

**JOB INSECURITY, COMPENSATION, AND COMPETENCE: DRIVERS OF WORK INTEGRITY AND EMPLOYEE LOYALTY****Rio Puja Kesuma<sup>1</sup>, Rizaldi Putra<sup>2</sup>, Evelyn Wijaya<sup>3</sup>, Ikas Miran<sup>4</sup>, Wan Muhamad Kudri<sup>5</sup>, Saipul Al Sukri<sup>6</sup>**<sup>1,2,3,4,5</sup>Institut Bisnis dan Teknologi Pelita Indonesia, <sup>6</sup>Universitas Islam Negeri Sultan Syarif Kasim RiauEmail: [ikas.miran@lecturer.pelitaindonesia.ac.id](mailto:ikas.miran@lecturer.pelitaindonesia.ac.id)DOI: <https://doi.org/10.35145/procuratio.v13i4.5683>

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**ABSTRACT**

This study aims to analyze the effect of job insecurity, competence, and compensation on work integrity and employee loyalty at the Rokan Hulu Regency Environmental Service. The population of this study was all employees at the Rokan Hulu Regency Environmental Service totaling 62 people. In this study, a census technique was used in which the entire population was sampled in this study except for the author and the leader. For this reason, the data taken as a research sample were 60 respondents. Data analysis used Structural Equation Modeling (SEM) using the SmartPLS 4.0.0 application. The results of this study indicate that job insecurity does not have a significant effect on work integrity. Competence has a positive and significant effect on work integrity. Compensation does not have a significant effect on work integrity. Job insecurity, competence and compensation do not have a significant effect on employee loyalty. Integrity has a positive and significant influence on the loyalty of employees of the Rokan Hulu Regency Environmental Service.

**Keywords:** Job Insecurity; Competence; Compensation; Work Integrity; Employee Loyalty**JOB INSECURITY, KOMPENSASI, DAN KOMPETENSI: FAKTOR PENDORONG INTEGRITAS KERJA DAN LOYALITAS PEGAWAI****ABSTRAK**

Penelitian ini bertujuan untuk menganalisis pengaruh job insecurity, kompetensi, dan kompensasi terhadap integritas kerja dan loyalitas pegawai di Dinas Lingkungan Hidup Kabupaten Rokan Hulu. Populasi penelitian ini adalah seluruh pegawai pada Dinas Lingkungan Hidup Kabupaten Rokan Hulu yang berjumlah 62 orang. Dalam penelitian ini digunakan teknik sensus di mana seluruh populasi dijadikan sampel dalam penelitian ini kecuali penulis dan pimpinan. Untuk itu data yang diambil sebagai sampel penelitian adalah 60 responden. Analisis data menggunakan Structural Equation Modelling (SEM) menggunakan aplikasi SmartPLS 4.0.0. Hasil penelitian ini menunjukkan bahwa job insecurity tidak berpengaruh signifikan terhadap integritas kerja. Kompetensi berpengaruh positif dan signifikan terhadap integritas kerja. Kompensasi tidak berpengaruh signifikan terhadap integritas kerja. Job insecurity, kompetensi dan kompensasi tidak berpengaruh signifikan terhadap loyalitas pegawai. Integritas berpengaruh positif dan signifikan terhadap loyalitas pegawai Dinas Lingkungan Hidup Kabupaten Rokan Hulu.

**Kata Kunci:** Job Insecurity; Kompetensi; Kompensasi; Integritas Kerja; Loyalitas Pegawai

## INTRODUCTION

Based on Regent Regulation Number 77 of 2024 concerning the Status, Organizational Structure, Duties, Functions, and Work Procedures of the Environmental Agency of Rokan Hulu Regency, the Environmental Agency (hereinafter referred to as DLH) is a regional apparatus responsible for administering governmental affairs in the field of environmental management. The Environmental Agency of Rokan Hulu Regency plays a crucial role in realizing its mission objective—namely, improving environmental quality. The strategies to achieve this mission include: enhancing environmental protection and management efforts, expanding pollution and environmental damage control coverage, improving compliance in environmental protection and management through guidance, supervision, and law enforcement, strengthening hazardous waste (B3) management, utilizing idle land for green open spaces, and enhancing waste management efforts.

