

Research Article

Compact: Building Employee Loyalty at Lingkar Coffee Shop through Leadership Style, Work Motivation, and Work Environment

Ryan Ramadhan¹, Ian Febryan Heri Saputra^{2*}, Febrianur Ibnu³

¹⁻³ Dian Nuswantoro University, Indonesia:

* Corresponding Author : e-mail : 211202107411@mhs.dinus.ac.id

Abstract: This study aims to analyze the influence of leadership style, work motivation, and the work environment on employee loyalty at Coffee Shop Lingkar in Semarang City. The background of this study stems from the phenomenon of fluctuating employee loyalty levels, characterized by staff turnover within a certain period. The research method used a quantitative approach with census sampling, with the entire population of 36 employees being sampled. Data were collected through a Likert-scale questionnaire and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) using the SmartPLS 4 application. The results show that leadership style has a positive and significant effect on employee loyalty. Work motivation also proved to have a positive and significant effect and was the dominant factor influencing loyalty. Furthermore, the work environment had a positive and significant effect, although its influence was less significant than the other variables. Overall, these three variables explained 82.4% of employee loyalty, with the remainder influenced by factors outside this study. This research provides a practical contribution to Coffee Shop Lingkar's management in improving employee loyalty through developing a participatory and transformational leadership style, providing continuous motivation, and creating a conducive work environment.

Keywords: Employee Loyalty; Leadership Style; PLS-SEM; Work Environment; Work Motivation

1. Introduction

Basically, everyone has a desire to work as well as possible and always wants to make a meaningful contribution to the organization or company where they work. This encourages many individuals to push themselves beyond their normal capabilities, which can ultimately lead to negative consequences such as burnout and create tension in the work environment. However, the role of employees is indeed very important in determining the direction of a company's progress or decline, as the quality of employees is the main determining factor. In this context, employee loyalty becomes an equally important aspect. Even if someone performs exceptionally well, without loyalty to the place where they work, that performance can be considered less meaningful or not fully beneficial to the company.

Management is an essential part that is always needed to run an organization or company. Without management, achieving a company's goals would be much more difficult. Where management encompasses specific points such as the process of organizing, the process of planning, the process of supervising the work of employees or organizational members, the process of directing, and the use of other organizational resources to achieve the desired goals of a company (Kusumah et al., 2022). Human resource management is crucial for improving the quality of the workforce, thereby driving company progress to compete globally. This is because a company's ability to compete heavily relies on the performance of its employees (Adiwantari et al., 2019).

Received: May 09, 2025

Revised: July 08, 2025

Accepted: September 09, 2025

Published: November 07, 2025

Curr. Ver.: November 07, 2025



Copyright: © 2025 by the authors.
Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

Companies need more than just a skilled workforce. They also require employees who are diligent and enthusiastic about their work, capable of collaborating effectively with each other and with their superiors within the organization to achieve optimal results. High employee work morale is essential for every organization; excellent performance is absolutely necessary for achieving organizational goals. One of the goals of human resource management is related to leadership. A person appointed as a leader is responsible for carrying out the functions of the organization. The attitude and behavior of a leader will be perceived by their subordinates as a reflection of their leadership style (Wibowo et al., 2022).

Leadership can be defined as the ability of a person holding a position in a work unit to influence others. The success or failure of a company in achieving its goals is greatly influenced by the leader's ability to manage and control the course of leadership. The success of effective leadership heavily depends on the character or personality of the leader, as a leader's leadership style will have a significant impact on employee work loyalty (Tawaris et al., 2022). Leadership style plays an important role in building employee loyalty. That sense of loyalty will grow when leaders are able to create and maintain employee comfort in the company environment. This comfort arises from the policies made and implemented in the work unit under the leader's responsibility (Dianti, 2017).

According to Hidayat in (Intan Premesti et al., 2024), one of the important components in efforts to improve employee performance and loyalty is a leader who can actively influence their subordinates. The leadership techniques used in creating and providing space for employees to express their opinions, give praise, and build relationships. Additionally, leaders must have a positive impact and influence on employees, and always maintain good communication so they can work together to demonstrate performance and increase employee loyalty to the company.

A leader is not only required to possess leadership qualities, but must also be able to motivate their subordinates so they can work according to direction and efficiently achieve common goals. Motivation itself arises from employees' attitudes in responding to working conditions within the company. According to Hasibuan (2016), motivation is a factor that drives, directs, and maintains an individual's attitude so that they remain willing to work diligently and enthusiastically to achieve optimal results. This motivation is also important for the leader to possess, because without the drive of motivation, the leader will not have the spirit to move the organization or company toward progress. Leadership is defined as an individual's ability to control or influence others, even if they come from different backgrounds, to achieve a specific goal. Therefore, leaders need to have the ability to influence their subordinates so that they can act in accordance with the organization's vision, mission, and goals. Strong leadership is the main foundation for fostering high work morale and company competitiveness amidst business competition (Muhammad Mahatir & Nurcholis Lutfi, 2023).

