health workers, and 12.5% were medical staff.

The predominance of employees of productive age and moderate tenure indicates that respondents had sufficient experience to assess organizational conditions, while still being at an important stage in determining their career continuity.

Descriptively, the work environment had the highest mean score among the independent variables (mean = 3.99), while income had the lowest mean (mean = 3.70). Employee loyalty had a mean of 4.05, and 73.8% of respondents were categorized as loyal based on the study's total score criteria, while 26.2% fell into the not-loyal category.

These findings of this research indicate that the overall basis of loyalty at the hospital is relatively good, but the group of disloyal employees remains a managerial signal that needs to be addressed. The instrument test showed that all 36 items were valid. The reliability test yielded a Cronbach's Alpha of 0.782 for Income, 0.846 for Leadership, 0.865 for Work Environment, 0.842 for Career Development, 0.842 for Organizational Culture, and 0.829 for Employee Loyalty. All values were above the 0.60 threshold, so the instrument was considered consistent and appropriate for use.

Table 1. Descriptive statistics of the research variables.

Variable	Mean	SD	Min–Max	Dominant Category
Income (X1)	3.70	0.70	2.00–5.00	High (51.2%)
Leadership (X2)	3.71	0.60	2.33–5.00	Moderate (51.2%)
Work Environment (X3)	3.99	0.55	2.67–5.00	High (66.2%)
Career Development (X4)	3.84	0.56	2.50–5.00	High (51.2%)
Organizational Culture (X5)	3.78	0.56	2.67–5.00	High (57.5%)
Employee Loyalty (Y)	4.05	0.49	3.00–5.00	High (65.0%)

The classical assumption tests showed that the residuals were normally distributed, with an Asymp. Sig. of 0.275. All variables had a Tolerance > 0.10 and VIF < 10, indicating no symptoms of multicollinearity. The Glejser test also showed that all significance values were > 0.05, indicating no symptoms of heteroscedasticity. Thus, the regression model met the basic assumptions required for hypothesis testing.

Table 2. Results of multiple linear regression and partial (t) test.

Variable	B	Beta	t-count	Sig.	Decision
Income (X1)	0.023	0.033	0.293	0.771	Not significant
Leadership (X2)	-0.011	-0.013	-0.115	0.908	Not significant
Work Environment (X3)	0.399	0.441	3.831	0.000	Significant
Career Development (X4)	0.157	0.177	1.499	0.138	Not significant
Organizational Culture (X5)	0.194	0.221	1.618	0.110	Not significant

The regression equation obtained was $Y = 1.076 + 0.023X1 - 0.011X2 + 0.399X3 + 0.157X4 + 0.194X5 + \varepsilon$. Partially, only the work environment had a positive and significant effect on employee loyalty ($t = 3.831$; $p < 0.001$). The B coefficient of 0.399 indicates that each one-unit increase in the work environment score is estimated to increase the loyalty score by 0.399 units when other variables are held constant. The Beta value of 0.441 was also the largest, making the work environment the most dominant factor. These results align with previous research [11], which found a positive and significant influence of the work environment on employee loyalty.

The findings are also consistent with earlier studies [12] indicating that the work environment is a key factor in employee loyalty. In a hospital setting, the work environment encompasses not only physical conditions but also aspects such as safety, interpersonal relationships, support from immediate supervisors, role clarity, and psychological comfort [21]. Therefore, improving the work environment can serve as an intervention that is most directly experienced by employees..

Income does not have a significant partial effect ($t = 0.293$; $p = 0.771$), although the coefficient's direction is positive. This result differs from the findings of previous studies [22] [7], which identified a significant effect of income on loyalty. This discrepancy is likely influenced by the organizational context and the method used to measure income. In this study, income was measured based on employees' perceptions of the fairness and adequacy of their earnings, rather than on actual salary figures. These findings indicate that employees likely consider their overall work experience, meaning income is not the sole determinant in the decision to remain with the organization. Leadership also did not show a significant partial effect ($t = -0.115$; $p = 0.908$).

This result differs from previous studies [8] [23], which demonstrated a positive influence of leadership on loyalty. The slightly negative coefficient in this study does not imply that poor leadership directly reduces loyalty, given that the effect became insignificant once other variables were controlled for. The high level of intercorrelation among organizational variables may result in leadership making a negligible unique contribution when work environment, income, career development, and organizational culture are included simultaneously. Career development did not have a significant partial effect ($t = 1.499$; $p = 0.138$), although the coefficient was positive ($B = 0.157$).

This finding differs from the results of previous research [14], which identified a positive and significant effect of career development on loyalty. From a managerial perspective, this result does not imply that career development is unimportant; rather, it indicates that its unique contribution is not sufficiently strong once other organizational factors are controlled for. Clarity regarding career paths, promotion opportunities, training, and competency development should still be maintained as part of a long-term retention system..

