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THE INFLUENCE OF INTERNAL COMMUNICATION, LEADERSHIP STYLE, AND COMPENSATION ON EMPLOYEE LOYALTY AT THE CIREBON CITY REGIONAL DISASTER MANAGEMENT AGENCY OFFICE

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Abstract

This study aims to analyze the influence of internal communication, leadership style, and compensation on employee loyalty at the Regional Disaster Management Agency (BPBD) of Cirebon City. Employee loyalty is an important factor in supporting organizational effectiveness and the sustainability of achieving agency goals. This study uses a quantitative approach with a causal associative method to test the causal relationship between independent variables and dependent variables. Data was obtained through the distribution of questionnaires to 45 employees as respondents, then analyzed using multiple linear regression. The results showed that internal communication, leadership style, and compensation simultaneously had a positive and significant effect on employee loyalty (sig. < 0.001). Partially, all three variables have also been shown to have a positive and significant effect on employee loyalty. These findings suggest that increasing the effectiveness of internal communication, implementing the right leadership style, and providing fair compensation can increase employee loyalty. Practically, the results of this research can be the basis for the management of the Cirebon City BPBD in formulating human resource management policies to increase employee loyalty. However, this study has limitations because it was only conducted in one agency with a relatively limited number of respondents, so the results of the study cannot be generalized widely. Further research is suggested involving a more diverse organization, a larger number of respondents, and adding other variables that have the potential to affect employee loyalty.

Keywords: Internal Communication, Leadership Style, Compensation, Employee Loyalty, HR Management

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INTRODUCTION

Human resources are strategic assets that determine the success of an organization in achieving goals and maintaining the sustainability of its performance. One of the important indicators in human resource management is employee loyalty, which is the willingness of employees to remain committed, work optimally, and support the achievement of organizational goals. Employees who have high loyalty tend to show responsibility, discipline, and a desire to remain part of the organization in the long run. Conversely, low loyalty can have an impact on decreased productivity, increased work conflicts, and reduced organizational effectiveness.

The Cirebon City Regional Disaster Management Agency (BPBD) as a government agency that has the task of implementing disaster management requires professional human resources and high loyalty so that services to the community can run optimally. Based on the results of initial observations made by researchers during internship activities at the Cirebon City BPBD, there are still several conditions that have the potential to affect employee loyalty. These conditions include the lack of optimal communication between employees and between leaders and subordinates, differences in perception of the leadership style applied, and the view that the compensation received has not fully met the expectations of some employees. Although this condition has not shown low loyalty directly, this phenomenon is an indication of the need for further assessment of the factors that affect employee loyalty within the Cirebon City BPBD.

Theoretically, internal communication plays a role in creating information disclosure, building trust, and strengthening work coordination between members of the organization. Leadership style functions to direct, motivate, and provide support to employees in carrying out their duties, while compensation is a form of organizational appreciation for the contributions made by employees. These three factors are believed to have a close relationship with increasing employee loyalty (Heri and Warlina, 2022).

Based on this description, research is still needed that empirically examines the influence of internal communication, leadership style, and compensation on employee loyalty at the Cirebon City BPBD. This study aims to analyze the influence of internal communication, leadership style, and compensation on employee loyalty, both partially and simultaneously. The results of the research are expected to contribute to the development of human resource management studies and become a consideration for the Cirebon City BPBD in formulating a strategy to increase employee loyalty.

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LITERATURE REVIEW

Organizational Communication Theory from Pace, RW (2018). Explains that organizational communication is the process of conveying and exchanging information that takes place within the organization to create work coordination, build relationships between members of the organization, and support the achievement of organizational goals effectively. Communication not only functions as a medium for delivering information, but also as a means of building trust, increasing motivation, and creating a conducive work environment.

In the context of this research, the theory provides the basis that effective internal communication will increase information disclosure, reduce misunderstandings, and strengthen relationships between leaders and employees as well as between employees. When communication is open and two-way, employees will feel valued and have a sense of belonging to the organization. This condition ultimately encourages increased employee loyalty. Therefore, Organizational Communication Theory is used as a theoretical foundation to explain the relationship between internal communication and employee loyalty

The Theory of Transformational Leadership was put forward by Bass, BM (1985) as a development of the concept of leadership introduced by Burns. This theory explains that leaders are able to inspire, motivate, give individual attention, and be role models for their subordinates so that employees are encouraged to work beyond personal interests to achieve organizational goals.