These available resources require special attention from the organization in order to develop high-quality human resources capable of contributing optimally to the achievement of organizational goals. The success of these goals largely depends on the employees' ability to effectively operate the various work units within the agency or organization. In today's global competition, the professional world demands individuals who are forward-thinking, intelligent, innovative, and highly motivated to contribute meaningfully in facing the challenges of globalization.

To enhance and maintain employee loyalty, an organization or company must provide proper job training, foster integrity, and encourage motivation so that employees can perform their duties effectively and responsibly. According to Simanjuntak (2005) loyalty is a form of reciprocity given by employees to their workplace. Employee loyalty is highly desirable in supporting the success and sustainability of an organization, as it largely depends on the quality and commitment of the employees within it.

The issue of employee loyalty generally occurs across most government organizations in Indonesia, including those in Rokan Hulu Regency. One of the key factors influencing employee loyalty is employee welfare, which should be given serious attention by the government. The performance delivered by employees should correspond to the level of welfare they receive. Dedicated government employees are expected to demonstrate strong loyalty by providing the best possible public service to the community.

The number of employees resigning each year has increased significantly. This resignation issue generally involves a rolling system, where employees who leave are replaced by new recruits. However, in 2022, there was a notable surge in the number of resignations compared to 2020 and 2021, with a total of 43 employees recorded as having resigned. One of the main factors contributing to this phenomenon is the insufficient salary or wages, which fail to meet the employees' monthly living expenses.

Based on the Regulation of the Minister for Administrative and Bureaucratic Reform of the Republic of Indonesia Number 60 of 2020 concerning the Development of Integrity among Civil Servants, integrity is defined as consistent behavior aligned with the organization's values, norms, and/or ethics, as well as honesty in relationships with superiors, colleagues, subordinates, and stakeholders. It also encompasses the ability to promote a culture of high ethical standards, take responsibility for one's actions or decisions, and accept the accompanying risks.

Integrity in the context of governance refers to the adherence to moral values and norms in the formulation and implementation of policies. It can also be understood as a virtuous character that drives individuals to make ethical decisions and take actions for the common good. Work integrity means acting consistently in accordance with organizational policies and codes of ethics. It involves having both an understanding of and a willingness to comply with these policies and ethical standards, and maintaining consistent behavior even when doing so is challenging.

The phenomenon of integrity within the Environmental Agency (DLH) is closely related to employee discipline, which is reflected in compliance with office hours and adherence to the regulations set by the Rokan Hulu Regency Government—such as attending the daily morning assembly before starting routine tasks. Based on the monthly attendance records at the Environmental Agency of Rokan Hulu Regency, it was found that a considerable number of employees still failed to attend the morning assembly, ranging from 20 to 35 individuals each month. The morning assembly serves as an important activity to help employees develop discipline, foster a sense of togetherness, and strengthen teamwork. It also plays a role in cultivating employee integrity by enhancing discipline and work motivation. According to the attendance records, in October 2024 there were 29 employees who did not attend the morning assembly without valid reasons, 24 employees in November, and a significant increase to 32 employees in December.

Job insecurity refers to a condition of uncertainty or insecurity about one's employment, which arises from both external and internal factors. External factors include environmental changes, while internal factors relate to an individual's personality traits and mental state. A person with a positive affectivity or negative affectivity will experience corresponding effects on their mental well-being (Partina, 2002). The influence of job insecurity on work integrity has not been explicitly identified as either positive or negative. However, based on the findings of Gunawan & Ardana (2020) job insecurity has a negative and significant effect on organizational commitment—a concept that can be associated with the value of integrity.

Competence is often associated with performance, both at the individual and organizational levels. However, the organization itself plays a crucial role in shaping employee performance, thereby fostering competitive competence. By optimizing employee potential, it is expected that professional competence will naturally emerge. Research on the relationship between competence and loyalty is supported by a research gap found in previous studies. According to Hamisah & Nawawi (2023) competence has no significant effect on employee loyalty at Taspen Life. In contrast, a study by Pratikto & Hari Sussanta Nugraha, (2020) found that competence has a positive and significant effect on employee loyalty.

