

**THE INFLUENCE OF WORK ENVIRONMENT AND LEADERSHIP STYLE ON
EMPLOYEE LOYALTY AT RUMAH KOPI SARINA KAWANGKOAN****PENGARUH LINGKUNGAN KERJA DAN GAYA KEPEMIMPINAN TERHADAP LOYALITAS
KARYAWAN DI RUMAH KOPI SARINA KAWANGKOAN**

By:

**Michelle J. Supit¹
S.L.H.V. Joyce Lapian²
Emilia M. Gunawan³**¹²³International Business Administration, Management Department
Faculty of Economics and Business,
Sam Ratulangi University, Manado

E-mail:

¹michellejnts@gmail.com²lapianjoyce@unsrat.ac.id³emilia_gunawan@unsrat.ac.id

Abstract: An employee is a term for workers and managers working for a company, organization or community. These people are the staff of the organization. Rumah Kopi Sarina become one of the most famous and the oldest coffee shop in Minahasa. Not only because of a loyal customer, but also a loyal employee. Employees with a high level of loyalty are essential for the progress of the company. Loyalty is a mental attitude of employees who are shown to the existence of the company so that employees will remain in the company, even though the company is developing or not. Employee loyalty can be affected by so many factors, include work environment and leadership style. The purpose of this study is to know the simultaneous and partial influence of work environment and leadership style on employee loyalty at Rumah Kopi Sarina Kawangkoan. This research used multiple regression analysis with sample of 60 respondents which are all the employees at Rumah Kopi Sarina Kawangkoan. The result shows that work environment and leadership style are simultaneously and partially influence employee loyalty. Based on the result, as the strongest variable in this research that influence the employee loyalty, it's mean that leadership plays a critical role in boosting the employee loyalty and they were comfortable with a particular leadership style at Rumah Kopi Sarina Kawangkoan, so it's better to keep those type of leadership style at workplace. Rumah Kopi Sarina Kawangkoan also have to think about raise the salary for the employee because some of them think that they don't have a proper salary (according to Upah Minimum Regional). As the lowest influenced sub-variable of work environment, Rumah Kopi Sarina can give a more bonus that can increased the employee morale.

Keywords: *Work environment, leadership style, employee loyalty*

Abstrak: Karyawan adalah istilah untuk pekerja dan manajer yang bekerja untuk suatu perusahaan, organisasi, atau komunitas. Mereka adalah staf organisasi. Rumah Kopi Sarina menjadi salah satu kedai kopi paling terkenal dan tertua di Minahasa. Bukan hanya karena pelanggan yang loyal, tetapi juga karyawan yang loyal. Karyawan dengan tingkat loyalitas yang tinggi sangat penting bagi kemajuan perusahaan. Loyalitas merupakan sikap mental karyawan yang ditunjukkan dengan keberadaan perusahaan sehingga karyawan akan tetap berada di perusahaan, meskipun perusahaan berkembang atau tidak. Loyalitas karyawan dapat dipengaruhi oleh banyak faktor, termasuk lingkungan kerja dan gaya kepemimpinan. Tujuan penelitian ini adalah untuk mengetahui pengaruh secara simultan dan parsial lingkungan kerja dan gaya kepemimpinan terhadap loyalitas karyawan di Rumah Kopi Sarina Kawangkoan. Penelitian ini menggunakan analisis regresi berganda dengan sampel sebanyak 60 responden yang merupakan seluruh karyawan Rumah Kopi Sarina Kawangkoan. Hasil penelitian menunjukkan bahwa lingkungan kerja dan gaya kepemimpinan berpengaruh secara simultan dan parsial terhadap loyalitas karyawan. Berdasarkan hasil penelitian, sebagai variabel terkuat yang mempengaruhi loyalitas karyawan, artinya kepemimpinan memainkan peran penting dalam meningkatkan loyalitas karyawan dan mereka merasa nyaman dengan gaya kepemimpinan di Rumah Kopi Sarina Kawangkoan, sehingga lebih baik untuk pertahankan gaya kepemimpinan seperti itu di tempat kerja. Rumah Kopi Sarina Kawangkoan juga harus memikirkan untuk menaikkan gaji karyawan karena beberapa dari mereka berpikir bahwa mereka tidak memiliki gaji yang layak (sesuai Upah Minimum Regional). Sebagai sub variabel lingkungan kerja yang paling rendah pengaruhnya, Rumah Kopi Sarina dapat memberikan bonus lebih yang dapat meningkatkan semangat kerja karyawan.