This study uses transformational leadership theory as a foundation in explaining leadership style variables because the leadership style indicators used refer to transformational leadership characteristics, such as the ability to provide motivation, inspiration, individual attention, and ideal influence to subordinates. Thus, this study does not discuss all types of leadership styles, but focuses on the analysis on transformational approaches that are empirically associated with increased employee commitment and loyalty. Leaders who are able to build emotional connections, provide support, and create a shared vision will increase employee trust and commitment to the organization. (Roni Harsoyo 2022)

The Equity Theory was put forward by John Stacey Adams in the journal. This theory explains that employees will judge fairness in an organization by comparing the contributions they make to the company and the rewards they receive. (March and São Paulo 2024) The contribution in question can be in the form of time, effort, abilities, experience, and job responsibilities, while rewards can be in the form of salary, benefits, bonuses, awards, and work facilities. Employees will be satisfied if the compensation received is considered

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proportionate to the contributions given. On the other hand, if employees feel they are being treated unfairly, it can lead to dissatisfaction, reduce work motivation, and reduce loyalty to the organization. (March and São Paulo 2024)

The Theory of Social Exchange proposed by . This theory explains that the relationship between individuals and organizations occurs through a process of mutually beneficial exchange. In an organizational context, employees will show loyalty if they feel they receive good treatment from the company, such as effective communication, supportive leadership, a comfortable work environment, and fair compensation. When an organization is able to meet the expectations and needs of employees, employees tend to reward in the form of commitment, compliance, dedication, and loyalty to the organization. (Peter M. Blau. Biography and Theory The exchange n.d.) (Peter M. Blau)

Internal Communication

The X1 variable in this study is Internal communication. Internal communication, as described by Brennan in Suprapto (2011), is the process of exchanging opinions between management and employees in a company or organization that plays an important role in the formation of its distinctive identity and structure. This process includes the exchange of ideas both horizontally (between peers) and vertically (between leaders and subordinates) within the company or institution, which as a whole supports day-to-day operational activities, including management and work. Furthermore, communication within an organization is understood as the process of conveying information, either verbally (e.g., through meetings or direct dialogues) or written (such as emails, memos, or reports), from one person to another who receives information within an organization. The information conveyed can be in the form of simple messages, complex ideas, or strategies that play a role in coordination and decision-making. Through communication, employees can exchange ideas, thoughts, or concepts, which not only increases cooperation but also encourages innovation and joint problem-solving (Hidayat, n.d.).

Therefore, in this study, internal communication is studied as a stand-alone factor that influences employee loyalty through this exchange mechanism, focusing on how the process of exchanging ideas can be strengthened to achieve a better balance in the organization. Previous research, as revealed by Robbins and Judge (2019), shows that effective internal communication has a positive relationship with employee retention, confirming the importance of this element in human resource management in the modern era. The development of comprehensive internal communication not only supports the company's

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operations but also serves as the basis for building a loyal and sustainable work culture. In this study, internal communication as an independent variable (X1) was measured through six dimensions, Vertical communication (downwards), Vertical communication (upwards), Horizontal communication, Clarity of information, Media/Communication channels, Feedback. Each dimension is further operationalized through specific indicators Each dimension is then operationalized through specific indicators: Downward communication assesses the clarity of instructions, whether the work objectives are clearly communicated by the supervisor, and whether the supervisor is open when providing guidance, Upward communication measures the employee's openness in expressing ideas or feedback without hindrance; Superiors respond to complaints, and employees feel their voices are heard in the communication process, horizontal communication ensures that information flows smoothly between colleagues, coordination in teams is effective, and colleagues share information openly with each other, clarity of information assesses the accuracy and ease of understanding of messages, Media/channels check whether internal communication media is easy to use. Messages can be delivered quickly through existing channels; Communication channels according to the needs of the job. Feedback Supervisors provide easy-to-understand feedback; the feedback provided helps improve performance; There is two-way communication between supervisors and subordinates.