Compensation and employee loyalty are closely related, as compensation represents the benefits employees receive as part of their employment relationship, while loyalty is one of the key factors used to evaluate employee performance. Compensation helps foster a sense of attachment and responsibility among employees toward the organization, and in return, the company benefits from their contributions. According to Lavinia (2018), compensation has a significant effect on employee loyalty, meaning that the compensation provided by a company influences the development of employee loyalty within the organization. However, research on the relationship between compensation and employee loyalty reveals a research gap, as the findings of Mellani et al. (2024) differ, showing that compensation has a negative and insignificant effect on employee loyalty.

Good compensation can influence employee integrity. According to Padmowiharjo (2019), compensation has a positive and significant effect on integrity. This means that when the compensation employees receive is proportional to their performance, it fosters a sense of dedication and commitment to the organization. In contrast, the study by Setyono & Dewi (2023) found that compensation has a positive but insignificant effect on the integrity of employees. Integrity and loyalty are interrelated and mutually reinforcing. Both serve as fundamental elements in shaping attitudes and behavior. This relationship is further illustrated by the study conducted by Larengkeng et al. (2023) which found that integrity has no significant effect on employee loyalty.

Considering the existing research gap, this study is important to clarify the relationship among these variables within the context of government institutions, particularly in the Environmental Agency (Dinas Lingkungan Hidup) of Rokan Hulu Regency. The findings of this research are expected to provide a theoretical contribution by enriching the literature on organizational behavior, as well as a practical contribution for management in efforts to enhance employee integrity and loyalty through the effective management of factors such as job insecurity, competence, and compensation.

## LITERATUR REVIEW

### Employee Loyalty

Menurut According to Hasibuan (2013), loyalty or faithfulness is one of the elements used to evaluate employees, including their commitment to their job, position, and organization. Meanwhile, Valentino & Haryadi, (2019) Valentino and Haryadi (2019) define employee loyalty as the employees' dedication to the company, demonstrated through their best commitment to the organization. Similarly, Siagian (2012) explains that employee loyalty reflects an employee's tendency to remain in the company rather than move to another. Therefore, it can be concluded that employee loyalty refers to the employees' willingness to maintain their commitment and faithfulness to the organization where they work (Juwita & Khalimah, 2021).

Juwita & Khalimah (2021) state that loyalty refers to an employee's willingness to remain faithful to the company where they work. Some argue that employee loyalty is reflected in the amount of time spent in the office, while others view it as the length of service in a particular organization. However, employee loyalty cannot be measured solely by tenure; it should also be assessed through the employee's concern for their work, enjoyment of their job, and sense of responsibility toward their duties.

### Integritas Kerja

Integrity is a personal quality that reflects consistent and whole-hearted behavior, both in words and actions, in accordance with values and ethical codes (Agus Wibowo et al, 2022). A person with integrity demonstrates consistency in actions that align with their thoughts, feelings, words, and behaviors, all in harmony with their conscience. Individuals with integrity are not easily swayed by temptations that would lead them to betray their moral principles. In this context, integrity represents an inner sense of "wholeness" derived from qualities such as honesty and consistency of character (Padmowiharjo, 2019). Furthermore, integrity can be understood as consistent behavior aligned with organizational values, norms, and ethics; being honest in relationships with superiors, colleagues, subordinates, and stakeholders; fostering a culture of strong ethical conduct; and taking responsibility for one's actions or decisions along with the accompanying risks (Menpan RB, 2020).

### Job Insecurity

Job insecurity is defined as an individual's sense of powerlessness or loss of control in maintaining the desired continuity of their employment under threatening work conditions (Greenhalgh & Rosenblatt, 1984). It refers to the uncertainty or anxiety employees experience regarding the future of their jobs. This uncertainty can have a significant impact on employee loyalty, the greater the perceived job insecurity, the lower the level of employee loyalty toward the organization.

