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# Factors Influencing Employee Performance and Loyalty at Kasih Hospital, Denpasar

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**Abstract:**
Human resources (HR) is a key factor in organizational success, including that of private hospitals. Kasih Ibu General Hospital in Denpasar faces high healthcare worker turnover and low BOR (68%), necessitating effective HR management. Factors such as leadership style, compensation, work motivation, job satisfaction, work culture, and work environment are suspected to influence employee performance and loyalty. This study aims to analyze Factors Influencing Employee Performance and Loyalty at Kasih Hospital, Denpasar. This study used a correlational approach with a cross-sectional design. The population included 125 employees, all of whom were sampled. Data were collected through a valid and reliable five-point Likert scale questionnaire. The independent variables included compensation, work motivation, leadership style, job satisfaction, and work culture. The moderating variable was the work environment, and the dependent variables were employee performance and healthcare worker loyalty. The analysis was conducted using multiple linear regression and Moderated Regression Analysis (MRA) using SPSS. Compensation, work motivation, leadership style, job satisfaction, and work culture significantly influenced performance. Loyalty, compensation, leadership style, and work culture were found to be significant, while work motivation and job satisfaction were not. The work environment strengthens the relationship between job satisfaction and loyalty, but not the relationship between leadership style and performance. The most significant factor influencing performance is leadership style, while work culture is the primary factor affecting loyalty. Leadership, compensation, work motivation, job satisfaction, and work culture all play a role in enhancing employee performance. Additionally, healthcare worker loyalty is influenced by compensation, leadership, and work culture.

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## INTRODUCTION

In the current era of globalization, companies increasingly recognize that human resources are a key asset in achieving success. Human resources are the primary driving force behind achieving company goals (Sulistyaningsih, 2022). Therefore, companies must prioritize providing facilities and infrastructure that support their human resources in reaching their full potential. Without qualified and reliable human resources, company operations will struggle to run smoothly and efficiently (Šebestová & Popescu, 2021).

Human Resources (HR) is a group of creative individuals within an organization who play a crucial role in driving the organization's success (Hirudayaraj & Matić, 2021). In carrying out its operations, a company must have quality HR to achieve its stated goals. Creating quality HR requires proper management. Every organization consists of people, who are essential assets. HR must be

managed effectively to positively impact the company, a process commonly known as Human Resource Management (HRM) (Tamimi & Sopiah, 2022).

In Indonesia, private hospitals play a crucial role in the healthcare sector, particularly in providing services to the public. Despite their significant contributions, private hospitals also face substantial challenges in managing human resources (HR), particularly in retaining the performance of their healthcare workforce (Gile, 2022). One of the main challenges facing private hospitals is the high turnover rate of healthcare workers, which can impact the quality of care provided to patients. Healthcare worker turnover in Indonesia, both in private and public hospitals, is relatively high (Al-Ali et al., 2025).

Globally, the problem of high healthcare workforce turnover has become a significant issue. This phenomenon not only impacts the stability of healthcare systems but also impacts the quality of medical services worldwide. Countries face significant challenges in retaining qualified healthcare workers, amidst increasing workloads, limited healthcare facilities, and a lack of adequate incentives for medical personnel (Poku et al., 2022). This is exacerbated by inequities in the distribution of healthcare workers, with areas of high need often experiencing shortages of skilled healthcare professionals. Consequently, many countries struggle to provide optimal healthcare, and long-term goals such as Universal Health Coverage (UHC) become difficult to achieve without effective and sustainable human resource (HR) management (Ranabhat et al., 2023).

A similar problem is faced in Indonesia, where private hospitals experience a high turnover rate among healthcare workers. This high turnover rate significantly impacts the quality of healthcare services provided, as hospitals incur additional costs to recruit and train new workers and experience the loss of experienced medical personnel, which can negatively affect service quality (Bae, 2022). The healthcare workforce crisis in Indonesia is also exacerbated by the disparity in the distribution of healthcare workers, particularly in remote areas lacking facilities and trained medical personnel. Furthermore, various internal factors, such as inadequate compensation, an unfavorable work environment, and a leadership style that fails to address employee welfare, pose significant challenges to improving healthcare worker loyalty and performance (Romi et al., 2022).