Leadership Style

The X2 variable in this study is leadership style. Leadership is key to organizational development, because without effective leadership, achieving organizational goals becomes very difficult. In this case, leadership serves as a key component that brings together human resources, strategies, and operations to ensure the sustainability and development of the organization. When a leader seeks to influence the behavior of others, they must carefully consider their leadership style, as this will determine how effective that influence is. Leadership style includes the way a leader carries out their leadership duties and how they are perceived by those they lead or by external observers (Roni Harsoyo, 2022).

Therefore, in this study, leadership style was examined as an independent variable that influences loyalty through this process. By understanding and implementing the right leadership style, organizations can maximize the potential of their workforce to achieve their strategic goals on a sustainable basis. The four dimensions and each of their indicators in the leadership style that will be the focus of our discussion this time, namely Telling (The boss gives detailed

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instructions, the boss supervises directly), Selling (Superiors explain work objectives and steps clearly, Superiors try to motivate and convince employees), Participate (Employees are involved in the decision-making process, Superiors open a discussion room related to work), Delegate (Superiors give high trust to subordinates, Assignments are given according to the competence of each employee).

Compensation

The X3 variable in this study is compensation. Compensation is what employees receive in return for their performance in the workplace, and thus affects the quality of their own performance. Employee performance is one of the factors that determine how successful a business is. If the employee's performance is good, the company can achieve its goals faster; However, if the employee's performance is poor, the opposite happens. As a result, organizations must improve and maintain the performance of their employees. All forms of remuneration given to employees in exchange for their performance and contributions in the workplace are referred to as compensation. Employee motivation, job satisfaction, and quality of performance are greatly influenced by a well-designed compensation system. The three dimensions along with Each of the indicators is on compensation that will be the focus of our discussion this time, namely [1] Direct Financial Compensation (Salary received according to expenses and responsibilities Job answers, Allowances continue to meet employee needs, Incentives are given based on work contributions), [2] Indirect Financial Compensation (employees obtain social security from the company, adequate work facilities provided), [3] Non-Financial Compensation (work atmosphere supports employee comfort, awards are given to outstanding employees, the company provides opportunities for self-development).

Employee Loyalty

The dependent variable in this study is employee loyalty. Employee loyalty is the determination and ability to adhere to, apply, and practice values that are respected with a sense of awareness and responsibility for one's work. Therefore, the measure of employee loyalty can be seen in the length of time they stay with the organization and the positive impact it has on the company's productivity.

Employee loyalty is an essential element in human resource management and organizational psychology, reflecting the commitment and capacity of individuals to adhere to, apply, and internalize values that are valued with full awareness and responsibility for their work. As a result, employee loyalty can be judged by how long they stay with the company and its positive impact on productivity levels, including increased operational efficiency and continuous innovation. (Citra & Fahmi, 2019).

RESEARCH METHOD

This study uses a quantitative approach with an associative research design. The quantitative approach was chosen because it allows for the objective measurement of relationships between variables through statistical analysis, while associative design is used to analyze the relationship between internal communication, leadership style, compensation, and employee loyalty. This study uses a cross-sectional survey design, which is data collection is carried out at a certain time, so that the results of the study show statistical relationships or associations between variables and are not intended to prove an absolute causal relationship. (Sugiyono - Qualitative , Quantitative , R&D (2019) n.d.)

The research population amounted to 45 employees of the Cirebon City BPBD. Given the relatively small population, this study uses a saturated sampling technique (total sampling) so that all members of the population are made respondents. This technique was chosen so that the research was able to describe the condition of the population as a whole without conducting sample selection. However, the use of the entire population in one organization causes the results of the study to be more representative of the condition of the Cirebon City BPBD and has limitations in generalizing to government agencies or other organizations that have different characteristics.

The data used is primary data obtained through the distribution of questionnaires using a five-point Likert scale. Before being used in the analysis, the research instrument is tested for validity and reliability to ensure that each indicator is able to measure the research construct precisely and consistently. Furthermore, the data was analyzed using multiple linear regression analysis with the help of SPSS software. The analysis stages include classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), partial tests (t-tests), simultaneous tests (F tests), and determination coefficients (R^2) to identify the strength of the relationship between internal communication variables, leadership style, compensation, and employee loyalty.