Organizational culture does not have a significant partial effect ($t = 1.618$; $p = 0.110$), although the direction of the relationship is positive ($B = 0.194$; $Beta = 0.221$). This result differs from three previous studies [15] [24] [25], which found a positive and significant effect of organizational culture on loyalty. This discrepancy may arise because organizational culture interacts with other factors within employees' work experiences. While a supportive culture can strengthen the work environment and foster a sense of belonging, its specific impact on loyalty may diminish when other variables are analyzed simultaneously.

The simultaneous test showed an F-count of 22.126, greater than the F-table value of 2.338, with a Sig. of 0.000, indicating that income, leadership, work environment, career development, and organizational culture jointly had a significant effect on loyalty. The value of $R = 0.774$ and Adjusted $R^2 = 0.572$ indicate that 57.2% of the variance in loyalty can be explained by these five variables, while 42.8% is explained by other factors outside the model. This result supports the view that loyalty is a construct formed by the interaction of various organizational experiences, rather than a single factor.

The pattern in which H3 was accepted while H1, H2, H4, and H5 were rejected in the partial tests, yet H6 was accepted in the simultaneous test, is not a contradictory result. The t-test measures the unique contribution of each variable after controlling for the others, whereas the F-test assesses the combined explanatory power of all variables together. The high correlation among the independent variables (approximately 0.609–0.743) reinforces the likelihood that income, leadership, work environment, career development, and organizational culture are interrelated within employees' overall experience. Thus, the work environment is the most dominant factor at the partial level, while all five factors remain important at the systemic level.

Theoretical Implications

This study contributes theoretically by confirming, within the framework of Social Exchange Theory [26], that employee loyalty emerges from the interplay of fair income, effective leadership, a supportive work environment, career development, and organizational culture, rather than from any single dominant factor considered in isolation. The pattern observed here, in which the five variables lose significance individually in the partial test yet remain jointly significant in the simultaneous test, extends prior loyalty literature by providing empirical evidence of substantial multicollinearity among organizational variables.

This suggests that these constructs function as an interrelated system embedded within employees' broader exchange relationship with the organization, rather than as fully independent predictors. In addition, the finding that the work environment emerges as the most dominant partial predictor, in contrast to earlier studies that emphasize income [7] or leadership as the primary driver of loyalty, enriches the theoretical understanding of loyalty determinants within a hospital setting. This indicates that the intensity of interpersonal interaction, workload conditions, and the physical and psychosocial work atmosphere characteristic of healthcare institutions may amplify the salience of environmental factors relative to other organizational contexts, offering a contextual refinement to existing loyalty theory.

Managerial Implications

The main implication of this study is the need to prioritize the improvement of both the physical and non-physical work environment. Improvements may include cleanliness, layout, lighting, air circulation, workplace safety, interpersonal relationships among employees, and support from direct supervisors.

Periodic job analysis can also be conducted to clarify job descriptions, workload standards, and boundaries of responsibility, thereby reducing role ambiguity. Retention strategies should not be implemented partially, since all five variables were proven significant when tested simultaneously. Management still needs to maintain a fair income system, strengthen leadership, provide career development pathways, and preserve a positive organizational culture.

The medical staff group requires special attention, as 60.0% fall into the not-loyal category, and this group also has the lowest perception of income in the group-level analysis [27]. Targeted interventions can be considered alongside work environment improvements that apply to all employees.

Research Limitations

This study is cross-sectional in nature and therefore cannot capture changes in loyalty over time or establish causal relationships with certainty. The data are self-reported and may be subject to subjectivity bias. The relatively high intercorrelation among variables also means that interpretation of partial contributions must be made with caution. In addition, the medical staff sample consisted of only 10 respondents, so the between-group difference analysis needs to be confirmed through research with a larger sample. The income variable was also measured based on perception rather than actual salary figures.

IV. CONCLUSION

Income had no significant partial effect on employee loyalty ($t = 0.293$; $p = 0.771$). Leadership likewise had no significant partial effect ($t = -0.115$; $p = 0.908$). The work environment had a positive and significant partial effect ($t = 3.831$; $p < 0.001$) and was the most dominant factor, with a Beta of 0.441. Career development had no significant effect ($t = 1.499$; $p = 0.138$), nor did organizational culture ($t = 1.618$; $p = 0.110$). Simultaneously, income, leadership, work environment, career development, and organizational culture had a positive and significant effect on employee loyalty ($F = 22.126$; $p < 0.001$), explaining 57.2% of the variance

in loyalty. Therefore, improving the quality of the work environment should be the top priority, while an integrated retention management strategy is maintained.

Recommendations

The management of Hermina Periuk Hospital Tangerang, Indonesia, is advised to prioritize improvements to both the physical and non-physical work environment, clarify job analysis and workload, and strengthen supervisory support. These strategies should be accompanied by a review of remuneration, particularly for medical staff, the strengthening of career pathways and training, and the maintenance of organizational culture.

Future research is recommended to use a longitudinal design, or other design, expand the number of medical staff respondents, and include additional variables such as job satisfaction, organizational commitment, motivation, work-life balance, workload, and external job opportunities.

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