At Kasih Ibu Hospital, healthcare worker turnover has shown a worrying upward trend over the past three years. In 2022, the turnover rate was recorded at 16%, then increased to 17% between 2023 and 2024. According to preliminary internal data for 2025 (as of April), turnover has reached 9%, indicating potential for further increases if this trend continues through the end of the year. This rising turnover rate adds to the complex challenges facing the hospital, particularly in retaining qualified and experienced healthcare workers (Ren et al., 2023).

Several factors, including leadership style, inadequate compensation, and an unproductive work environment, often contribute to this high turnover rate. For example, private hospitals often have more complex managerial structures, with policies that prioritize cost efficiency and human resource management, which sometimes overlook employee welfare. Low job satisfaction, particularly among healthcare workers, is often a significant contributor to turnover intention (the desire to leave a job). Research conducted by Chen et al. (2023) indicates that the lower the level of job satisfaction among healthcare workers, the greater their desire to leave their jobs in search of opportunities elsewhere.

To assess hospital performance, one indicator used is the bed occupancy rate (BOR). BOR is the ratio between the number of patients treated and the available bed capacity within a given period. At Kasih Ibu Hospital, the latest BOR was recorded at around 68%, indicating that the hospital is in the concern category. Although this hospital remains within acceptable limits, the low BOR is a signal for improvements in bed management and operational efficiency. This data also provides insight into

bed utilization at the hospital, which should be optimized to achieve better hospital performance (Peng et al., 2023).

Job satisfaction in the context of private hospitals is influenced not only by salary and compensation, but also by the leadership style adopted by hospital management. Leaders who fail to foster good relationships between management and healthcare workers, and who disregard employee input or complaints, tend to increase dissatisfaction among healthcare workers (Geta et al., 2020). Furthermore, another factor that often influences healthcare workers' job satisfaction is the work environment. Many private hospitals experience unsupportive working conditions, including limited facilities, high workloads, and unmanageable psychological stress (Acosta-Prado et al., 2020).

One of the key factors for a company's success in setting and achieving goals is increasing employee job satisfaction. High levels of job satisfaction lead to positive feelings about one's work, while low levels of job satisfaction lead to negative feelings about one's work. Employees with high levels of job satisfaction tend to be more committed and contribute, demonstrate high dedication to the company, and ultimately show a willingness to work harder and be more productive (Akgunduz et al., 2023). Therefore, job satisfaction deserves attention in human resource management because it can have both direct and indirect impacts on employee performance and the overall quality of the company. The lower a person's job satisfaction, the greater their desire to leave their job and seek employment elsewhere. The work environment is one of the factors determining job success, but it can also be a cause of failure if not appropriately managed. If turnover occurs, especially among healthcare workers in hospitals, it can disrupt hospital services, the hospital's payroll system, and incur additional costs as the hospital must recruit, provide training, and reorient staff (Basalamah & As'ad, 2021).

Leadership style is another equally important factor. Transformational leadership, characterized by its participatory, communicative, and inspiring nature, has been proven effective in enhancing job satisfaction and performance among healthcare workers. Leaders who can create a conducive work environment and provide emotional and professional support will foster positive working relationships, encouraging employee loyalty and commitment. In this context, job satisfaction also emerges as a crucial aspect. Healthcare workers who are satisfied with their work environment, including rewards, relationships with colleagues, and development opportunities, tend to be more productive and less likely to leave the institution (Curado & Santos, 2022).

Furthermore, a strong and positive work culture can strengthen healthcare workers' engagement with the organization's vision and mission. A positive work culture fosters a sense of belonging and promotes behavioral patterns that support collaboration, responsibility, and a commitment to delivering high-quality healthcare services (Chen et al., 2023). However, all of these factors will not have an optimal impact without a supportive work environment. A safe, comfortable work environment, supported by adequate facilities, can moderate the relationship between organizational factors and healthcare worker performance and loyalty. A positive work environment has been shown to increase employee engagement and reduce stress caused by high workloads (Acosta-Prado et al., 2020).

Employee performance is a key indicator of an organization's success in achieving its goals. In the context of healthcare, the performance of both medical and non-medical personnel has a significant impact on service quality and patient satisfaction. Therefore, hospitals must understand the various factors that can holistically influence performance, including compensation, motivation, leadership, job satisfaction, and organizational culture (Ramadhian & Pringgabayu, 2024). Furthermore, healthcare workers' loyalty to the institution is crucial to ensure the sustainability and stability of services. Loyal healthcare workers not only remain long-term but also possess a strong

drive to improve service quality and build the institution's reputation (Shie et al., 2022). Therefore, a comprehensive understanding of the factors influencing healthcare worker performance and loyalty is crucial for human resource management in the healthcare sector.