The sample size, which is limited to 45 respondents, needs to be considered in interpreting the results of the study. Although the entire population has been represented so that the results of the study reflect the actual conditions in the

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Cirebon City BPBD, the relatively small sample size can affect the stability of the regression estimate and limit the external validity of the study. Therefore, the results of the study should be interpreted as findings that apply to the context of the organization being studied, while further research is suggested to involve a larger number of respondents and a more diverse organization to increase the generalization power of the findings. (gho n.d.)

RESULTS AND DISCUSSION

Descriptive Statistical Test

The results of descriptive statistical tests on independent, moderated dependent variables can be seen in the following table:

Table 1.
Descriptive Analysis Results

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
MEAN_KI	45	1.00	5.00	3.7444	.75093
MEAN_GK	45	1.00	5.00	3.7822	.86321
MEAN_KP	45	1.00	5.00	3.6667	.96766
MEAN_LT	45	1.00	5.00	3.6917	.85472
Valid N (listwise)	45				

Source: Processed Data (2025)

Based on the table above, it can be seen that:

Descriptive statistical analysis is used to describe the characteristics of research data through mean values (mean), minimum, maximum, and standard deviation. The results of the descriptive analysis show that each variable has a good enough variation of data, so it can be used for further analysis. The average value of each variable shows the tendency of respondents' answers in the category of sufficient to high.

Validity Test

Variable	Indicator	Table R	R Count	Status
Internal Communication	KI1	0,294	.693	APPLICABLE
	KI2		.692	APPLICABLE
	KI3		.699	APPLICABLE
	KI4		.699	APPLICABLE
	KI5		.604	APPLICABLE
	KI6		.604	APPLICABLE

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Leadership Style	GK1		.739	APPLICABLE
	GK2		.748	APPLICABLE
	GK3		.726	APPLICABLE
	GK4		.675	APPLICABLE
	GK5		.684	APPLICABLE
Compensation	KP1		.608	APPLICABLE
	KP2		.781	APPLICABLE
	KP3		.724	APPLICABLE
	KP4		.694	APPLICABLE
	FP5		.552	APPLICABLE
Loyalty	LT1		.514	APPLICABLE
	LT2		.464	APPLICABLE
	LT3		.498	APPLICABLE
	LT4		.673	APPLICABLE
	LT5		.734	APPLICABLE
	LT6		.550	APPLICABLE
	LT7		.620	APPLICABLE
	LT8		.675	APPLICABLE

Based on the table above, it can be seen that:

Based on the results of the validity test, all indicators in the variables of internal communication, leadership style, compensation, and loyalty had greater r values compared to r tables from 0.294.

This indicates that all statement items in the questionnaire are declared valid and are able to accurately measure the variables studied. Thus, all indicators are suitable for use in subsequent research analysis.

Reliability Test

Variable	Alpha Cronbach	Status
Internal Communication	.765	RELIABLE
Leadership Style	.782	RELIABLE
Compensation	.765	RELIABLE
Loyalty	.744	RELIABLE

Based on the table above, it can be seen that:

The results of the reliability test showed that all variables had an Alpha Cronbach value above 0.70, namely internal communication 0.765, leadership style 0.782, compensation 0.765 and loyalty 0.744.

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This shows that all research variables are declared reliable, which means that the research instrument has a high level of consistency in measuring the variables studied.

Classical Assumption Test

Normality Test

The results of the normality test in this study can be seen in the following figure:

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		45
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.06703504
Most Extreme Differences	Absolute	.095
	Positive	.095
	Negative	-.083
Test Statistic		.095
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Figure 1.
Kolmogorov–Smirnov Test One Sample
Source: Processed Data (2025)

Based on the results of the normality test using the Kolmogorov-Smirnov One-Sample Test method, an Asymp value was obtained. Sig. (2-tail) is 0.200. This value is greater than the significance level of 0.05 (0.200 > 0.05), so it can be concluded that the residual data in this study is normally distributed.

In addition, the Test Statistics value of 0.095 with sample number (N) 45 shows that the distribution of residual data is still within the normal distribution of reasonable limits. Thus, the regression model in this study has met the assumption of normality so that it is suitable for further analysis.