Job insecurity is defined as the psychological distress employees experience when there is a mismatch between their expectations and the perceived continuity of their employment. The discomfort or uncertainty felt in the workplace can significantly influence employees' attitudes and behaviors. When employees feel insecure about their jobs, their level of commitment tends to decrease, and their intention to leave the company increases. This condition often arises due to the growing prevalence of temporary or contract-based employment (Nurleni, 2020).

This is also in line with the opinion of Smithson & Lewis (2000) who state that job insecurity is a psychological condition in which employees experience confusion or a sense of insecurity due to changing environmental conditions (perceived impermanence). Employees who experience a high level of job insecurity tend to undergo changes in their work attitudes. In this context, the sense of insecurity felt by employees leads to a decrease in their overall job satisfaction.

### **Competence**

The concept of competence has been defined by several experts as follows: (1) According to Perrenoud, competence is the capacity to mobilize various cognitive resources to effectively handle specific situations. (2) Jackson and Schuler define competence as the skills, knowledge, abilities, and other characteristics required for an individual to perform a job effectively. (3) Yusoff and Armstrong describe competence as a combination of knowledge, experience, productive attitudes or attributes, and the appropriate mix of functional and technical skills needed to achieve desired outcomes.

### **Compensation**

According to Hasibuan, (2008) compensation is defined as all forms of income, whether in cash or goods, received directly or indirectly by employees as a reward for the services they provide to the company. Winata (2022) states that compensation represents the right of employees after dedicating their energy, thoughts, and time, granted by the company based on policies that may influence future decisions. Compensation also serves as a reward given to employees for their contributions to the organization and is an integral component of human resource management. In conclusion, compensation can be understood as the return employees receive from the organization or company where they work in recognition of their performance and contributions. Moreover, compensation is considered one of the most essential aspects and the primary motivation for employees in carrying out their work (Rosita, 2022).

## **Relationship Among Variables and Hypothesis Development**

### **The Effect of Job Insecurity on Work Integrity**

The influence of job insecurity on work integrity has not yet been clearly identified, either in a positive or negative direction. However, a study by Gunawan & Ardana (2020) found that job insecurity has a negative and significant effect on organizational commitment, which in this research is associated with the concept of integrity. Similarly, the findings of Lysander & Setiawan (2022) indicate that work commitment and work environment directly affect the integrity of human resources among civil servants in the Special Region of Yogyakarta. In this study, the work environment variable is conceptually linked to job insecurity.

H1: Job insecurity has an effect on work integrity among employees of the Environmental Agency of Rokan Hulu Regency.

### **The Effect of Competence on Work Integrity**

Competence is closely related to an individual's ability to utilize acquired skills and knowledge to perform assigned tasks effectively. This attribute is essential in both government and private sectors. Individuals with high competence are typically characterized by proficiency and professionalism in carrying out their responsibilities. This suggests that employees with strong competence are ideally aligned with high levels of work integrity. The study conducted by Fitria (2020) found a significant influence of competence on the integrity of auditors at the Inspectorate of Bandung City.

H2: Competence has an effect on work integrity among employees of the Environmental of Rokan Hulu Regency.

### **The Effect of Compensation on Work Integrity**

Compensation has a positive influence on employee integrity and performance. The compensation provided by a company serves as a reward for the labor and effort contributed by its employees. When compensation is fair and proportional to employee performance, it fosters a sense of appreciation, which can gradually enhance employees' integrity toward the organization. According to Padmowiharjo (2019) compensation has a positive and significant effect on integrity. This means that when employees receive compensation aligned with their performance, it cultivates a sense of dedication to the company. However, a study by Setyono & Dewi (2023) found that compensation has a positive but insignificant effect on the integrity and accuracy of employees' work at the Department of Transportation of Wonogiri Regency.

H3: Compensation has an effect on work integrity among employees of the Environmental Agency of Rokan Hulu Regency.

#### **The Effect of Job Insecurity on Employee Loyalty**

A sense of security at work is essential for employees to perform their duties effectively. When employees experience feelings of insecurity and discomfort in carrying out their tasks, it can significantly affect their level of loyalty to the organization. Powerlessness reflects an individual's inability to prevent emerging threats that may impact various aspects of their job and overall employment. The greater the sense of powerlessness an employee feels, the higher their level of job insecurity, which in turn tends to reduce their loyalty to the organization.