## METHOD

This study employed a correlational research design with a cross-sectional approach to examine the factors influencing the performance and loyalty of healthcare workers at Kasih Ibu General Hospital in Denpasar. A total of 125 employees participated in the research, which aimed to analyze the impact of several independent variables—compensation, work motivation, leadership style, job satisfaction, work culture, and work environment—on employee performance and organizational loyalty. The selection of these variables was based on their theoretical and empirical relevance to workplace outcomes in healthcare settings, where human resource management plays a critical role in service quality and operational effectiveness.

The research framework positioned compensation, motivation, leadership style, job satisfaction, work culture, and work environment as key predictors of employee performance and worker loyalty. Among these, work culture and work environment were designated explicitly as moderating variables, hypothesized to strengthen or weaken the relationships between the independent variables and the dependent outcomes. By incorporating moderation analysis, the study sought to provide deeper insight into how contextual workplace factors can influence the effectiveness of managerial practices and employee-related outcomes in a hospital setting.

Data were collected using a structured questionnaire based on a five-point Likert scale, which had been tested for validity and reliability prior to full-scale administration. The instrument was designed to capture respondents' perceptions and attitudes toward various aspects of their work experience, including leadership behavior, satisfaction levels, motivational drivers, and environmental conditions. The use of a standardized measurement tool ensured consistency and accuracy in data collection, allowing for meaningful quantitative analysis of the complex interplay among the studied variables.

The collected data were analyzed using multiple linear regression and Moderated Regression Analysis (MRA) through the SPSS software package. These statistical techniques enabled the researchers to assess both the direct effects of the independent variables on performance and loyalty, as well as the interactive effects introduced by the moderating variables. Ethical clearance for the study was obtained from Universitas Strada Indonesia, ensuring that all procedures adhered to ethical research standards, including participant confidentiality, informed consent, and voluntary participation.

## RESULT

### The Effect of Compensation on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar

Table 1. Results of Regression Test of the Effect of Compensation

| Independent Variable | Dependent Variable | Coefficient (β) | t/count | Sig. (p) |
|---|---|---|---|---|
| Compensation (X1) | Employee performance (Y1) | 0.352 | 4.215 | 0.000 |
| Compensation (X1) | Loyalty of Health Workers (Y2) | 0.287 | 3.642 | 0.001 |

**The Effect of Work Motivation on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu Hospital, Denpasar**

Table 2. Results of Regression Test on the Influence of Work Motivation

| Independent Variable | Dependent Variable | Coefficient (β) | t/count | Sig. (p) |
|---|---|---|---|---|
| Work motivation (X2) | Employee performance (Y1) | 0.295 | 2.954 | 0.004 |
| Work motivation (X2) | Loyalty of Health Workers (Y2) | 0.112 | 1.425 | 0.158 |

**The Influence of Leadership Style on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu Hospital, Denpasar**

Table 3. Results of Regression Test on the Influence of Leadership Style

| Independent Variable | Dependent Variable | Coefficient (β) | t/count | Sig. (p) |
|---|---|---|---|---|
| Leadership style (X3) | Employee performance (Y1) | 0.401 | 4.785 | 0.000 |
| Leadership style (X3) | Loyalty of Health Workers (Y2) | 0.315 | 3.954 | 0.000 |

**The Effect of Job Satisfaction on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar**

Table 4. Results of Regression Test on the Influence of Job Satisfaction

| Independent Variable | Dependent Variable | Coefficient (β) | t/count | Sig. (p) |
|---|---|---|---|---|
| Job satisfaction (X4) | Employee performance (Y1) | 0.189 | 2.215 | 0.029 |
| Job satisfaction (X4) | Loyalty of Health Workers (Y2) | 0.021 | 0.287 | 0.775 |

**The Influence of Work Culture on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar**

Table 5. Results of Regression Test on the Influence of Work Culture

| Independent Variable | Dependent Variable | Coefficient (β) | t/count | Sig. (p) |
|---|---|---|---|---|
| Work culture (X5) | Employee performance (Y1) | 0.243 | 3.021 | 0.003 |
| Work culture (X5) | Loyalty of Health Workers (Y2) | 0.268 | 3.317 | 0.001 |

**The Role of the Work Environment as a Moderating Variable in the Relationship Between Leadership Style and Job Satisfaction with Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar**

