International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Healthcare Workers' Loyalty At PT FAP Agri Clinics: The Mediating Role Of Job Satisfaction

Aznover Novemri[1], Martaleni[2] , Djuni Farhan[3] , Yosar Haritsar[4]

[1,2,3,4]Pascasarjana Universitas Gajayana

Corresponding author: aznovernovemri.123@gmail.com

Abstract

This study aims to analyze the effect of transformational leadership style and reward systems on healthcare workers' loyalty through job satisfaction at the oil palm plantation clinic of PT FAP Agri Tbk. This quantitative study involved 59 respondents using a total sampling technique, and the data were analyzed using Smart-PLS (Partial Least Squares). The results showed that transformational leadership style and reward systems significantly affected job satisfaction, while job satisfaction significantly influenced healthcare workers' loyalty. However, transformational leadership style and reward systems did not directly affect healthcare workers' loyalty. Job satisfaction significantly mediated the relationship between transformational leadership style and reward systems on healthcare workers' loyalty. The study suggests that leaders should improve communication, motivation, and employee development, while reward systems should be evaluated regularly to maintain fairness and relevance.

Keywords: Transformational Leadership, Reward System, Job Satisfaction, Employee Loyalty.

INTRODUCTION

The rapid development of the healthcare sector requires healthcare organizations to maintain competent and high-quality human resources in order to achieve organizational goals. Healthcare workers play an essential role in ensuring service quality, workforce stability, and continuity of patient care. Therefore, employee loyalty has become an important issue in healthcare organizations because loyal healthcare workers contribute to organizational effectiveness and reduce staff turnover and recruitment costs

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

(Wijaya and Martini, 2020). However, maintaining employee loyalty remains a challenge due to factors such as work pressure, lack of recognition, and organizational dynamics, which may lead to burnout and high turnover rates (Khatatbeh et al., 2022).

Transformational leadership style and reward systems are considered important organizational factors influencing employee loyalty. Effective leadership can encourage job satisfaction, professional growth, and a sense of belonging among employees. Transformational leaders are able to inspire and motivate employees while prioritizing employee welfare, thereby creating positive organizational outcomes (Rondonuwu, Pangemanan, and Arie, 2021; Suherti et al., 2022). Previous studies found that leadership style has a significant effect on employee loyalty (Ryanandar, 2022; Nuriyah and Azizah, 2021). In addition, reward systems, including financial and non-financial rewards, are important in increasing motivation, satisfaction, and organizational commitment among employees (Suherti et al., 2022). Studies by Gusti Ayu et al. (2023) and Ma'ruf (2021) also reported that compensation and incentives significantly influence employee loyalty.

Job satisfaction is also considered an important mediating variable between transformational leadership, reward systems, and employee loyalty. Employees who experience higher job satisfaction tend to show stronger commitment and are less likely to leave the organization (Amin et al., 2017). According to Robbins and Judge (2020), job satisfaction reflects positive feelings toward work resulting from job evaluation. Furthermore, employees who feel appreciated, motivated, and supported by their leaders are more likely to develop stronger job satisfaction and organizational commitment (Ellys and Le, 2020).

PT FAP Agri Tbk operates healthcare facilities in oil palm plantation areas located far from urban centers, where access to healthcare services is limited. These clinics play an important role in providing healthcare services for employees and surrounding communities. However, preliminary observations revealed several issues related to communication, reward systems, and working conditions that may affect healthcare workers' loyalty. Therefore, this study aims to analyze the influence of transformational leadership style and reward systems on healthcare workers' loyalty through job satisfaction at the clinics of PT FAP Agri Tbk.

LITERATURE REVIEW

Previous studies have highlighted the importance of transformational leadership, reward systems, and job satisfaction in improving employee loyalty. Research conducted by Bashi and Don (2025) found that transformational leadership, organizational culture,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

and employee loyalty significantly influence employee performance in small and medium enterprises in Qatar. Similarly, Mochhaad, Nada, Hana, and Arfendo (2022) explained that transformational and democratic leadership styles contribute to better employee performance and are particularly important in the healthcare industry during crisis situations because they create a caring and supportive work environment.