Kata Kunci: *Lingkungan kerja, gaya kepemimpinan, loyalitas karyawan*

INTRODUCTION

Research Background

An employee is a term for workers and managers working for a company, organization or community. Employees are an important aspects of a business and have a substantial influence on the success of a company. Employees with a high level of loyalty are essential for the progress of the company. Employees who have high loyalty will be motivated to work and do their best for the company. Companies need employees who have a high loyalty because with a high loyalty, employees can work in accordance with the standards given by the company and they can improve the quality of work. Al-Anzi (2009) research finding shows that over 90% of the employees feel that their mood and attitude towards their work changes according to the quality of work environment. The working environment is divided into the physical and nonphysical work environment. Physical work environment means all physical circumstances that exist around the workplace where it can affect the work of employees either directly or indirectly such as space motion, color, air circulation, lighting, cleanliness, and security. While non-physical work environment means all the circumstances that occur related to the working relationship, either with superiors or with fellow co-workers, or with subordinates (Sedarmayanti, 2009). According to Anjam and Ali (2016), leadership style have an important impact on employee's loyalty. Leadership may make employees either stay or leave the organization hence it becomes one of factors that influence employee retention thus it requires a very serious attention. According to Thoha (2004), the success or failure of an organization depends on the leadership. A good leader should pay attention to the employee prosperity. Therefore employees will work well and have a high loyalty to the company.

Rumah Kopi Sarina. It has 60 employees with several length of work. % (10 employees) of the employee length of work is 1 years, 25% (15 employees) is 2-5 years, 23% (14 employees) is 6-10 years, and according to figure above, 35% (21 employee) of the employee already work for more than 10 years and even above 20 years. During COVID-19 pandemic, the employees are work with a new working system at Rumah Kopi Sarina Kawangkoan. The employees are divides into a group and do a shift every week. According to Rumah Kopi Sarina Kawangkoan, in a last one year there are four employees were resign. 1 employee resigned because of his health and the other three resigned with no reason. Based on the pre-survey, the employees at Rumah Kopi Sarina Kawangkoan, choose work environment and leadership style as the factor that influencing their loyalty to work.

Research Objective

The research objectives used are as follows:

1. To identify the simultaneous influence of work environment and leadership style on employee loyalty at Rumah Kopi Sarina Kawangkoan.
2. To identify the partial influence of work environment on employee loyalty at Rumah Kopi Sarina Kawangkoan
3. To identify the partial influence of leadership style on employee loyalty at Rumah Kopi Sarina Kawangkoan.

THEORETICAL FRAMEWORK

Human Resource Management

According to Dessler (2007), human resource management is the policies and practices involved in carrying out the "people" or human resources aspects of a management position, including recruitment, screening, training and appraising. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce (Armstrong, 2006).

Work Environment

A physical work environment can result a person to fit or misfit to the environment of the workplace and it is also known as an ergonomic workplace. Workplace environment is a concept, which has been operationalized by analyzing the extent to which employees perceive the immediate surroundings" as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the organization (Haynes, 2008).

Leadership Style

Leadership continued to be one of the most widely discussed topic by the researchers from all over the world (Kuchler, 2008). The leadership style can be defined as an overall pattern of the actions of a leader both

related to subordinates and with work recap. This leadership style also involves the attitude, nature, consistency and skills of a leader. Thoah (2013) explains that Leadership Style is the norm of behavior used by a person when that person tries to influence the behavior of others as he sees it. Leadership is influential processes which distinguish a leader by their actions, and also encourage a group of people to move towards a common or shared goal.

Employee Loyalty

The definition of a loyal employee is a person who has worked for your company and has always focused on the success of the company. This includes sacrificing their own time and interest to put more energy into the corporation. Employee loyalty is described as the ability of employees to stay and contribute well in their work for a long term (Zakaria et al., 2019). An employee can be said to be loyal if he has high commitment in developing the organization where he works. However, employees will leave the organization when they feel that they are dissatisfied and do not trust the organization. The biggest challenge faced by the company is how to retain competent employees so as to have high loyalty to the company. Employee loyalty is a deliberate commitment to further the best interests of one's employer, even when doing so may demand sacrificing some aspect of one's self-interest beyond what would be required by one's legal and other moral duties (Elegido, 2013).