Creating employee loyalty within a company doesn't just depend on the reward and compensation system, but also on how well the company can build a conducive work environment (Amanda & Adrian 2024). A comfortable, safe, and supportive work environment that fosters communication among employees can increase their sense of belonging to the company. A positive work environment encourages employees to feel more comfortable and emotionally attached, thereby strengthening their loyalty to the organization. Conversely, if the work environment is not well-managed, such as due to inter-employee conflict, inadequate work facilities, or a disharmonious work atmosphere, employee loyalty tends to decline (Giovanni & Ie 2022). This will ultimately affect the company's operational performance and sustainability. The relationship between the work environment and employee loyalty shows diverse research results. Some studies have found that the work environment influences employee loyalty, as stated by Syah et al. (2023), Putri et al. (2024), and Egyansyah et al. (2022). However, different results were shown by the studies of Oktavia (2022), Insani & Frianto (2023), and Kirom et al. (2022), which stated that the work environment did not significantly affect employee loyalty.

The leadership style implemented at Coffee Shop Lingkar is expected to influence employee morale and performance, which in turn will increase their loyalty to the company. In addition, work motivation is also an important factor that can encourage employees to work harder, which of course contributes to a high level of loyalty. By understanding the influence of these two factors, it is hoped that the management at Lingkar Coffee Shop can implement more effective strategies to increase employee loyalty. Coffee Shop Lingkar was chosen as the research location because initial observations showed fluctuations in the loyalty levels of some employees, indicated by staff turnover within a certain period. This raises speculation and

questions about the extent to which the leadership style and work motivation applied at Coffee Shop Lingkar play a role in shaping employee loyalty, leading the researcher to aim to determine the influence of leadership style, work motivation, and the work environment on employee loyalty at Coffee Shop Lingkar.

Based on research by Cahayani & Sutar (2020), leadership style significantly influences employee loyalty. However, this result differs from Hananto's (2021) research, which found no significant impact. Research by Anugrah (2023) revealed that work motivation significantly influences employee loyalty. However, this contradicts the findings of Ashari et al. (2020), which stated the result was not significant. Furthermore, research by Saputri & Utomo (2021) showed that the work environment significantly impacts employee loyalty, which contradicts the findings of Putra & Abiyoga (2023), who found no significant impact of the work environment on employee loyalty.

The purpose of this research is to determine the influence of leadership style, work motivation, and work environment on employee loyalty at Coffee Shop Lingkar. As for the academic benefits of this research, it is hoped that it can improve competence and develop knowledge in the field of marketing management, both now and in the future, for the company so that it can continue to exist and compete with other companies. Meanwhile, the practical benefits of this research are that it is hoped that this research can increase the author's understanding of the practice of management, especially marketing management, and add experience in analyzing and solving case problems in the field of marketing, broaden knowledge regarding leadership style, work motivation, and work environment variables, and can be useful for Coffee Shop Lingkar in implementing employee loyalty.

2. Literature Review

Leadership Style

Leadership style is the ability to positively influence others while building effective cooperation to achieve the planned goals. So, leadership can be defined as the effort to influence team performance by optimizing the utilization of all available resources, both in terms of time and effort, at every stage of management, so that goals can be achieved and work results remain high quality (Pranogyo & Hendro, 2023). According to Akhiriani and Risal (2023), leadership style can be measured through several indicators, including decision-making, the relationship between superiors and subordinates, goal setting, and problem solving.

Work motivation

Motivation is one of the success factors in achieving common goals among individuals working collaboratively. Every individual has emotions and desires that play a significant role in influencing their behavior and ability to act. The level of work motivation also varies among employees. Some work to earn an income to meet their living needs, while others work to achieve success. Therefore, the interpretation of motivation can vary between individuals, depending on the conditions and situations they experience (Caissar et al., 2022).

Work motivation is a process by which employees are driven to take action or behave in a certain way because of needs that need to be met. An employee will be able to perform their duties if given stimuli that are appropriate for their specific needs. Basically, motivation will not arise if individuals do not feel a need or expectation of fulfilling a certain satisfaction. (Caissar et al., 2022). According to Putri and Winarningsih (2020), work motivation can be measured through several indicators, namely physical needs, safety needs, social needs, esteem needs, and self-actualization needs.