The study conducted by Hidayat et al., (2023) found that job insecurity has a positive and significant effect on employee loyalty among sub-district office employees in Enrekang District, Enrekang Regency. Based on this finding, job insecurity represents a sense of job uncertainty among employees; however, in this context, employee loyalty remains high because the level of job insecurity is relatively low. In contrast, research by Gusti et al., (2024) revealed that job insecurity does not have a significant effect on employee loyalty, and job satisfaction serves as a mediating variable between job insecurity and employee loyalty.

H4: Job insecurity affects employee loyalty among employees of the Environmental Agency of Rokan Hulu Regency.

#### **The Effect of Competence on Employee Loyalty**

Employee competence, which includes knowledge, skills, and a strong work ethic, can positively influence employee loyalty. Employee loyalty is a crucial component of an organization's success, as loyal employees tend to be more productive, committed to the company, and motivated to grow alongside the organization. Research conducted by Sriwati (2023) found that competence has a positive effect on employee loyalty at Perumda Pasar Jaya, Area Office 7, East Jakarta. However, a study by Hamisah & Nawawi, (2023) showed that competence does not have a significant effect on employee loyalty at Taspen Life.

H5: Competence affects employee loyalty among employees of the Environmental Agency of Rokan Hulu Regency.

#### **The Effect of Compensation on Employee Loyalty**

Compensation provided by a company can have a positive influence on employee loyalty. Fair and adequate compensation can enhance employee job satisfaction, motivating them to work with greater enthusiasm and creativity. Compensation serves as a form of reciprocal value given by the company in return for employees' contributions and may take the form of monetary or non-monetary rewards, provided either regularly or on a situational basis. Research conducted by Ambarak & Husein (2023); Hartono (2023); Lavinia (2018) found that compensation has a positive and significant effect on employee loyalty. This indicates that the compensation provided by the company contributes to the development of employee loyalty within the organization. Conversely, the study by Mellani et al., (2024) reported that compensation has a negative and insignificant effect on employee loyalty at PT. Prakarsa Pramandita Pekanbaru.

H6: Compensation affects employee loyalty among employees of the Environmental of Rokan Hulu Regency.

#### **The Effect of Work Integrity on Employee Loyalty**

High work integrity can positively influence employee loyalty. Integrity reflects the alignment between one's heart, words, and actions, while loyalty represents steadfastness to one's principles. High employee loyalty helps organizations achieve their goals, whereas low loyalty can hinder organizational success. Research conducted by Larengkeng et al., (2023) found that, partially, integrity does not have a significant effect on employee loyalty at the Inspectorate of the Talaud Islands Regency. However, simultaneously, work training, integrity, and motivation were found to have a positive and significant effect on employee loyalty. In contrast, a study by Franky & Budiman (2021) stated that the variables influencing loyalty include integrity, satisfaction with school regulations, coworker relationships, and salary satisfaction with integrity being the most influential factor. Similarly, research by Mulyani (2020) revealed that integrity has a highly significant effect on employee loyalty, as integrity represents the core of one's attitude and behavior. Attitudes and behaviors reflect an individual's personality, manifested through physical actions and mental responses to circumstances or objects.

H7: Work integrity affects employee loyalty among employees of the Environmental Agency of Rokan Hulu Regency.

#### **Conceptual Framework**

Figure 1 shows the conceptual framework of this research.