Previous Research

Ramadhanty, Saragih, and Aryanto (2019) purposed of this research is to find out the influence of work environment on the performance of millennial employees in one of the Republic of Indonesia's state ministry offices. Methods of this research is quantitative with a hypothetical testing using SPSS. The population and study sample are all employees who working in companies with minimum one-year work tenure that fall into the millennial age category according to Howe and Strauss (2000). Data was collected using a questionnaire that was built based on the concept of work environment according to Sedarmayanti (2011) and employee loyalty according to Saydam (2011). There are 23 statements in the questionnaire with responses using 5 Likert scales. From the results of descriptive analysis, the average score of respondents' perception was 4.10 for work environment and 4.13 for loyalty of millennial employees. All average perception score is found higher than 80% of the highest value of the Likert scale used (4.00 from 5 level Likert scale). From the hypothesis test results obtained: work environment has a significantly positive effect on the loyalty of millennial employees with a t count of 7.903 and a significance of 0.000. Hypothesis was accepted

Khuong and Hoang (2015) investigated and evaluated the overall leadership styles effects on employee motivation. The research applied quantitative method with a sample size of 320 respondents - auditors working in Ho Chi Minh City. The independent variables were task-oriented leadership, relation-oriented leadership, change-oriented leadership, charismatic leadership, participative leadership, ethical leadership, ethic-based contingent reward leadership and autocratic leadership and employee motivation was the dependent variable. These independent variables could explain 64.5 % of the variation within employee motivation.

Preko and Adjetey (2013) examined inter-correlations of employee loyalty and engagement as independent variables and how they affect the performance of sales executives employed by commercial banks. The research further conceptualises the hypotheses formulated to show their individual contributions to performance. The research aims at finding out if the sales executives are really loyal to their employers since they are recruited as contract workers who do not enjoy the same opportunities and benefits as full time workers of the banks. The study made use of triangulation research designs (exploratory and questionnaire). A purposive sampling method was adopted to sample 50 sales executives (past and present workers) from Fidelity Bank, Eco Bank and Standard Chartered Bank. The value of Cronbach's Alpha was calculated on employee loyalty 0.804, engagement 0.707 and employee performance 0.839 to determine the reliability and validity level of the both independent and dependent variables by using the statistical package for social science, version 20. The findings revealed that there are significant linear correlations among employee loyalty, engagement and performance. The study also showed significant positive correlations of human relation, leadership style, job content, personal development, creativity and their effect on employee loyalty.

Conceptual Framework

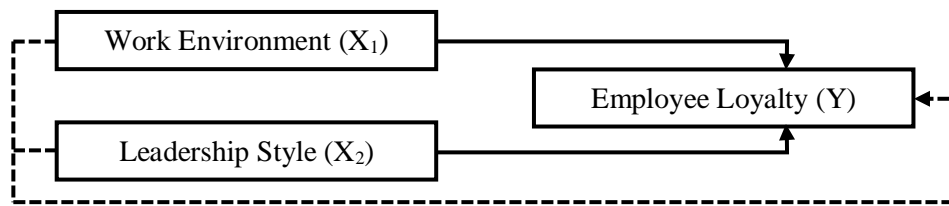


Figure 1. Conceptual Framework
 Source: *Theoretical Framework, 2022*

RESEARCH METHOD

Research Approach

This research type is causal which uses quantitative type of research. Quantitative research or quantitative method is defined as research method based on positivism paradigm that used to investigate specifics population or samples (Sugiyono, 2013). This research is focus on human resource management, which is employee loyalty. Quantitative research seeks to quantify the data. It seeks conclusive evidence based on large, representative samples and typically involving some form of statistical analysis (Malhotra, 2010). The method used in this research is multiple regression analysis.

Population, Sample Size, and Sampling Technique

The population in this research is all the employees at Rumah Kopi Sarina Kawangkoan which are 60 employees. The researcher used saturation sampling for this research because this technique determining sample if all members of population are used as a sample. This technique is often conducted when the amount of population is relative small, or research which wishes to make generalizing with small mistake. Other term of this sample is census, where all the population members used as a sample (Sugiyono, 2013).

Data Collection Method

In this research the questionnaire distributed to the employee at Rumah Kopi Sarina Kawangkoan. Questionnaires are administrated personally without any coercion by the researcher. There were two sections in the questioner and the questioner that should be filled in by the respondents. The first section asked about respondent's identities such as gender, age, and length of work, and the second section asked about things that related with the variables (work environment, leadership style, and employee's loyalty).