Work Environment

According to research by Susanto & Perdana (2016), one of the factors that encourages employees to be loyal to the company is a safe and comfortable work environment. A conducive work environment can improve employee performance, while inadequate working conditions can potentially decrease their performance and motivation. The work environment itself encompasses both physical and non-physical aspects in the place where employees perform their duties, which can affect their morale in working. According to Hulu et al. (2022), the work environment can be measured using three indicators, namely the relationships between employees, the work atmosphere, and the work facilities.

Employee Loyalty

Employee loyalty is a positive attitude shown by employees toward the company they work for. Employees with high levels of loyalty work not only for their personal benefit but also for the overall progress and interests of the company. Loyalty is one of the important

aspects in employee evaluation, which includes faithfulness to their job, position, and organization. Loyalty is demonstrated by employees' willingness to protect and defend the organization, both inside and outside the work environment, from threats or disruptions by irresponsible parties. Loyalty goes beyond just physical presence; it also encompasses non-physical fidelity, such as through thoughts, attention, and genuine commitment to the organization. Therefore, employee loyalty within an organization becomes extremely important and absolutely necessary for the company's success (Citra & Fahmi, 2019). The five indicators of employee loyalty include the ability to survive within the organization, the willingness to sacrifice personal interests for the sake of the organization, the willingness to work overtime to complete tasks, promoting the company to customers and the general public, and the willingness to cooperate and help fellow colleagues.

Conceptual Framework

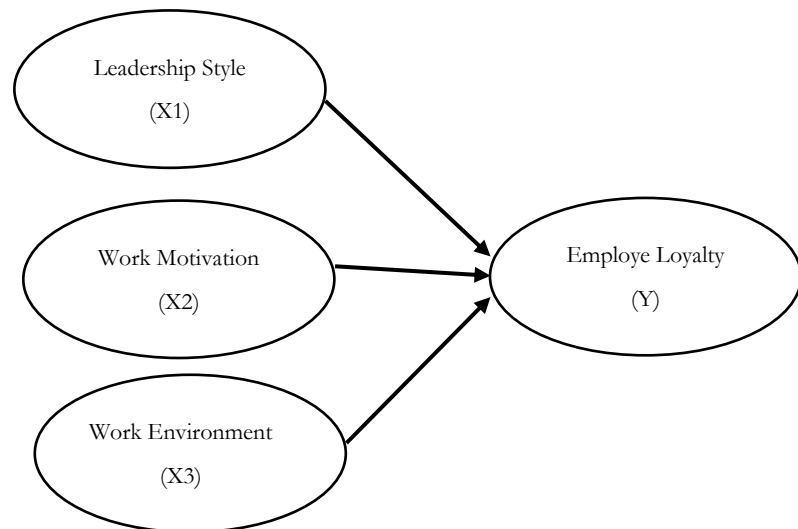


Figure 1. Conceptual Framework

Source: processed data, 2025

Hypothesis Development

The Relationship Between Leadership Style and Employee Loyalty The leadership style exhibited and practiced by a leader is one of the main factors in building and increasing employee loyalty (Akhiriani & Risal, 2023). This is because leadership serves as the main driver in organizational development, particularly in building a positive work ethic among subordinates. Inclusive and supportive leadership can create a positive and productive work environment, which significantly increases work motivation and engagement (Hadziahmetovic & Salihovic, 2022). Additionally, authentic leadership has been shown to strengthen employee engagement through transparent communication and trust, which further fosters a positive work environment and healthy working relationships. Research conducted by Sutjjanus et al. (2023) indicates that leadership style has a positive and significant influence on employee loyalty. Therefore, a leader needs to consider and demonstrate a leadership style that is appropriate and effective in its implementation (Jayanti & Wati, 2019). Based on the results of previous studies, the following hypothesis can be developed:

H1: Leadership style has a positive effect on employee loyalty.

The Relationship between Work Motivation and Employee Loyalty

According to Robbins (2015), if someone is motivated, they will strive to the best of their ability. This high effort will result in profitable loyalty and benefit the organization. Thus, it can be concluded that high motivation can influence the level of employee loyalty at Pertiwi & Adi (2023). Motivation has a positive relationship with employee loyalty, where the higher an employee's work motivation, the greater the likelihood of achieving a high level of loyalty Pratama & Saputro (2024). Research conducted by Insani & Frianto (2023) and Anjani & Supartha (2020) shows that motivation has a positive and significant effect on employee loyalty. If an employee has good motivation, it will have a positive impact on their performance, and vice versa. Based on the statement above, the following hypothesis can be developed:

H2: Work Motivation has a positive effect on Employee Loyalty.