Table 6. Results of Work Environment Moderation Test

| Moderated Relationships | Coefficient (β) | t/count | Sig. (p) |
|---|---|---|---|
| Leadership style (X3) → performance (Y1) moderated Work environment (Z) | 0.115 | 1.856 | 0.065 |
| Job satisfaction (X4) → Loyalty (Y2) moderated Work environment (Z) | 0.198 | 2.746 | 0.007 |

**The Most Dominant Factors Influencing Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar**

Table 7. Most Dominant Factors on Performance and Loyalty

| Independent Variable | Dependent Variable | Standard Beta (β) |
|---|---|---|
| Leadership style (X3) | Employee performance (Y1) | 0.401 |
| Work Culture (X5) | Loyalty (Y2) | 0.268 |

## DISCUSSION

### The Effect of Compensation on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar

The results of the regression analysis indicate that compensation has a significant effect on employee performance with a coefficient of β = 0.352 (p = 0.000), and on healthcare worker loyalty with a coefficient of β = 0.287 (p = 0.001). This means that the better the compensation provided by the hospital, the higher the performance and loyalty of healthcare workers at Kasih Ibu General Hospital, Denpasar.

Compensation is a form of organizational appreciation that can increase employee satisfaction and work enthusiasm. Compensation encompasses both financial and non-financial rewards given to employees in recognition of their contributions and efforts. Fair and proportional compensation serves not only as a reward for performance but also as a motivational instrument to boost productivity (Hakim et al., 2025).

In the context of employee performance, adequate compensation can enhance the intrinsic and extrinsic motivation of healthcare workers to meet standards. Employee performance is reflected in the quality and quantity of work output consistent with their responsibilities. Appropriate compensation can motivate healthcare workers to enhance their professionalism, discipline, and dedication in carrying out their duties, thereby facilitating the easier achievement of hospital goals (Rivaldo & Nabella, 2023).

Furthermore, compensation has also been shown to influence the loyalty of healthcare workers. Compensation encompassing both financial and non-financial aspects can strengthen employees' emotional attachment to the organization. Healthcare worker loyalty is reflected in their willingness to remain at the hospital, which reduces turnover intentions and fosters harmonious working relationships. Compensation not only serves as a means of meeting the economic needs of healthcare workers but also as a form of recognition for their contributions. This aligns with Herzberg's two-factor theory, where compensation is a hygiene factor that prevents job dissatisfaction; however, when provided appropriately, it can also serve as a motivator. In other words, when healthcare workers feel that the compensation they receive is commensurate with their workload and the risks associated with their profession, they will demonstrate optimal performance and high levels of loyalty.

### The Effect of Work Motivation on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu Hospital, Denpasar

An analysis was conducted to determine the extent to which work motivation influences employee performance and healthcare worker loyalty. The regression test results indicate that work motivation has a significant effect on employee performance, with a coefficient of 0.295 and a p-value of 0.004 ($p < 0.05$). This means that the higher the work motivation of healthcare workers, the better their performance. Motivation is the primary driving factor in improving performance, both through intrinsic factors such as a sense of responsibility, achievement, and self-development, as well as extrinsic factors like rewards and working conditions. Work motivation had a significant positive effect on nurse performance in a government hospital. High motivation increases the productivity of healthcare workers in primary care. This means that well-maintained motivation can encourage healthcare workers to provide more optimal services (Verulava et al., 2024).

However, work motivation did not significantly influence healthcare worker loyalty, with a coefficient of 0.112 and a p-value of 0.158 ($p > 0.05$). This result contrasts with initial expectations that motivation can strengthen loyalty. Healthcare worker loyalty is more influenced by job

satisfaction, organizational support, and fair leadership. While motivation can improve performance, loyalty is more determined by organizational commitment and a sense of career security. Therefore, while motivation is important for driving performance improvement, this variable is not strong enough to directly strengthen healthcare worker loyalty. Overall, these findings are consistent with the theoretical framework outlined in the literature review, which has shown that work motivation is effective in driving performance improvement. However, its role in loyalty still requires support from other factors such as job satisfaction, organizational culture, and leadership style.

**The Influence of Leadership Style on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu Hospital, Denpasar**

A test was conducted to determine whether leadership style influences the improvement of healthcare worker performance and loyalty. The analysis results in Table 5.10 indicate that leadership style has a significant impact on employee performance, with a coefficient of 0.401 ($p < 0.000$), and on healthcare worker loyalty, with a coefficient of 0.315 ($p < 0.000$). This indicates that effective leadership can not only improve healthcare worker performance but also strengthen their loyalty to the organization.