Operational Definition of Research Variable

1. Work Environment. All physical and non-physical conditions at Rumah Kopi Sarina Kawangkoan that can affect the loyalty of employees both directly and indirectly and all the conditions that occur are related to work relationships, both with supervisor relationships and with coworkers' relationships or with relationships with subordinates. Indicators: Work Facilities, Salary, Benefit, and Work Relation
2. Leadership Style. A nature, character, or how the owner of Rumah Kopi Sarina Kawangkoan in an attempt to influence others or subordinates so that they work in accordance with the duties and responsibilities to achieve corporate goals previously set. Indicators: Supportive, Transactional, Democratic, and Autocratic.
3. Employee Loyalty. A form of loyalty shown by an employee at Rumah Kopi Sarina Kawangkoan in defending and giving the best to the organization or company. The attitudes shown include, such as, responsibility, discipline and also have a good relationship with colleagues and or superior. Indicators: Freshness, Taste, and Variety.

Data Analysis Method

Validity and Reliability Test

Reliability analysis is used to measure the correlation between multiple measurements of a construct in order to quantify some underlying dimension. The reliability of a measure is established by testing for both consistency and stability (Sekaran and Bougie, 2010). The purpose of testing reliability is to determine the level of measurement non error, it means showing the consistency of measurement. Validity is a test of how well an

instrument that is developed measures the particular concept it is intended to measure. An instrument has high validity if it can deliver results in accordance with the purpose of measuring the measurements itself which is valid at 0.01 level or higher.

Multiple Regression Analysis Model

Multiple linear regression is used to model the relationship between one numeric outcome or response or dependent variable (Y), and several (multiple) explanatory or independent or predictor or regression variables (X). The formula of multiple regression models in this research is shown below:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

- Y : Employee Loyalty
 a : Intercept
 β_1 - β_2 : Regression Coefficient of Each Variable
 X_1 : Work Environment
 X_2 : Leadership Style
 e : Error

RESULT AND DISCUSSION

Result

Reliability Test

The minimum value of Cronbach's alpha must be 0.6. It is better if the value is above 0.6 (Sekaran, 2003). The table above shows that Cronbach's Alpha > 0.6.

Table 1. Reliability Test

No	Variables	Standard Deviation	Cronbach's Alpha
1	Work Environment	0.6	0.712
2	Leadership Style	0.6	0.824
3	Employee Loyalty	0.6	0.853

Source: Data Processed, 2022

Table 1 shows the Cronbach's Alpha values of all indicators are above 0.60, it means that all the variables (work environment, leadership style and employee loyalty) in this research is considered reliable and can be used to retrieve data.

Validity Test

This research use Pearson Correlation formula. The purpose of validity test is to know whether the instrument is valid or not. If the correlation coefficient between the value of one indicator and the total value of all indicators is positive and $\geq R_{table}$ (0.214) then the instrument is considered as valid (Sugiyono, 2013).

Table 2. Validity Test

Variable	Item	R _{count}	R _{table}	Status
Work Environment (X_1)	$X_{1.1}$	0.747	0.214	Valid
	$X_{1.2}$	0.685	0.214	Valid
	$X_{1.3}$	0.657	0.214	Valid
	$X_{1.4}$	0.847	0.214	Valid
Leadership Style (X_2)	$X_{2.1}$	0.931	0.214	Valid
	$X_{2.2}$	0.839	0.214	Valid
	$X_{2.3}$	0.917	0.214	Valid
	$X_{2.4}$	0.513	0.214	Valid
Employee Loyalty (Y)	Y_1	0.693	0.214	Valid
	Y_2	0.899	0.214	Valid
	Y_3	0.836	0.214	Valid
	Y_4	0.905	0.214	Valid

Source: Data Processed, 2022

All the total values for each indicator for independent variables (work environment and leadership style) and dependent variables (employee loyalty) are above R_{table} (0.214). It means all the indicators are valid and can be used on this research.

Classical Assumption Test Multicollinearity Test

Table 3. Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Work Environment	.963	1.039
Leadership Style	.963	1.039

Source: Data Processed, 2022

Table 3 shows that the tolerance and VIF values. The tolerance value of work environment and leadership style are more than 0.1. The VIF value are less than 10. Since all the tolerance value is more than 0.1 and the VIF value is less than 10, so this research is free from multicollinearity.