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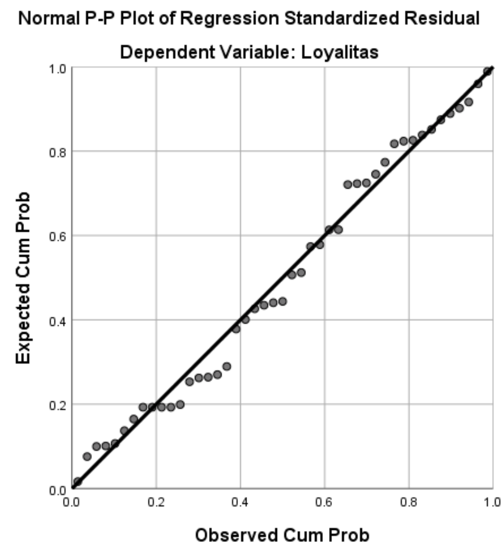

Based on the Normal P-P Plot graph, it can be seen that the data points are scattered around the diagonal line and follow the direction of the line, although there are slight deviations in some sections. The spread of the dots not too far from the diagonal line indicates that the distribution of residual data tends to be close to normal.

Thus, although the results of statistical tests (Kolmogorov-Smirnov and Shapiro-Wilk) show that the data is distributed normally, based on the P-P Plot graph, the distribution of the data can still be said to be close to normal. Therefore, the regression model can still be used for further analysis.

Heteroscedasticity Tests

The results of the multicollinearity test can be seen in the following table:

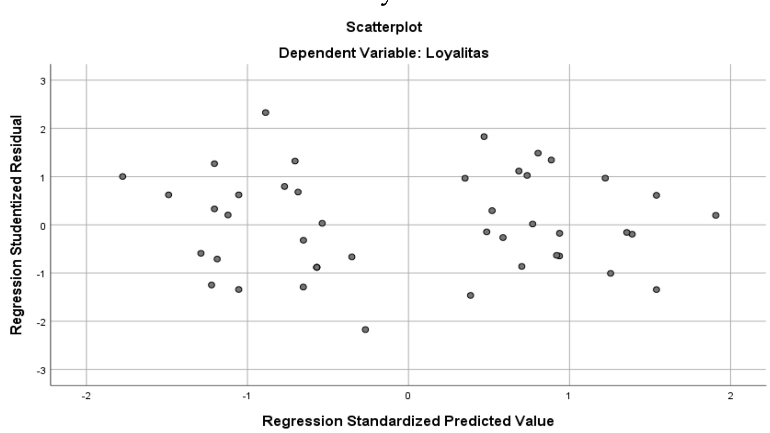

Figure 2.
Heteroscedasticity Test Results
Source: Processed Data (2025)

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Heteroscedasticity test was performed to find out if there was an inequality of variance in the residue. Based on the test results, the significance value of each variable was above 0.05, so it can be concluded that there is no heteroskadasticity in the regression model.

Coefficient of Determination

Figure 3.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746[a]	.557	.525	2.141

a. Predictors: (Constant), Kompensasi, Komunikasi internal, Gaya kepemimpinan

b. Dependent Variable: Loyalitas

Source: Processed Data (2025)

Based on the results of the determination coefficient test, the R Square value was obtained at 0.557 or 55.7%. This shows that the variables of internal communication, leadership style, and compensation were able to explain the influence on employee loyalty by 55.7%, while the remaining 44.3% were influenced by other variables outside the study.

In addition, the Adjusted R Square value of 0.525 indicates that after adjustment, the ability of an independent variable to explain employee loyalty is 52.5%. Meanwhile, the value of R 0.746 indicates a strong relationship between independent variables and employee loyalty.

Multicollinearity Test

The results of the multicollinearity test in this study can be seen in the following table:

Table 2.
Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.879	3.413		3.188	.003		
	Komunikasi internal	.310	.150	.293	2.065	.045	.536	1.867
	Gaya kepemimpinan	.350	.194	.275	1.800	.079	.461	2.167
	Kompensasi	.427	.173	.316	2.475	.018	.661	1.514

a. Dependent Variable: Loyalitas

Source: Processed Data (2025)

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Based on the results of the multicollinearity test in the table above:

The results of the multicollinearity test showed that all independent variables had a tolerance value above 0.10 and a Variance Inflation Factor (VIF) value below 10.