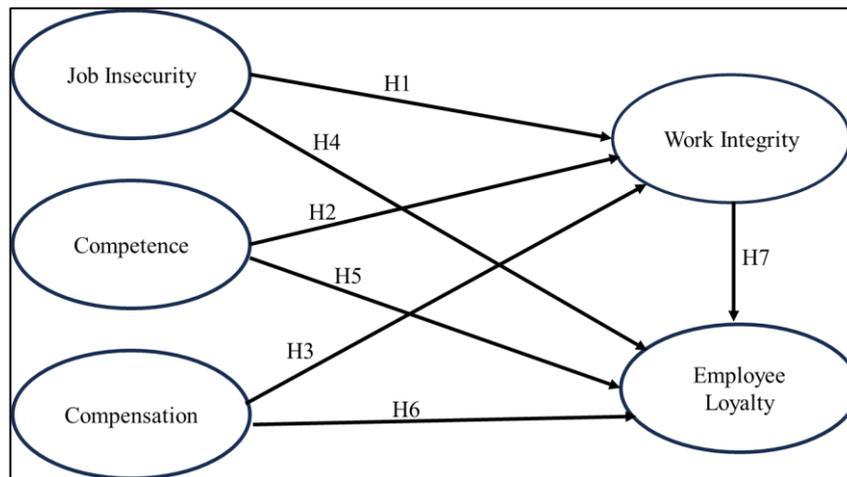


Figure 1. Conceptual Framework

## RESEARCH METHODS

### Population and Sample

The population in this study consists of all employees of the Environmental Agency of Rokan Hulu Regency, totaling 62 individuals, excluding the researcher and the leadership. The sampling technique used in this research is the saturated sampling method (census), which is applied when all members of the population are included as samples. The saturated sampling or census technique is a method in which the researcher determines the sample by including all individuals who possess characteristics relevant to the research objectives, ensuring that the research problems can be appropriately addressed.

Accordingly, the sampling technique in this study involved all employees of the Environmental Agency of Rokan Hulu Regency, excluding the researcher and the leadership, resulting in a total of 60 respondents. These respondents consist of 19 Civil Servants, 4 Government Contract Employees (P3K), and 37 Honorary/Non-permanent Employees (PTT).

### Data Analysis Technique

#### Validity Test

The validity test is conducted to measure the accuracy of a research instrument or questionnaire. A questionnaire is considered valid when its statements are able to reveal or measure the constructs that the instrument is intended to assess. The accuracy of the questionnaire can be evaluated using a correlation coefficient. To obtain the correlation coefficient, the researcher used the Statistical Package for the Social Sciences (SPSS) software to analyze the validity of the research questionnaire. A questionnaire is deemed appropriate and valid if the correlation coefficient is statistically significant, meaning that the calculated *r*-value exceeds the critical *r*-value from the table (Ghozali, 2016).

#### Reliability Test

The reliability test is used to determine whether the indicators employed can be trusted or considered dependable as measurement tools for the variables. Being trustworthy or dependable refers to the consistency of measurement results when the same object is measured repeatedly. The reliability of an indicator can be assessed using the Cronbach's Alpha ( $\alpha$ ) value. If the Cronbach's Alpha ( $\alpha$ ) value is greater than or equal to 0.70, the indicator is considered reliable. Conversely, if the value is less than or equal to 0.70, the indicator is regarded as unreliable. Reliability is a measure used to assess the consistency of a questionnaire that serves as an indicator of a variable or construct. A questionnaire is deemed reliable when a respondent's answers remain consistent or stable over time. (Ghozali, 2016).

#### SEM-PLS Model Test

The SEM-PLS model test is conducted to evaluate both the measurement model (outer model) and the structural model (inner model) within a research framework. The measurement model assesses the validity and reliability of indicators in measuring their respective latent constructs, using criteria such as outer loading, Cronbach's Alpha, and Composite Reliability. Valid indicators accurately reflect the intended constructs, while reliable indicators produce consistent results. The structural model examines the hypothesized relationships between latent variables, analyzing path coefficients, R-squared values, predictive relevance ( $Q^2$ ), and effect sizes ( $f^2$ ) to determine the strength, significance, and practical impact of these relationships. Overall, SEM-PLS testing ensures that the research model is both valid and reliable, with indicators properly representing constructs and hypothesized relationships supported by empirical data .