Several studies also emphasized the relationship between leadership, compensation, and employee loyalty. Eka, Nita, and Antok (2023) reported that job satisfaction, financial compensation, and leadership significantly affect employee loyalty, with financial compensation being the most dominant factor. In line with this finding, Ma'ruf et al. (2021) showed that incentives have a significant influence on employee loyalty and work discipline. However, Wulandari (2023) found different results, showing that leadership style did not significantly affect employee loyalty, while motivation and work environment had significant effects. These inconsistent findings indicate that the relationship between leadership and employee loyalty still requires further investigation.

Job satisfaction has also been identified as an important factor influencing loyalty among healthcare workers. Veronica (2024) found a significant relationship between job satisfaction and nurses' loyalty in hospitals. Furthermore, Veronica (2020) revealed that employee loyalty is directly influenced by leadership style, work climate, job satisfaction, and organizational commitment. Nurcahyanti and Retno (2021) also reported that compensation and career path perceptions significantly affect job satisfaction, which subsequently contributes to nurses' loyalty. In addition, Edy K., Menik, and Arifianto (2022) demonstrated a significant relationship between reward systems and nurses' work motivation.

Based on previous studies, it can be concluded that transformational leadership, reward systems, and job satisfaction are important factors affecting employee loyalty. However, there are still research gaps related to inconsistent findings, differences in organizational settings, and the limited number of studies focusing on healthcare workers in plantation healthcare facilities. Therefore, this study aims to further examine the influence of transformational leadership style and reward systems on healthcare workers' loyalty through job satisfaction at the clinics of PT FAP Agri Tbk.

RESEARCH METHOD

This study employed a quantitative research method using a survey approach. Quantitative research was selected because it enables the researcher to measure relationships among variables objectively through numerical data analysis. The study

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

aimed to examine the influence of transformational leadership style and reward system on healthcare workers' loyalty through job satisfaction as a mediating variable. Data were collected using structured questionnaires distributed directly and electronically through Google Forms. The research process began in February 2025 and continued until completion. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS software.

RESEARCH APPROACH

The research used a causal associative approach to analyze the relationships among variables. This approach was intended to determine whether transformational leadership style and reward system significantly influence healthcare workers' loyalty, either directly or indirectly through job satisfaction. The study adopted a cross-sectional design, where data were collected at a single point in time from respondents who met the research criteria.

Study Site and Data Sources

The study was conducted at the oil palm plantation clinics of PT. FAP Agri, Tbk located in North Kalimantan, East Kalimantan, and Riau. The selection of the study site was based on the phenomenon observed during the last nine months, namely the high turnover rate among healthcare workers. Preliminary observations indicated that leadership style and the reward system were among the major factors contributing to employee turnover and loyalty issues.

The study utilized two types of data sources:

1. **Primary Data**

   Primary data were obtained directly from respondents through questionnaires distributed to healthcare workers employed at PT. FAP Agri clinics. The questionnaires contained statements related to transformational leadership, reward system, job satisfaction, and employee loyalty.

2. **Secondary Data**

   Secondary data were obtained from books, scientific journals, articles, previous research, and other relevant literature related to leadership, reward systems, job satisfaction, and employee loyalty.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Sampling and Respondents

The population in this study consisted of all active healthcare workers employed at PT. FAP Agri plantation clinics, totaling 59 employees. Since the population size was relatively small, the study used a total sampling technique, where all members of the population were selected as respondents. Therefore, the sample size in this research was 59 healthcare workers.

Instruments and Variables

The research instrument used in this study was a questionnaire measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was designed to assess respondents' perceptions regarding the study variables.

The variables investigated in this study consisted of:

Independent Variables

Transformational Leadership Style

Measured using indicators adapted from the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Reward System

Measured using indicators adapted from the Employee Reward Questionnaire (ERQ), including salary, wages, incentives, allowances, interpersonal appreciation, and promotion opportunities.

Mediating Variable

Job Satisfaction

Measured using the Job Satisfaction Scale (JSS) developed by Spector, including salary, promotion, supervision, benefits, rewards, work procedures, coworkers, nature of work, and communication.