The Relationship between Work Environment and Employee Loyalty

The work environment plays an important role in shaping employee loyalty, which is supported by findings showing that a conducive work environment not only provides employees with comfort and security but also increases job satisfaction as the main mediator in building loyalty (Putri et al. 2024). Research results by Syevira & Adrian (2024) and Oktavia (2022) indicate that the work environment has a positive and significant effect on employee loyalty. The better the quality of the work environment, the greater its influence on increasing employee loyalty. Based on the statement above, the hypothesis development for this research can be drawn as follows:

H3: Work Environment Positively and Significantly Influences Loyalty

3. Research Method

The research method used is a quantitative approach. The quantitative method is used to test theories or hypotheses by measuring the variables being studied using objective and numerical measuring instruments. The purpose is to determine the relationship, influence, or differences between the variables being tested using statistically calculable data (Sugiyono, 2020). The advantages of the quantitative research method are accurate and systematic data analysis, easy replication so research results can be retested, and high objectivity because the data obtained is numerical and can be statistically tested.

Population and Sample

A group of objects or subjects with specific numbers and characteristics, used as a reference in drawing a conclusion, is called a population (Sugiono, 2019). The population in this study consists of employees at Coffee Shop Lingkar in Semarang City. A sample is a set of units that represents the population being studied (Casteel & Bridier, 2021). The sampling technique used in this study is non-probability sampling, specifically using the census sampling technique. The sample size was determined using saturated sampling, meaning the entire population was used as the sample (Burakauskaitė & Čiginas, 2023). Therefore, the sample size for this study is 36 employees of Coffee Shop Lingkar in Semarang City. Here are the sample criteria used:

- a. Coffee Shop Lingkar employees in Semarang City who are at least 17 years old.
- b. Coffee Shop Lingkar employees in Semarang City, both full-time and part-time.
- c. The minimum length of service set for respondents is 6 months.

Data and Data Sources

The type of research used is quantitative research. The research aims to analyze and determine the impact of the relationship between leadership style, work motivation, and the work environment, which are independent variables, on the dependent variable, employee loyalty (Derisna Febia Utami, 2022). The data source in research is the information source from which data can be obtained. This research utilizes two different types of data, namely: 1) Primary Data Primary data is taken directly from its original source (Sugiyono, 2020). The data source for this research is the employees of Coffee Shop Lingkar in Semarang City. 2) Secondary Data Secondary data obtained from various references, such as books, journals, and articles relevant to the research topic. This data was obtained indirectly through data collectors (Sugiyono, 2020).

Data Collection Methods

The data collection method in this study was conducted through a questionnaire survey. Respondents were asked to rate each statement using a Likert scale with scores from 1 to 5, ranging from "strongly disagree" to "strongly agree." According to Sugiyono (2019), the survey method using questionnaires is a commonly used technique in quantitative research because it can effectively measure respondents' attitudes, opinions, and perceptions.

Table 1. Likert scale

Statement	Definition	Score
SS	Strongly agree	5
S	Agree	4
N	Neutral	3
TS	Disagree	2
STS	Strongly disagree	1

Source : (Sugiyono, 2019)

4. Results and Discussion

Descriptive Analysis

Below are the results of the descriptive analysis testing output.

Table 2. Respondent Characteristics Result

No.	Criteria	Amount	Percentage
Gender			
1.	Male	19	52,78%
2.	Female	17	47,22%
Age			
1.	17-21 year	10	27,78%
2.	22-26 year	22	61,11%
3.	>26 year	4	11,11%
Position			
1.	Bar	23	63,89%
2.	Kitchen	13	36,11%
Title			
1.	Full Time Bar	14	38,89%
2.	Full Time Kitchen	8	22,22%
3.	Part Time Bar	8	22,22%
4.	Part Time Kitchen	4	11,11%
5.	Head Bar	2	5,56%
Total		36	100%

Source: processed data, 2025

Based on the descriptive analysis above, the majority of respondents in this study are male, totaling 19 respondents (52.78%), with the 22-26 age group being the most dominant, comprising 22 respondents (61.11%). This indicates that the employees of Coffee Shop Lingkar are productive-age males. Regarding position characteristics, the bar position is dominant with 23 respondents (63.89%), while the full-time bar position is dominant with 14 respondents (38.89%). This indicates that the main operations of Lingkar Coffee Shop are highly dependent on productive-age male workers who work full-time in the bar area. This indicates that the service and presentation of beverage products are core functions that are the main focus of the work structure in the coffee shop circle.

Outer Model Analysis

External model evaluation is conducted to explain the relationship between independent and dependent variables. This evaluation includes convergent validity, discriminant validity, as well as construct reliability and validity.