These findings align with transformational leadership theory, which emphasizes a leader's ability to inspire, motivate, and provide individualized attention to improve the performance and commitment of subordinates. Leaders who can direct, support, and set a positive example will create a work environment that fosters improved performance and productivity. Furthermore, a participatory and communicative leadership style also strengthens a sense of belonging to the organization, thereby fostering employee loyalty. The transformational leadership style had a significant positive effect on nurse performance in a private hospital. An effective leadership style can increase healthcare worker loyalty by increasing job satisfaction and organizational commitment. In other words, leadership style is a key factor in fostering a strong relationship between employees and their organization (Alhmoud & Al-Kasasbeh, 2024).

Leadership plays a crucial role in influencing employee attitudes and behavior, both of which are related to performance and loyalty. Leaders who can effectively manage their teams, provide clear direction, and demonstrate concern will foster stronger working relationships. Thus, leadership style at Kasih Ibu Hospital, Denpasar, has been shown to play a central role in shaping the performance and loyalty of healthcare workers. The implementation of a visionary, communicative leadership style that supports employee participation needs to be continuously strengthened to improve organizational performance and foster long-term loyalty among healthcare workers.

**The Effect of Job Satisfaction on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar**

The analysis continued to examine the relationship between job satisfaction and the performance and loyalty of healthcare workers. The results indicate that job satisfaction has a significant impact on employee performance, with a coefficient of 0.189 ($p = 0.029$). However, job satisfaction does not significantly impact healthcare worker loyalty, with a coefficient of 0.021 ($p = 0.775$). This suggests that job satisfaction can enhance healthcare workers' daily performance, but it is not strong enough to guarantee long-term loyalty.

Job satisfaction is closely related to increased motivation, work enthusiasm, and work quality. Employees who are satisfied with their jobs tend to perform more optimally, resulting in improved performance. However, loyalty to an organization is influenced by more complex factors, such as leadership, career development opportunities, organizational culture, and reward systems. Job satisfaction had a positive impact on nurse performance in a regional general hospital. Job

satisfaction is not always directly related to loyalty, as loyalty is more influenced by organizational commitment and leadership. Therefore, satisfied healthcare workers may not necessarily remain loyal without strong organizational support (Riyanto et al., 2021).

These results suggest that at Kasih Ibu Hospital in Denpasar, job satisfaction can improve healthcare workers' performance in the short term, for example, in terms of discipline, responsibility, and productivity. However, to build long-term loyalty, management needs to consider other factors such as providing career development opportunities, a fair reward system, and supportive leadership. Thus, job satisfaction serves as an important driver in improving performance, but it is not the sole determinant of loyalty. This highlights the need for a more comprehensive managerial approach to promoting healthcare worker loyalty in hospitals.

**The Influence of Work Culture on Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar**

The influence of work culture was examined to determine its impact on the performance and loyalty of healthcare workers. Based on the regression test results, I found that work culture has a significant impact on employee performance, with a coefficient of 0.243 ($p = 0.003$), and on healthcare worker loyalty, with a coefficient of 0.268 ($p = 0.001$). These findings suggest that the better the work culture implemented at Kasih Ibu General Hospital, the higher the healthcare performance of healthcare workers and the stronger their loyalty to the organization.

Work culture functions as a system of values, norms, and practices that guide employee behavior within an organization. A positive work culture fosters a sense of community, boosts motivation, and enhances healthcare workers' commitment to the hospital. A strong organizational culture can be a key driver of improved performance and long-term loyalty. A positive work culture has a significant impact on nurse productivity and performance in a private hospital. An inclusive and supportive work culture can strengthen healthcare workers' loyalty, as they feel valued, supported, and integral to the organization (Hoxha et al., 2023).

At Kasih Ibu Hospital, the implemented work culture reflects a strong emphasis on teamwork, open communication, and appreciation for individual contributions. This not only encourages healthcare workers to deliver their best performance but also fosters a sense of belonging to the organization. Thus, work culture has been shown to play a dual role: improving daily work effectiveness while strengthening healthcare workers' long-term loyalty. Therefore, hospital management needs to continuously maintain and develop a positive work culture, for example, through training in organizational values, strengthening teamwork, and implementing consistent reward mechanisms.