Dependent Variable

Healthcare Workers' Loyalty

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Measured using indicators from the Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen, including affective commitment, continuance commitment, and normative commitment.

Prior to hypothesis testing, the research instrument was tested for validity and reliability. Validity testing was conducted using construct validity, while reliability testing employed Cronbach's Alpha and Composite Reliability measurements.

Analytical Framework

The analytical framework of this study explains the relationship between transformational leadership style, reward system, job satisfaction, and healthcare workers' loyalty. Transformational leadership style and reward system were treated as exogenous variables, healthcare workers' loyalty as the endogenous variable, and job satisfaction as the mediating variable.

Data analysis was performed using SEM-PLS because this method is suitable for studies with relatively small sample sizes and does not require normally distributed data. The analysis consisted of two stages:

1. **Measurement Model Evaluation (Outer Model)**
   This stage evaluated the validity and reliability of the indicators using:
   Convergent validity
   Average Variance Extracted (AVE)
   Discriminant validity
   Composite reliability
2. **Structural Model Evaluation (Inner Model)**
   This stage evaluated the relationships among variables using:
   R-Square (R^2)
   Hypothesis testing through bootstrapping
   Predictive relevance (Q^2)

The conceptual framework of this study can be illustrated as follows:

- Transformational Leadership Style → Job Satisfaction
- Reward System → Job Satisfaction
- Job Satisfaction → Healthcare Workers' Loyalty
- Transformational Leadership Style → Healthcare Workers' Loyalty
- Reward System → Healthcare Workers' Loyalty

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Through this framework, the study seeks to explain how leadership style and reward systems contribute to increasing healthcare workers' loyalty both directly and indirectly through job satisfaction.

RESULTS

Table 1
Respondent Profile Based on Age, Gender, and Length of Employment (n=59)

Characteristics		Total	%
Age	≤ 25 Years	11	18,6%
	26-30 Years	22	37,3%
	31-35 Years	17	28,8%
	> 36 Years	9	15,3%
Gender	Male	15	25,4%
	Female	44	74,6%
Length of Employment	≤ 1 Years	25	42,4%
	> 1-3 Years	14	23,7%
	> 3-5 Years	12	20,3%
	> 5-10 Years	4	6,8%
	> 10 Years	4	6,8%

Based on Table 1, most respondents were aged 26–30 years (37.3%), female (74.6%), and had worked for less than one year (42.4%).

Descriptive Data Analysis (Three Box Method)

The descriptive analysis in this study used the Three Box Method by dividing the data into three categories. The index value was calculated using the following formula:

Index Value = ((%F1 x 1) + (%F2 x 2) + (%F3 + 3) + (%F4 x 4) + (%F5 x 5)) / 5

The number of categories was determined as follows:

- Number of categories (k) = 3
- Maximum index score = 59
- Minimum index score = 11.8

The interval scale was calculated as:

$$\text{Interval} = \frac{59 - 11.8}{3} = 15.73$$

Based on the Three Box Method, the index interpretation criteria are:

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

- 11.80 – 27.53 : Low
- 27.53 – 43.27 : Moderate
- 43.27 – 59.00 : High

Table 2
Descriptive Analysis of Transformational Leadership Style

Item	1	2	3	4	5	Jumlah	Indeks	Kategori
My supervisor encourages me to perform better at work	3	10	7	16	23	59	44.60	High
	3	20	21	64	115	223		
My supervisor communicates important organizational goals in a simple way	0	12	15	17	15	59	42.40	Moderate
	0	24	45	68	75	212		
My supervisor provides various arguments to change the way I think about problems	0	10	16	22	11	59	42.20	Moderate
	0	20	48	88	55	211		
My supervisor gives subordinates opportunities to share ideas and solve problems	1	9	15	17	17	59	43.40	High
	1	18	45	68	85	217		
Avarage							43.15	Moderate