Convergent Validity Test

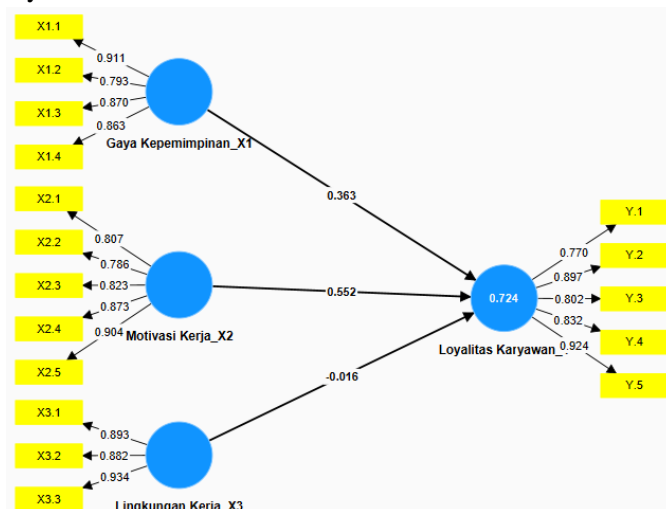


Figure 2. Test the Outer Model.

Source: Data diolah, 2025

The outer loading coefficients for each indicator related to all constructs were used to assess convergent validity. Outer loading coefficients are considered to indicate satisfactory

reliability if they exceed the 0.70 threshold, thus signifying a strong level of reliability (Hair et al., 2019).

Table 3. Convergent Validity Test Results

	Lidership style_X1	Work environ- ment_X3	Employee loyalty_Y	Work moiva- tion_X2
X1.1	0.911			
X1.2	0.793			
X1.3	0.870			
X1.4	0.863			
X2.1				0.807
X2.2				0.786
X2.3				0.823
X2.4				0.873
X2.5				0.904
X3.1		0.893		
X3.2		0.882		
X3.3		0.934		
Y.1			0.770	
Y.2			0.897	
Y.3			0.802	
Y.4			0.832	
Y.5			0.924	

Source : SEM PLS 4, 2025

Based on the convergent validity test above, it shows that the factor loading coefficients for all indicators exceed the 0.70 threshold. As a result, these indicators are considered valid because their factor loading coefficients exceed the specified value of 0.70.

Discriminant Validity Test

This assessment is conducted by utilizing the cross-loading values. Discriminant validity is considered satisfactory if the cross-loading values associated with an indicator exceed those of other variables.

Table 4. Discriminant Validity Test

Code	Lidership style _X1	Work moti- vation_X2	Work envi- ronment_X3	Employee loyalty _Y
X1.1	0.911	0.677	0.634	0.674
X1.2	0.793	0.639	0.529	0.743
X1.3	0.870	0.633	0.685	0.610
X1.4	0.863	0.665	0.666	0.603
X2.1	0.603	0.807	0.467	0.609
X2.2	0.554	0.786	0.510	0.615
X2.3	0.594	0.823	0.436	0.710
X2.4	0.722	0.873	0.545	0.750
X2.5	0.710	0.904	0.546	0.739
X3.1	0.601	0.426	0.893	0.487
X3.2	0.790	0.710	0.882	0.593
X3.3	0.539	0.435	0.934	0.463
Y.1	0.522	0.637	0.481	0.770
Y.2	0.704	0.704	0.593	0.897
Y.3	0.632	0.717	0.464	0.802
Y.4	0.683	0.668	0.323	0.832
Y.5	0.713	0.740	0.579	0.924

Source : SEM PLS 4, 2025

Based on the above-mentioned evaluation using the cross-loading methodology, the magnitude of each indicator within the construct was determined to be superior to the indicators associated with alternative constructs, indicating strong discriminant validity of the model.

Construct Reliability and Validity Reliability

Assessment uses composite reliability in relation to the Average Variance Extracted (AVE) value, following a minimum threshold of 0.5, along with an evaluation of the Cronbach Alpha coefficient > 0.70 to indicate instrument consistency.

Table 5. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Leadership style_X1	0.883	0.885	0.919	0.740
Work environment_X3	0.888	0.899	0.930	0.816
Employee loyalty_Y	0.900	0.905	0.927	0.717
Work motivation_X2	0.895	0.901	0.923	0.705

Source : SEM PLS 4, 2025

Based on the above testing, it shows that the Average Variance Extracted (AVE) value for all indicators exceeds 0.50. Therefore, each variable is considered reliable. Therefore, it can be concluded that each variable demonstrates a substantial level of discriminant validity. Furthermore, all indicators used in this study show a significant level of discrimination, as evidenced by a Cronbach's Alpha coefficient greater than 0.70, thus confirming that all variables meet the required Cronbach's Alpha criteria (Ghozali & Latan, 2018).