The internal communication variable had a tolerance of 0.536 and a VIF of 1.867, the leadership style had a tolerance of 0.461 and a VIF of 2.167, and the compensation had a tolerance of 0.661 and a VIF of 1.514.

This shows that the regression model does not experience multicollinearity, so the independent variables are not highly correlated with each other and are suitable for use in the model.

Double Linear Regression

Table 3.
Coefficient Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.879	3.413		3.188	.003		
	Komunikasi internal	.310	.150	.293	2.065	.045	.536	1.867
	Gaya kepemimpinan	.350	.194	.275	1.800	.079	.461	2.167
	Kompensasi	.427	.173	.316	2.475	.018	.661	1.514

a. Dependent Variable: Loyalitas

Source: Processed Data (2025)

Based on the data in the table above, the regression equation is as follows:

Y = 10.879 + 0.320 KI + 0.350 GK + 0.427 KP

From the results of the equation above, it can be explained as follows:

The equation shows that the constant value is 10.879 which means that if the variables of internal communication, leadership style, and compensation are constant or equal to zero, then employee loyalty has a value of 10.879.

A The internal communication variable has a regression coefficient value of 0.310 with a significance value of 0.045 < 0.05. This shows that internal communication has a positive and significant effect on employee loyalty. This means that the better the internal communication in the organization, the more employee loyalty will increase.

B The leadership style variable has a regression coefficient value of 0.350 with a significance value of 0.079 > 0.05. These results show that leadership style has a positive but not significant effect on employee loyalty.

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C The compensation variable has a regression coefficient value of 0.427 with a significance value of 0.018 < 0.05. Thus, compensation has a positive and significant effect on employee loyalty. This shows that providing good compensation can increase employee loyalty.

In addition, the results of the multicollinearity test showed that all variables had a tolerance value of > 0.10 and a VIF value of < 10. Therefore, it can be concluded that the regression model in this study is free from multicollinearity symptoms so that it is suitable for use in research testing.

Hypothesis Testing

T-test

The results of the t-test by comparing the t-table with the calculated t-table can be seen in the following table:

Table 4.

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	10.879	3.413		3.188	.003		
	Komunikasi internal	.310	.150	.293	2.065	.045	.536	1.867
	Gaya kepemimpinan	.350	.194	.275	1.800	.079	.461	2.167
	Kompensasi	.427	.173	.316	2.475	.018	.661	1.514

a. Dependent Variable: Loyalitas

Source: Processed Data (2025)

Based on the results of the t-test in the table above, it can be concluded:

1. The internal communication variable has a calculated t-value of 2.065 with a significance value of 0.045. The significance value is less than 0.05 (0.045 < 0.05), so it can be concluded that internal communication has a positive and significant effect on employee loyalty. This shows that the better the internal communication that is established in the organization, the more employee loyalty will increase.
2. The leadership style variable obtained a t-value of 1.800 with a significance value of 0.079. Because the significance value is greater than 0.05 (0.079 > 0.05), leadership style has a positive but insignificant effect on employee loyalty. Thus, the leadership style has not been able to have a strong influence on increasing employee loyalty in this study.
3. The compensation variable has a calculated t-value of 2.475 with a significance value of 0.018. The value is less than 0.05 (0.018 < 0.05), so it can

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be concluded that compensation has a positive and significant effect on employee loyalty. This shows that providing good and appropriate compensation can increase employee loyalty to the organization.

Test F

The results of the F test by comparing the calculated F with the F and the P value can be seen in the following table:

Table 5.

ANOVA (Variance Analysis) test table F

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	236.582	3	78.861	17.199	.000[b]
	Residual	187.996	41	4.585		
	Total	424.578	44			

a. Dependent Variable: Loyalitas

b. Predictors: (Constant), Kompensasi, Komunikasi internal, Gaya kepemimpinan

Based on the results of the F test, the F value was calculated at 17.199 with a significance value of 0.000 < 0.05. This suggests that the variables of internal communication, leadership style, and compensation simultaneously have a significant effect on employee loyalty. Thus, the regression model in this study is feasible to explain the influence of the three independent variables on employee loyalty.