Based on Table 2, items 1 to 4 of the transformational leadership style variable were generally categorized as moderate. The average index score obtained was 43.15, which falls into the moderate category based on the Three Box Method criteria. This finding indicates that the transformational leadership style at PT. FAP Agri, Tbk clinics is perceived to be at a moderate level. In other words, some healthcare workers believe that transformational leadership characteristics have been demonstrated by the leaders at PT. FAP Agri, Tbk clinics.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 3
Descriptive Analysis of Reward System

Item	1	2	3	4	5	Jumlah	Indeks	Kategori
The salary I receive every month is sufficient to meet my family's living needs	0	11	25	13	10	59	39.80	Moderate
	0	22	75	52	50	199		
The wages provided increase my enthusiasm for work	0	7	27	16	9	59	40.80	Moderate
	0	14	81	64	45	204		
If I work overtime, I receive incentives	0	14	21	17	7	59	38.80	Moderate
	0	28	63	68	35	194		
The allowances provided are in accordance with company policies	1	8	15	25	10	59	42.40	Moderate
	1	16	45	100	50	212		
I often receive praise from my supervisor when my work results are good	1	6	25	16	11	59	41.40	Moderate
	1	12	75	64	55	207		
The company provides promotions for employees with improved performance	1	12	21	16	9	59	39.40	Moderate
	1	24	63	64	45	197		
Avarage							40.43	Moderate

Based on Table 3, items 1 to 6 of the reward system variable were categorized as moderate. The average index score obtained was 40.43, which falls into the moderate category based on the Three Box Method criteria. This finding indicates that the reward system implemented at PT. FAP Agri, Tbk clinics is perceived to be at a moderate level. In other words, the reward system has been moderately experienced by healthcare workers at PT. FAP Agri, Tbk clinics.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 4
Descriptive Analysis of Job Satisfaction

Item	1	2	3	4	5	Jumlah	Indeks	Kategori
I am satisfied with the amount of salary I receive every month	0	10	27	18	4	59	38.60	Moderate
	0	20	81	72	20	193		
The organization always provides promotion opportunities for me	0	11	22	21	5	59	39.40	Moderate
	0	22	66	84	25	197		
Leaders always provide guidance to employees	0	12	12	24	11	59	42.20	Moderate
	0	24	36	96	55	211		
I am satisfied with the health insurance provided	0	10	12	21	16	59	44.00	High
	0	20	36	84	80	220		
The organization where I work appreciates employee achievements	0	7	26	17	9	59	41.00	Moderate
	0	14	78	68	45	205		
Administrative procedures in the organization strongly support my work	1	11	18	20	9	59	40.40	Moderate
	1	22	54	80	45	202		
My coworkers are cooperative	1	11	14	23	10	59	41.40	Moderate
	1	22	42	92	50	207		
The organization carries out all activities according to standard operating procedures	0	13	14	24	8	59	40.80	Moderate
	0	26	42	96	40	204		
Communication between leaders and employees runs well	1	9	16	23	10	59	41.80	Moderate
	1	18	48	92	50	209		
Avarage							41.07	Moderate

Based on Table 4, items 1 to 9 of the job satisfaction variable were categorized as moderate. The average index score obtained was 41.07, which falls into the moderate category based on the Three Box Method criteria. This finding indicates that healthcare workers are moderately satisfied with their jobs at PT. FAP Agri, Tbk clinics. In other

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

words, some healthcare workers perceive that they experience job satisfaction while working at PT. FAP Agri, Tbk clinics.