Inner Model Analysis

The robustness and precision of the articulated structural model are demonstrated through the assessment of the structural model (inner model). The following indicators were examined in the analytical process conducted for the structural model assessment, specifically: a. Coefficient of Determination (R-Square) The following is the output of the R-Square value obtained:

Table 6. R-Square result

	R-square	R-square adjusted
Employee loyalty_Y	0.824	0.798

Source: SEM PLS 4, 2025

Based on the coefficient of determination test above, the R-Square value for Employee Loyalty (Y) is 0.824, meaning that 82.4% of the employee loyalty variable can be influenced by leadership style, work motivation, and work environment. The remaining 17.6% is influenced by other variables outside of this research model.

Goodness of Fit (GoF) Assessment

This test shows that the NFI value is ≥ 0.776 , indicating that the model is considered a good fit (Muttuqien, 2023). The output results obtained from the data processing performed using the program are presented below:

Table 7. Convergent Validity Test Results

	Saturated model	Estimated model
SRMR	0.093	0.093
d_ULS	1.335	1.335
d_G	2.197	2.197
Chi-square	291.364	291.364
NFI	0.785	0.785

Source : SEM PLS 4, 2025

Based on this output, the NFI value is $0.785 \geq 0.776$, which means the model has a good fit and is suitable for testing the hypothesis.

Hypothesis Testing

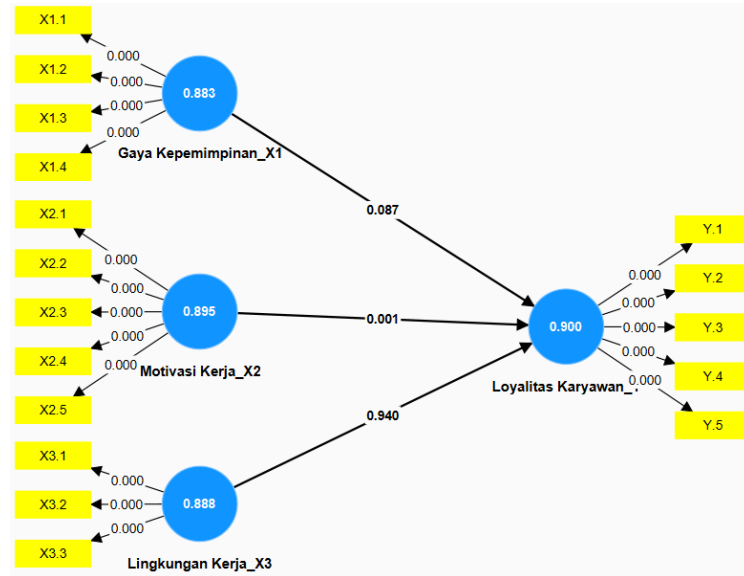


Figure 3. Hypothesis Test

Source: processed data, 2025

Hypothesis testing is conducted by examining the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and the P-Values are < 0.05 (Hair et al., 2019). Here are the test results:

Table 8. Path Coefficient test result

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	result
H1	Lidership style_X1 - > employee loyalty_Y	0.521	0.343	0.255	2.787	0.031	accepted
H2	Work motivation_X2 -> employee loyalty_Y	0.650	0.581	0.181	3.587	0.000	accepted
H3	Work environment_X3 -> employee loyalty_Y	0.417	0.585	0.134	2.199	0.042	accepted

Source : SEM PLS 4, 2025

Based on the above test, it can be explained as follows:

The Influence of Leadership Style on Employee Loyalty

Based on the path coefficient test, the leadership style variable has a p-value of $0.031 < 0.05$ and a t-statistic value of $2.787 > T\text{-table } Z_{\alpha} (1.96)$. Therefore, leadership style has a positive and significant influence on employee loyalty.

The Influence of Work Motivation on Employee Loyalty

Based on the path coefficient test, the work motivation variable has a p-value of $0.000 < 0.05$ and a t-statistic value of $3.587 > T\text{-table } Z_{\alpha} (1.96)$. Therefore, work motivation has a positive and significant effect on customer loyalty.

The Influence of Work Environment on Employee Loyalty

Based on the path coefficient test, the work environment variable has a p-value of $0.042 < 0.05$ and a t-statistic value of $2.199 > T\text{-table } Z_{\alpha} (1.96)$. Therefore, the work environment has a positive and significant effect on customer loyalty.

Discussion

The Influence of Leadership Style on Employee Loyalty

Based on the path coefficient test, it is stated that the leadership style variable has a positive and significant influence on employee loyalty at Coffee Shop Lingkar in Semarang City. Based on the original sample results of 0.521, the t-statistic is $2.787 > T\text{-table } Z_{\alpha} (1.96)$, and the p-value is $0.031 < 0.05$. Thus, Hypothesis 1 is accepted in this study. This indicates that the leadership style employed by the Coffee Shop Lingkar management is able to influence the loyalty level of its employees. The leadership style of Coffee Shop Lingkar is participatory and transformational; leaders not only give instructions but also involve employees in decision-making, provide motivation, and serve as role models in their work. Therefore, the

better the leadership style, the more employee loyalty can be increased. This research supports the findings of Adeline (2020) and Ginting & Bangun (2022). Who stated that leadership style has a positive and significant effect on customer loyalty.