Heteroscedasticity

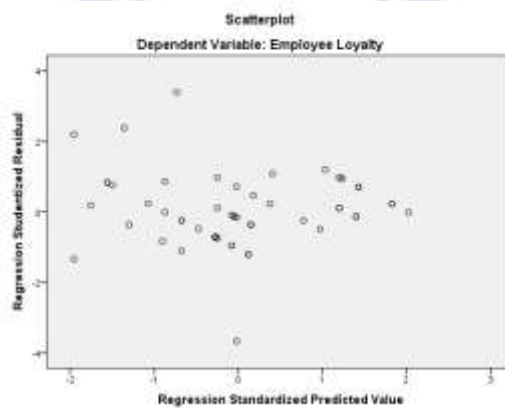


Figure 2. Heteroscedasticity
Source: Data Processed (2022)

Figure 2 shows that the dots is not created a specific pattern and also spread above and below 0 (zero). It proves that there is no heteroscedasticity in this regression model.

Normality Test



Figure 3. Normality Test
Source: Data Processed (2022)

Figure 3 shows that the dots are speard in the direction of the diagonal lines, it shows that the distribution of the data in this research is normally distributed.

Multiple Linear Regression Analysis**Table 4. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.682	.445		1.532	.131		
Work Environment	.275	.090	.264	3.038	.004	.963	1.039
Leadership Style	.590	.076	.670	7.727	.000	.963	1.039

Source: Data Processed, 2022

The result in the Table 4 can be expressed in regression equation as:

$$Y = 0.682 + 0.275 X_1 + 0.590 X_2 + e$$

The interpretation of the equation is:

1. Constant value of 0.682 means that in a condition of ceteris paribus, if all independents variables equal to zero, then employee loyalty (Y) as dependent variable is 0.682.
2. Work environment coefficient value of 0.275 means that if there is one unit increase in work environment (X_1) then employee loyalty (Y) will improve and increase by 0.275.
3. Leadership style coefficient value of 0.590 means that if there is one unit increase in leadership style (X_2) then employee loyalty (Y) will improve and increase by 0.590.

Table 5. R and R²**Model Summary^b**

Model	R	R Square
1	.766 ^a	.587

Source: Data Processed (2022)

R and R² or R Square are used to see the relationship between independent and dependent variables. Table 4.4 shows that the R² is 0.587 which mean the independent variable (work environment and leadership style) affecting the dependent variable (employee loyalty) with 58.7%.

Hypothesis Testing**Table 6. F-Test Output**

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.052	2	3.526	40.518	.000 ^b
Residual	4.960	57	.087		
Total	12.011	59			

Source: Data Processed, 2022

Table 6 shows that in this research the F_{count} is higher than F_{table} , $F_{count} = 40.518 \geq F_{table} = 2.006$, H_1 is accepted. Independent variables work environment and leadership style are simultaneously influences employee loyalty as dependent variable.

Table 7. T-Test Output

Variables	T _{count}	T _{table}	Description
Work Environment (X_1)	3.038	2.001	Accepted
Leadership Style (Y)	7.727	2.001	Accepted

Source: Data Processed, 2022

1. Table 7 shows that t_{count} is 3.038 and since the level of significant is 5% (0.05) then the t_{table} is 2.001, the result is $t_{count} = 3.038 \leq t_{table} = 2.001$. Since the t_{count} is lower than t_{table} then H_2 is rejected. It means that variable work environment is significantly influence employee loyalty.

2. Table 7 shows that that t_{count} is 7.727 and since the level of significant is 5% (0.05) then the t_{table} is 2.001, the result is $t_{\text{count}} = 7.727 \geq t_{\text{table}} = 2.001$. Since the t_{count} is higher than t_{table} H_3 is accepted. It means that variable leadership style is significantly influence employee loyalty.

Based on the result, the two independent variable (work environment and leadership style) have a significant influence toward the dependent variable (employee loyalty). In simultaneously test, the result shows that all the independent variable are influence the dependent variable. Which mean, the hypotheses 1, 2, and 3 are accepted.

Discussion

The definition of a loyal employee is a person who has worked for your company and has always focused on the success of the company. This includes sacrificing their own time and interest to put more energy into the corporation. Based on the result, it shows that work environment and leadership style are simultaneously influence employee loyalty at Rumah Kopi Sarina Kawangkoan.