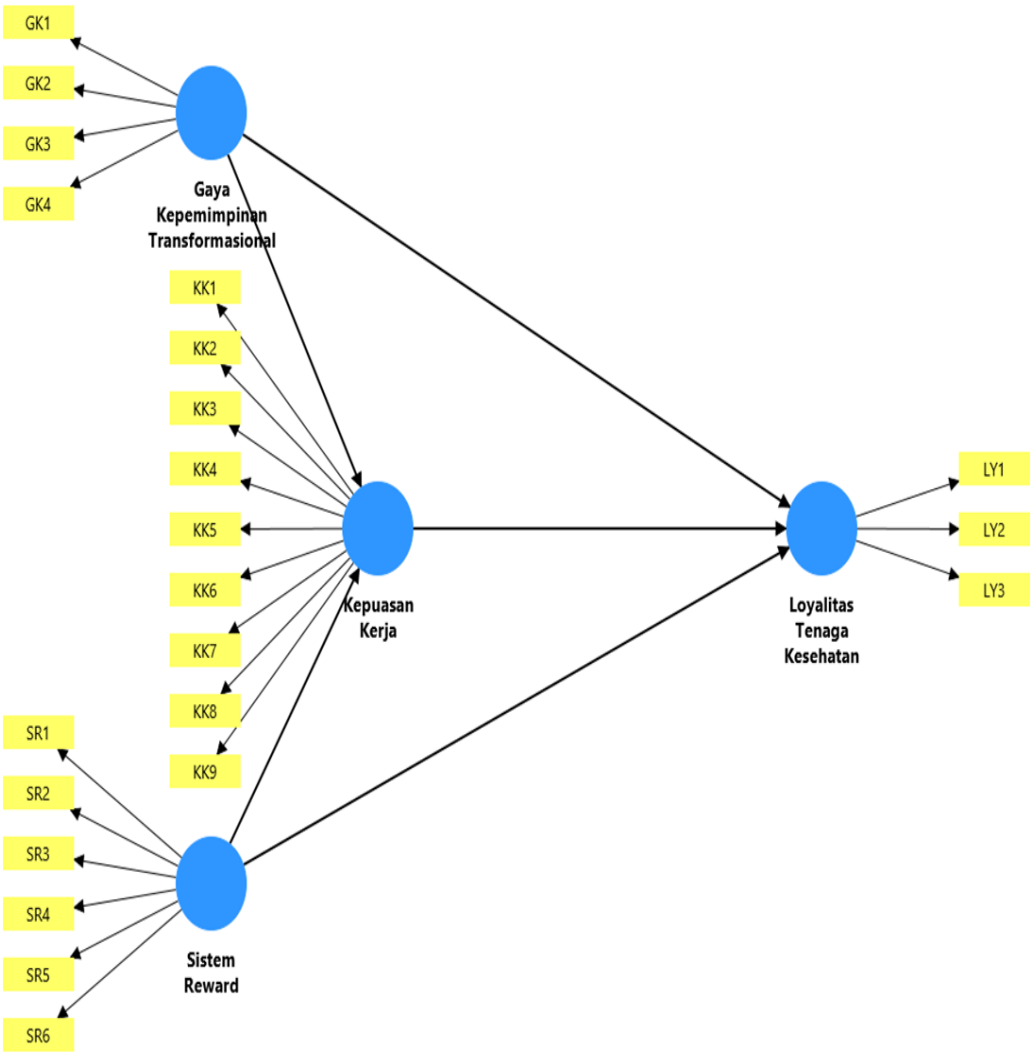
Table 5
Descriptive Analysis of Loyalty

Item	1	2	3	4	5	Jumlah	Indeks	Kategori
This job is very valuable to me	6	8	10	14	21	59	42.60	Moderate
	6	16	30	56	105	213		
If I do not stay in this organization, it may cause financial loss for me	1	9	19	21	9	59	41.00	Moderate
	1	18	57	84	45	205		
I have a moral responsibility to continue working here	2	11	6	25	15	59	43.40	High
	2	22	18	100	75	217		
Avarage							42.33	Moderate

Based on Table 5, items 1 to 3 of the loyalty variable were categorized as moderate. The average index score obtained was 42.33, which falls into the moderate category based on the Three Box Method criteria. This finding indicates that healthcare workers at PT. FAP Agri, Tbk clinics demonstrate a moderate level of loyalty. In other words, some healthcare workers are considered loyal in carrying out their work at PT. FAP Agri, Tbk clinics.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR



Gambar 1. Partial Least Square (PLS) Model Scheme

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 6
Outer Loading Factor Values