The Influence of Work Motivation on Employee Loyalty

Based on the path coefficient test, it is stated that the work motivation variable has a positive and significant effect on employee loyalty at Coffee Shop Linkar in Semarang City. Based on the original sample results of 0.650, the t-statistic is $3.587 > T\text{-table } Z_{\alpha} (1.96)$ and the p-value is $0.000 < 0.05$. Thus, Hypothesis 2 is accepted in this study. This means that if the work motivation of Coffee Shop Linkar employees increases, employee loyalty will also increase. Work motivation is considered a driving force that encourages employees to achieve their targets (Insani & Frianto, 2023). This research supports the findings of Anjani & Supartha (2020) and Chandra et al. (2024). Which state that work motivation has a positive and significant effect on employee loyalty.

The Influence of the Work Environment on Employee Loyalty

Based on the path coefficient test, it is stated that the work environment variable has a positive and significant effect on employee loyalty at Coffee Shop Linkar in Semarang City. Based on the original sample results of 0.417, a t-statistic of $2.199 > T\text{-table } Z_{\alpha} (1.96)$, and a p-value of $0.042 < 0.05$. Thus, Hypothesis 3 is accepted in this study. This indicates that employees at Coffee Shop Linkar feel that the work environment created has supported comfort, safety, and harmony in their work. A positive work environment, both in terms of the physical condition of a clean and organized workplace and in terms of social relationships between employees and management, contributes to creating a pleasant work atmosphere, thereby increasing employee loyalty. This research supports the findings of Insani & Frianto (2023) and Oktavia (2022). Who stated that the work environment has a positive and significant effect on employee loyalty.

5. Conclusions

Based on the analyzed research results, it can be concluded that leadership style, work motivation, and the work environment have a positive and significant influence on the employee loyalty of Coffee Shop Linkar in Semarang City. Based on the finding that motivation has the most dominant influence on employee performance, it is recommended that the company develop a fair reward system, performance-based incentives, and career development opportunities to strengthen work motivation. Leadership style also needs to be maintained, as leadership that involves employees in decision-making and provides motivation has been proven to increase their sense of belonging to the company. Meanwhile, although the work environment is the variable with the lowest influence compared to other variables, this factor still needs managerial attention. A comfortable, harmonious work environment supported by adequate facilities must be continuously strived for so that employees feel at ease, their psychological well-being is maintained, and they are encouraged to demonstrate high loyalty to the company.

The results of this study have limitations, namely that the sample only includes employees at Linkar Coffee Shop who have worked for at least 6 months. Therefore, the research results may not be generalizable to other companies or industries with different characteristics. For future research, it is recommended to increase the sample size and add variables that can influence employee loyalty, such as job satisfaction, compensation, and work-life balance.

References

- Adeline, K. (2020). Dampak gaya kepemimpinan terhadap loyalitas karyawan dan turnover intention (studi kasus PT Bank XYZ Tbk). *Jurnal Administrasi Bisnis (JAB)*, 1(2), 42–63.
- Adiwantari, S. A., Bagia, I. W., & Suci, N. M. (2019). Pengaruh gaya kepemimpinan transformasional dan kepuasan kerja terhadap kinerja pegawai Dinas Kesehatan Kabupaten Buleleng. *BISMA: Bisnis dan Manajemen*, 5(2), 101–111.
- Anjani, N. L. P. A., & Supartha, I. W. G. (2020). Lingkungan kerja, stres kerja, dan motivasi kerja berpengaruh terhadap loyalitas karyawan Puri Saron Seminyak. *E-Jurnal Manajemen*, 9(7), 2496–2515.
- Burakauskaitė, I., & Čiginas, A. (2023). An approach to integrating a non-probability sample in the population census. *Mathematics*, 11(8). <https://doi.org/10.3390/math11081782>
- Caissar, C., Hardiyana, A., Nurhadian, A. F., & Kadir, K. (2022). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan. *Acmam: Accounting and Management Journal*, 2(1), 11–19. <https://doi.org/10.55208/aj.v2i1.27>