Work Environment and Employee Loyalty

The previous research by Ramadhanty, Saragih and Aryanto (2019) shows that there's a significant influence of work environment on loyalty of millennials employees. Employee loyalty was partially influenced by the work environment both the physical work environment such as room temperature, lighting, layout, noise level and comfort of the work space and non-physical work environment such as good and professional relationships that are established between co-workers and also good and professional relationships that are established with superiors that can make them feel comfortable and happy when working. A different result by Fitriyani (2018), the result of this previous research shows work that environment does not affect the loyalty of IAIN Salatiga employees. Thus, the working environment both physically and non-physically need to be improved because with better working environment conditions then employees will feel comfortable and able to work conducive that will further increase employee loyalty. This research supported the previous research by Ramadhanty, Saragih and Aryanto (2019). The result shows that work environment has a significant and positive influence on employee loyalty at Rumah Kopi Sarina Kawangkoan where the strongest sub-variable that influenced the employee loyalty is work relation, second is work facilities, third is salary, and the last is bonus. The result shows that highest two sub-variable of work environment that influence the employee loyalty are physical work environment. The loyalty of the employees are influence by the relationship between co-workers at Rumah Kopi Sarina Kawangkoan is good regardless of status/position and also Rumah Kopi Sarina applies the 3M COVID19 Transmission Prevention Protocol (wearing masks, washing hands, maintaining distance) to employees. Meanwhile the lowest two sub-variable of work environment are non-physical environment which are salary and bonus. Based on the result, Rumah Kopi Sarina Kawangkoan have to think to raise the salary for the employee because some of them think that they don't have a proper salary (according to Upah Minimum Regional). As the lowest influenced sub-variable, Rumah Kopi Sarina can give a more bonus that can increased the employee morale.

Leadership Style and Employee Loyalty

The previous research by Khuong and Hoang (2015) shows that there is a significant influence of leadership style on salespersons' loyalty at Import-Export Companies in Ho Chi Minh City, Vietnam. The major findings of this study suggest that good leaders are those who lead by organic, transformational, and transactional leadership styles and reduce using autocratic leadership style. Another previous research by Preko and Adjetey (2013) that analyzed the relationship between employee loyalty and commitment and its impact on the performance of sales executives at bank's it also investigates whether sales executives are loyal and enjoy benefits like rest if the employees or not in an organization. The result showed a significant positive correlation of leadership style that influence on employee loyalty. This research supported a previous research by Khuong and Hoang (2015) and Preko and Adjetey (2013). The result shows that there's a significant influence of leadership style on employee loyalty at Rumah Kopi Sarina Kawangkoan. According to the employee's perception, the type of leader/owner that help them when have difficulty in carrying out the work and give a chance to the employees to participate in decision making are more influence their loyalty at work. The leader also provide a guidance to employees so their action according to the regulations of Rumah Kopi Sarina Kawangkoan and assigns a task to the employees with a deadline, and it's accompanied by awards and punishments. As the strongest variable in this research that influence the employee loyalty, it's mean that leadership plays a critical role in boosting the employee loyalty and they were comfortable with a particular leadership style at Rumah Kopi Sarina

Kawangkoan, so it's better to keep those type of leadership style at workplace. The type of leader that helped and support the employees especially when they faced the difficult time in work.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result of analyzing and discussing, the conclusion are:

1. The result shows that work environment and leadership style have a simultaneous and significant influence on employee loyalty at Rumah Kopi Sarina Kawangkoan.
2. The result shows that work environment has a significant influence on employee loyalty at Rumah Kopi Sarina Kawangkoan. There are four measurement (sub-variable) of work environment on this research, which are work facilities, salary, bonus, and work relation.
3. The result shows that leadership style has a significant influence on employee loyalty at Rumah Kopi Sarina Kawangkoan. There are four measurement (sub-variable) of leadership style on this research, which are supportive leadership, transactional leadership, democratic leadership, and autocratic leadership.

Recommendation

There are two recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. Leadership style has significantly influence employee loyalty at Rumah Kopi Sarina Kawangkoan. Based on the result, as the strongest variable in this research that influence the employee loyalty, it's mean that leadership plays a critical role in boosting the employee loyalty and they were comfortable with a particular leadership style at Rumah Kopi Sarina Kawangkoan, so it's better to keep those type of leadership style at workplace. The type of leader that helped and support the employees especially when they faced the difficult time in work.
2. Work environment has significantly influence employee loyalty at Rumah Kopi Sarina Kawangkoan and also become the second factor that influence employee loyalty. Based on the result, Rumah Kopi Sarina Kawangkoan have to think about raise the salary for the employee because some of them think that they don't have a proper salary (according to Upah Minimum Regional). As the lowest influenced sub-variable, Rumah Kopi Sarina can give a more bonus that can increased the employee morale.

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