	Transformational Leadership Style	Job Satisfaction	Healthcare Workers' Loyalty	Reward System
GK1	0.946			
GK2	0.965			
GK3	0.939			
GK4	0.929			
KK1		0.820		
KK2		0.864		
KK3		0.916		
KK4		0.880		
KK5		0.825		
KK6		0.898		
KK7		0.886		
KK8		0.872		
KK9		0.868		
LY1			0.942	
LY2			0.847	
LY3			0.918	
SR1				0.850
SR2				0.888
SR3				0.884
SR4				0.895
SR5				0.848
SR6				0.880

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 7
Average Variance Extracted (AVE) Values

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Transformational Leadership Style	0.960	0.961	0.971	0.893
Job Satisfaction	0.960	0.961	0.966	0.758
Healthcare Workers' Loyalty	0.886	0.897	0.930	0.816
Reward System	0.938	0.941	0.951	0.764

Table 8
Fornell-Larcker Criterion

	Transformational Leadership Style	Job Satisfaction	Healthcare Workers' Loyalty	Reward System
Transformational Leadership Style	0.945			
Job Satisfaction	0.751	0.871		
Healthcare Workers' Loyalty	0.730	0.814	0.903	
Reward System	0.682	0.815	0.767	0.874

Table 9
Cross Loading Values

	Transformational Leadership	Job Satisfaction	Healthcare Worker Loyalty	Reward System
GK1	0.946	0.728	0.733	0.629
GK2	0.965	0.710	0.699	0.629
GK3	0.939	0.707	0.679	0.675

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

	Transformational Leadership	Job Satisfaction	Healthcare Worker Loyalty	Reward System
GK4	0.929	0.693	0.646	0.646
KK1	0.587	0.820	0.621	0.716
KK2	0.606	0.864	0.668	0.761
KK3	0.744	0.916	0.760	0.705
KK4	0.592	0.880	0.698	0.653
KK5	0.641	0.825	0.620	0.651
KK6	0.725	0.898	0.739	0.756
KK7	0.737	0.886	0.746	0.687
KK8	0.581	0.872	0.744	0.740
KK9	0.656	0.868	0.761	0.716
LY1	0.751	0.775	0.942	0.717
LY2	0.524	0.673	0.847	0.623
LY3	0.686	0.752	0.918	0.733
SR1	0.602	0.641	0.605	0.850
SR2	0.521	0.688	0.631	0.888
SR3	0.597	0.712	0.635	0.884
SR4	0.674	0.740	0.778	0.895
SR5	0.539	0.727	0.632	0.848
SR6	0.632	0.758	0.721	0.880

Table 4.10
Composite Reliability and Cronbach's Alpha Values

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Transformational Leadership	0.960	0.961	0.971	0.893
Job Satisfaction	0.960	0.961	0.966	0.758

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Healthcare Worker Loyalty	0.886	0.897	0.930	0.816
Reward System	0.938	0.941	0.951	0.764

Table 11
Path Coefficients

	Path coefficients
Transformational Leadership-> Job Satisfaction	0.365
Transformational Leadership-> Healthcare Worker Loyalty	0.232
Job Satisfaction-> Healthcare Worker Loyalty	0.427
Reward System-> Job Satisfaction	0.566
Reward System-> Healthcare Worker Loyalty	0.261

Table 12
R-Square Values

	R-*square*
Job Satisfaction	0.736
Healthcare Worker Loyalty	0,717

The results of the outer model evaluation indicate that all questionnaire items have loading factor values greater than 0.70, demonstrating that all indicators are valid and capable of explaining their respective constructs effectively. In addition, all variables have AVE values above 0.50, confirming convergent validity. Discriminant validity is also achieved, as the square root of AVE for each construct is higher than its correlations with other constructs, supported by the cross-loading results where each indicator loads highest on its own construct. Furthermore, all variables are considered reliable because the composite reliability values exceed 0.70 and Cronbach's alpha values are above 0.60.

The structural model results show that Job Satisfaction is influenced by Transformational Leadership (0.365) and Reward System (0.566). Meanwhile,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Healthcare Worker Loyalty is influenced by Transformational Leadership (0.232), Reward System (0.261), and Job Satisfaction (0.427).