- Casteel, A., & Bridier, N. L. (2021). Describing populations and samples in doctoral research. *International Journal of Doctoral Studies*, 16, 339–362.
- Chandra, A., Rastitiati, N. K. J., & Kalpikawati, I. A. (2024). Pengaruh motivasi kerja dan penghargaan terhadap loyalitas karyawan di XYZ Hotel Bali Uluwatu. *Journal of Hospitality Accommodation Management (JHAM)*, 3(1), 1–10. <https://doi.org/10.52352/jham.v3i1.1352>
- Citra, L. M., & Fahmi, M. (2019). Pengaruh kepemimpinan, kepuasan kerja dan motivasi kerja terhadap loyalitas karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 214–225. <https://doi.org/10.30596/maneggio.v2i2.3776>
- Derisna Febia Utami, Sutrisna, A., & Suci Putri Lestari. (2022). Pengaruh promosi dan citra merek terhadap keputusan pembelian (survei pada konsumen produk bolu CV Yaki Tiga Putri). *Jurnal Ekonomi, Manajemen Pariwisata dan Perbotelan*, 1(3), 289–295. <https://doi.org/10.55606/jempper.v1i3.613>
- Dianti, Y. (2017). Analisa pengaruh gaya kepemimpinan terhadap loyalitas karyawan. *Analisa Pengaruh Gaya Kepemimpinan Terhadap Loyalitas Karyawan*, 5–24.
- Ghozali, I., & Latan, H. (2015). *Partial least squares: Konsep, teknik dan aplikasi menggunakan program SmartPLS 3.0* (2nd ed.). Badan Penerbit Undip.
- Ginting, E. A., & Bangun, D. P. (2022). Peran komunikasi organisasi dan gaya kepemimpinan terhadap loyalitas karyawan di perusahaan, cabang Pekanbaru. *Jurnal Darma Agung*, 30(1), 371. <https://doi.org/10.46930/ojsuda.v30i1.1689>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Insani, A. N., & Frianto, A. (2023). Pengaruh lingkungan kerja dan motivasi kerja terhadap loyalitas karyawan. *Jurnal Ekonomi Bisnis Digital*, 2(1), 126–134. <https://doi.org/10.59663/jebidi.v2i1.177>
- Intan Premesti, R., YPPI Rembang Anik Nurhidayati, U., & YPPI Rembang, U. (2024). Pengaruh disiplin kerja dan gaya kepemimpinan terhadap kinerja pegawai negeri sipil Dinas Perhubungan Kabupaten Rembang, 8(1), 26–31.
- Jayanti, K. T., & Wati, L. N. (2019). Pengaruh gaya kepemimpinan dan loyalitas karyawan terhadap kinerja karyawan. *Jurnal Ekobis*, 9(1), 71–88. <http://ejournal.stiemj.ac.id/index.php/ekobis/article/view/51/32>
- Kusumah, Y. D., Gani, N., & Jafar, A. (2022). Karyawan dengan budaya organisasi sebagai variabel intervening pada PT. Cicil Solusi Mitra Teknologi Jakarta. *Study of Scientific and Behavioral Management (SSBM)*, 3(3), 26–37.
- Muhammad Mahatir, & Nurcholis Lutfi. (2023). Pengaruh gaya kepemimpinan dan motivasi kerja karyawan terhadap kinerja karyawan dengan loyalitas kerja sebagai variabel intervening (studi pada karyawan PT. Mita Furniture Jepara). *Jurnal Ilmiah Sultan Agung*, 1055–1064.
- Oktavia, Y. (2022). Pengaruh hubungan kerja, lingkungan kerja, dan pengembangan karir terhadap loyalitas karyawan PT. Ananta Swasta Dana. *Ekonomi dan Manajemen Bisnis*, 1(1), 112–119.
- Pranogyo, A. B., & Hendro, J. (2023). Gaya kepemimpinan dan kinerja karyawan: Tinjauan literatur. *J-MIND (Jurnal Manajemen Indonesia)*, 7(2), 171. <https://doi.org/10.29103/j-mind.v7i2.10048>
- Sugiono. (2019). *Metode penelitian kuantitatif kualitatif dan R&D* (1st ed.). ALFABETA.CV.
- Sugiyono. (2020). *Metodologi penelitian kuantitatif, kualitatif dan R & D*.
- Tamba, A. W., R. J. P. A. P. S. (2018). Pengaruh disiplin kerja dan loyalitas karyawan terhadap kinerja. *Jurnal Administrasi Bisnis*, 7(1).
- Tawaris, M., Pio, R. J., & Tatimu, V. (2022). Pengaruh gaya kepemimpinan terhadap loyalitas karyawan PT. PLN (Persero) Halmahera Utara. *Productivity*, 3(5), 452–457.
- Wibowo, F., Setiyanto, S., & Bahtiar, H. (2022). Pengaruh gaya kepemimpinan, loyalitas karyawan terhadap kinerja karyawan. *Journal of Management and Digital Business*, 2(3), 128–138. <https://doi.org/10.53088/jmdb.v2i3.587>