The Influence of Internal Communication on Employee Loyalty

The results of the study show that internal communication has a positive and significant effect on employee loyalty. These findings indicate that open, clear, and two-way communication can increase trust, strengthen working relationships, and foster employee commitment to the organization.

The findings are in line with Pace and Faules' Organizational Communication Theory which explains that communication is a means of building coordination, trust, and involvement of organizational members. When information is clearly acceptable and employees have the opportunity to express their opinions, loyalty to the organization tends to increase. The results of this study also support previous research that found that internal communication is one of the important factors in increasing employee loyalty. (Puspitasari , E N D & Dirman 2023) .

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The Influence of Leadership Style on Employee Loyalty

In contrast to the hypothesis proposed, the results of the study showed that leadership style did not have a significant effect on employee loyalty (Sig. = 0.079 > 0.05). Although the regression coefficient indicates the direction of a positive relationship, the influence is not statistically strong enough.

These findings show that employee loyalty at the Cirebon City BPBD is not only determined by leadership style. As a government agency, the implementation of work is more influenced by the bureaucratic system, standard operating procedures (SOPs), clear division of duties, and organizational regulations. In these conditions, employee loyalty tends to be formed through the certainty of the work system and organizational communication rather than the personal characteristics of the leader.

In addition, the majority of respondents have a relatively homogeneous perception of leadership, so the variation in answers to leadership style variables is low. This condition causes the statistical contribution of leadership style variables to loyalty not large enough to achieve a level of significance.

The Effect of Compensation on Employee Loyalty

Based on the results of the hypothesis test (t-test), the compensation variable obtained a regression coefficient value of 0.427 with a calculated t-value of 2.475 and a significance level of 0.018. The significance value is smaller than 0.05 (0.018 < 0.05), so compensation has a positive and significant effect on employee loyalty.

These results show that the better the compensation the organization provides, the more employee loyalty will increase. Providing proper compensation can increase work motivation, job satisfaction, and employee sense of belonging in the organization.

The Influence of Internal Communication, Leadership Style, and Compensation on Employee Loyalty Simultaneously

Based on the results of the simultaneous test (F test), an F value of 17.199 was obtained with a significance level of 0.000. The value is less than 0.05 (0.000 < 0.05), so internal communication, leadership style, and compensation together have a significant effect on employee loyalty.

In addition, the results of the determination coefficient showed an R Square value of 0.557 or 55.7%. This means that employee loyalty can be explained by internal communication variables, leadership style, and compensation of 55.7%, while the remaining 44.3% are influenced by other variables outside the study.

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CONCLUSION

Based on the results of the research conducted by the author on the Influence of Internal Communication, Leadership Style, and Compensation on Employee Loyalty at the Cirebon City Regional Disaster Management Agency Office, the following conclusions can be drawn:

1. Based on the results of a study on the influence of internal communication, leadership style, and compensation on employee loyalty at the Cirebon City Regional Disaster Management Agency (BPBD) Office, it can be concluded that internal communication and compensation have a positive and significant effect on employee loyalty, while leadership style has a positive but insignificant effect. The results of the partial test showed that internal communication had a significance value of 0.045 < 0.05 with a regression coefficient of 0.310, so the better the internal communication implemented by the organization, the more employee loyalty will increase. Compensation also had a positive and significant effect with a significance value of 0.018 < 0.05 and a regression coefficient of 0.427, suggesting that fair and appropriate compensation can increase employee loyalty.
2. The leadership style variable obtained a significance value of 0.079 > 0.05 with a regression coefficient of 0.350, so its effect on employee loyalty has not been statistically significant. However, the leadership style still shows a positive relationship direction towards employee loyalty.
3. Simultaneously, internal communication, leadership style, and compensation had a significant effect on employee loyalty with an F value of 17.199 and a significance level of 0.000 < 0.05. In addition, the results of the determination coefficient showed an R Square value of 0.557 or 55.7%, which means that employee loyalty can be explained by the three variables at 55.7%, while the remaining 44.3% was influenced by other factors outside the study. Thus, improving effective internal communication, implementing good leadership, and providing appropriate compensation can be important strategies in increasing employee loyalty within the organization.

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