The R-square results indicate that Transformational Leadership and Reward System explain 73.6% of the variance in Job Satisfaction. In addition, Transformational Leadership, Reward System, and Job Satisfaction explain 71.7% of the variance in Healthcare Worker Loyalty. These findings demonstrate that the model has strong explanatory power.

Table 14
Hypothesis Testing 1

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Transformational Leadership-> Job Satisfaction	0.365	0.366	0.094	3.888	0.000
Transformational Leadership -> Healthcare Worker Loyalty	0.232	0.246	0.159	1.454	0.146
Job Satisfaction -> Healthcare Worker Loyalty	0.427	0.420	0.156	2.737	0.006
Reward System -> Job Satisfaction	0.566	0.567	0.083	6.810	0.000
Reward System -> Healthcare Worker Loyalty	0.261	0.257	0.176	1.484	0.138

Table 15
Hypothesis Testing 2

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Transformational Leadership-> Job Satisfaction-> Healthcare Worker Loyalty	0.156	0.153	0.070	2.211	0.027
Reward System-> Job Satisfaction-> Healthcare Worker Loyalty	0.242	0.238	0.097	2.490	0.013

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Hypothesis Testing and Discussion

Based on the results presented in Tables 14 and 15, transformational leadership had a positive and significant effect on job satisfaction (t = 3.888; p = 0.000). This finding indicates that better implementation of transformational leadership increases employees' job satisfaction at the PT. FAP Agri, Tbk oil palm plantation clinics. Leaders who provide motivation, support, inspiration, and individual attention are able to create a more positive working environment, making healthcare workers feel valued and appreciated. This result supports previous studies by Bashi et al. (2025) and Veronica (2020), which found that transformational leadership contributes positively to employee satisfaction and performance.

The study also found that the reward system had a positive and significant effect on job satisfaction (t = 6.810; p = 0.000). A fair and transparent reward system, including salary, incentives, allowances, and recognition, increases employees' sense of appreciation and satisfaction toward their work. Healthcare workers who perceive rewards as fair and proportional tend to develop more positive attitudes toward their organization. This finding is consistent with the studies conducted by Eka et al. (2023) and Nurcahyanti (2021), which emphasized the importance of compensation in improving job satisfaction.

Furthermore, job satisfaction significantly influenced healthcare workers' loyalty (t = 2.737; p = 0.006). Employees who are satisfied with their jobs tend to show stronger commitment, lower turnover intention, and greater willingness to remain in the organization for a long period. Job satisfaction strengthens emotional attachment between healthcare workers and the organization, which ultimately enhances loyalty. This finding is in line with the studies by Rina (2024) and Veronica (2020), which confirmed the relationship between job satisfaction and employee loyalty.

However, transformational leadership did not have a significant direct effect on healthcare workers' loyalty (t = 1.454; p = 0.146). This result suggests that leadership style alone is not sufficient to directly increase loyalty. Other factors such as workload, working conditions, welfare, organizational support, and career opportunities may play more important roles in shaping employee loyalty. This finding supports previous research by Wulandari (2023) and Ayun (2020), which also found no significant direct relationship between leadership style and employee loyalty.

Similarly, the reward system did not significantly influence healthcare workers' loyalty directly (t = 1.484; p = 0.138). Although rewards are important for motivating employees, loyalty may depend more on broader organizational factors such as work

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

environment, leadership support, professional commitment, and job security. Healthcare workers may prioritize professional responsibility and workplace stability over financial rewards alone.

The mediation analysis showed that job satisfaction significantly mediated the relationship between transformational leadership and healthcare workers' loyalty ($t = 2.211$; $p = 0.027$). This finding indicates that transformational leadership can improve loyalty indirectly by first increasing job satisfaction. Employees who feel supported and motivated by their leaders tend to experience higher satisfaction, which subsequently strengthens their loyalty to the organization.

In addition, job satisfaction also significantly mediated the relationship between the reward system and healthcare workers' loyalty ($t = 2.490$; $p = 0.013$). A well-designed reward system increases employees' satisfaction, which in turn enhances loyalty. Therefore, job satisfaction acts as an important mechanism linking organizational rewards with employee loyalty.