**The Role of the Work Environment as a Moderating Variable in the Relationship Between Leadership Style and Job Satisfaction with Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar**

The work environment was tested as a moderating variable to determine whether working conditions could strengthen or weaken the relationship between leadership style and job satisfaction, as well as their impact on healthcare worker performance and loyalty. Based on the results of the moderation test, the work environment did not play a significant moderating role in the relationship between leadership style and performance ($p = 0.065$). This means that the influence of leadership style on performance is primarily determined by the quality of the leadership itself, with little to no influence from work environment factors.

However, different results were found for the relationship between job satisfaction and healthcare worker loyalty. The work environment played a significant moderating role ($\beta = 0.198$; p

= 0.007), indicating that a good work environment strengthens the relationship between job satisfaction and healthcare worker loyalty. In other words, healthcare workers who are satisfied with their jobs will be more loyal if they are supported by a conducive, comfortable, and safe work environment that fosters positive interactions and relationships. The work environment can serve as a resource that strengthens motivation and increases long-term commitment. A supportive work environment contributes to increased loyalty among healthcare workers, especially when they are satisfied with their work (Ekanem & Agiren, 2025).

In the context of Kasih Ibu Hospital, this indicates that effective leadership is sufficient to drive improved performance without relying too heavily on the work environment. However, to build strong loyalty, hospitals need not only to ensure job satisfaction but also to create a healthy work environment, for example, through adequate facilities, harmonious relationships between coworkers, and a strong psychosocial support system. Thus, the role of the work environment as a moderating variable is particularly evident in the strengthening of the relationship between job satisfaction and loyalty. This demonstrates the importance of hospital management strategies in combining increased job satisfaction with the creation of a conducive work environment so that healthcare workers not only perform well but also maintain long-term commitment to the organization.

**The Most Dominant Factors Influencing Employee Performance and Healthcare Worker Loyalty at Kasih Ibu General Hospital, Denpasar**

The standard regression analysis in this study showed that of all the independent variables tested, leadership style was the most dominant factor influencing employee performance at Kasih Ibu General Hospital, Denpasar, with a standardized Beta (β) value of 0.401. This finding confirms that the leadership's ability to direct, motivate, and support staff has a direct impact on the work performance of healthcare workers. Effective leadership encompasses clear communication, providing appropriate direction, and the ability to resolve conflicts, all of which contribute to increased productivity and enhanced work efficiency.

A positive leadership style can enhance motivation, reduce work errors, and enhance service quality in healthcare institutions. Transformational leadership, for instance, can encourage employees to work more innovatively and proactively, thereby significantly improving both individual and team performance. Therefore, leaders play a central role in creating a productive work environment (Qalati et al., 2022).

Furthermore, this study found that work culture is the most dominant factor influencing healthcare worker loyalty, with a standardized Beta (β) of 0.268. A positive work culture encompasses shared values, professional ethics, collaboration, and commitment to organizational goals. This supportive and normative work environment makes healthcare workers feel valued, motivated to stay, and more loyal to the institution where they work. A strong and positive organizational culture plays a crucial role in reducing turnover rates, enhancing job satisfaction, and fostering the long-term commitment of healthcare workers. This means that managing a strong work culture is an effective strategy for retaining professional staff in hospitals.

## CONCLUSION

Compensation, work motivation, leadership style, job satisfaction, and work culture significantly influence performance. Loyalty, compensation, leadership style, and work culture are significant factors, while work motivation and job satisfaction are not. The work environment strengthens the relationship between job satisfaction and loyalty, but not the relationship between leadership style and performance. The most significant factor affecting performance is leadership

style, while work culture is the most influential factor in determining loyalty. Leadership, compensation, work motivation, job satisfaction, and work culture all play a role in enhancing employee performance. Additionally, healthcare worker loyalty is influenced by compensation, leadership, and work culture. The work environment can strengthen the relationship between job satisfaction and loyalty.

Compensation is a crucial factor in human resource management in hospitals. Efforts to improve the quality of healthcare services at Kasih Ibu General Hospital in Denpasar can be achieved through a fair, transparent, and competitive compensation policy, including salaries, allowances, incentives, and non-financial rewards such as opportunities for personal development and a conducive work environment. Hospital management needs not only to increase the motivation of healthcare workers through incentives and rewards, but also to develop a system that enhances satisfaction and commitment so that that motivation can transform into long-term loyalty.

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