CONCLUSION

This study investigated the influence of transformational leadership and reward systems on healthcare workers' loyalty through job satisfaction at PT. FAP Agri, Tbk oil palm plantation clinics. The findings showed that transformational leadership and reward systems have positive and significant effects on job satisfaction, while job satisfaction also has a positive and significant effect on healthcare workers' loyalty. These results indicate that employees who feel supported by their leaders and fairly rewarded tend to experience higher levels of job satisfaction, which contributes to stronger commitment and loyalty toward the organization.

However, transformational leadership and reward systems were not found to have significant direct effects on healthcare workers' loyalty. This suggests that employee loyalty is influenced not only by leadership and rewards, but also by other factors such as work environment, organizational support, employee welfare, and career opportunities. Furthermore, job satisfaction was proven to mediate the relationship between transformational leadership and loyalty, as well as between reward systems and loyalty. Therefore, organizations are encouraged to improve leadership practices, establish fair reward systems, and maintain employee satisfaction in order to strengthen healthcare workers' loyalty.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

REFERENCES

Afandi, P. (2018). Manajemen Sumber Daya Manusia: Teori, Konsep, dan Indikator. Riau: Zanafa Publishing.

Agustini, F. (2019). Manajemen Sumber Daya Manusia Lanjutan. Medan: Madenatera.

Akila. (2020). Pengaruh Tanggung Jawab dan Loyalitas Kerja Terhadap Kinerja Karyawan Pada Wisma Grand Kemala Palembang. *Jurnal Media Wahana Ekonomika, 17 (3), 226.*

Amin, M., Aldakhil, A. M., Wu, C., Rezaei, S & Cobanoglu, C. (2017). The Structural *Relationship Between TQM, Employee Satisfaction and Hotel Performance. International Journal of Contemporary Hospitality Managemet, 29(4), 1256-1278.*

Ayun Dwi & Nur Syam. (2020). Pengaruh gaya kepemimpinan dan Loyalitas terhadap Kinerja Kaaryawan di Bagian keperawatan RSUD Sultan Imanuddin. Internatonal Journal of Healthcare Research. Vol. 3 No. 1 Juni 2020. 2620-5580.

Bass, B. M., & Avolio, B. J. (2020). Transformational Leadership and Organizational Change: A Global Perspective. Routledge.

Bashi Mansour & Don Sobri. (2025). Effects of Transformational Leadership, Organizational Culture and Employee Loyalty on Employee Performance of Qatari Small and Medium Enterprises. Pak. J. Life Soc. SCI. 23 (1):5676-5686.

Buchbinder, S. B. (2019). Introduction to Health Care Management. Ed. Jones & Bartlett Learning.

Edy Kuswantoro & Menik, K. (2022). Hubungan pemberian reward dengan motivasi kerja perawat di ruang inap RS. Jurnal Ilmiah Ners Indonesia, Vol. 3, No.2.

Eka Gusti Ayu., Ni Putu Nita & Gede I Wayan. (2023). Pengaruh kepuasan kerja, kompensasi finansial, dan kepemimpinan terhadap loyalitas karyawan pada Lembaga perkreditan Desa di Kecamatan Sukawati. Jurnal EMAS e-issn: 2774-3020.

Ellys, E & Le, M. (2020). Pengaruh Kepuasan Kerja dan Budaya Organisasi Terhadap Komitmen Organisasi Karyawan. Jurnal Manajemen Maranatha, 20(1), 75-84.

Fahmi, I. (2016). Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja. Jakarta: Mitra Wacana Media.

Gusti, Ayu Eka., Ni Putu Nita & I wayan Gede Antok. (2023). Pengaruh Kepuasan Kerja, Kompensasi Finansial dan Kepemimpinan terhadap Loyalitas Karyawan pada Lembaga Perkreditan Desa di Kecamatan Sukawati. Jurnal EMAS Vol. 4.

Ghozali. (2021). Aplikasi Analisis Multivariat 26 Edisi 10. Badan Penerbit Universitas Diponegoro.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.