### Uji Hipotesis

Partial hypothesis testing in SEM-PLS is conducted using the p-value, which indicates the probability of incorrectly rejecting the null hypothesis ( $H_0$ ) based on the research data. The p-value represents the likelihood of an event or hypothesis occurring and serves as a criterion for deciding whether to accept or reject the null hypothesis. A smaller p-value indicates a higher probability of rejecting the null hypothesis. The bootstrap procedure is employed by resampling the entire original sample to generate new subsamples. Hair (2010) recommends using 5,000 bootstrap samples, provided that this number exceeds the size of the original sample, while other sources, such as Chin (2002), suggest that 200–1,000 bootstrap samples are sufficient to correct the standard error estimates in PLS (Ghozali, 2016). In the bootstrap resampling method, significance testing (two-tailed) uses t-values of 1.65 (10% significance level), 1.96 (5% significance level), and 2.58 (1% significance level).

## RESULTS AND DISCUSSION

### Analisis Profil Responden

Based on the processed primary data, the majority of respondents at the Environmental Agency of Rokan Hulu Regency are male (65%) and predominantly aged between 36–45 years (43%), indicating a workforce composed mostly of experienced senior employees within the productive age range (15–64 years). In terms of education, most employees hold a Bachelor's degree (S1) at 57%, followed by high school graduates (30%), Master's degree holders (10%), and Diploma 3 holders (3%), reflecting compliance with standard civil service educational requirements. Regarding work tenure, nearly half of the respondents have served for 11–20 years (45%), suggesting substantial experience and familiarity with job responsibilities, which often supports career development and promotion. In terms of monthly income, most employees earn less than 3 million Rupiah (62%), with 30% earning 3–5 million Rupiah and 8% earning above 5 million Rupiah, indicating that the majority of staff have relatively modest remuneration. Overall, the demographic profile shows a workforce that is predominantly male, experienced, well-educated, and within the productive working age.

### Validity and Reliability Test Results

The results of the validity test indicate that all questionnaire indicators used in this study are valid. Each item showed a correlation coefficient ( $r$ ) greater than the critical value, demonstrating that all statements accurately measure the intended constructs. This means that the instrument can effectively capture the variables under investigation, and the data collected from respondents is appropriate for further analysis. The reliability test, assessed using Cronbach's Alpha ( $\alpha$ ) also shows that all constructs are reliable. All variables have Cronbach's Alpha values greater than 0.70, indicating that the indicators are consistent and stable over time. In conclusion, the validity and reliability tests demonstrate that the research instruments are both accurate and consistent, making the data suitable for hypothesis testing and structural model analysis in SEM-PLS.

### SEM PLS Model Test Results

#### Convergent Validity

Convergent validity is assessed based on the correlation between item scores. A reflective indicator is considered strong if its outer loading value exceeds 0.70. For early-stage research, measurement items with loading values between 0.5 and 0.6 are considered adequate for estimating data. In this study, a factor loading threshold of 0.70 is applied. The data analysis results processed using SmartPLS are presented in Table 1.

Based on the results of the second-stage convergent validity test, it can be seen that each indicator for all variables has an outer loading value above 0.6. This indicates that all indicators used in the study are valid and capable of forming their respective latent variables. In other words, the measured indicators effectively represent the constructs being investigated.

#### Composite Reliability & AVE

After testing construct validity, the next step is to assess construct reliability, which is measured using Composite Reliability (CR) and Average Variance Extracted (AVE) from the indicator blocks measuring each construct. Composite Reliability is used to evaluate the overall reliability of a construct. A construct is considered reliable if the Composite Reliability value exceeds 0.7 and the AVE value is greater than 0.5.

A construct is considered reliable if the Cronbach's Alpha and Composite Reliability values exceed 0.70, and the Average Variance Extracted (AVE) value is greater than 0.5. As shown in Table 2, all variables have Cronbach's Alpha and Composite Reliability values greater than 0.70, indicating that all indicators are reliable in forming their respective constructs. Additionally, the AVE values for all variables exceed 0.5, demonstrating that the indicators exhibit convergent validity in measuring each construct. Based on these results, the analysis can proceed to the next stage of hypothesis testing.

**Table 1. Convergent Validity Test Results**

Variable	Item	Outer Loading	Conclusion
Employee Loyalty	Y211	0,760	Valid
	Y213	0,903	Valid
	Y222	0,862	Valid
	Y232	0,841	Valid
	Y241	0,906	Valid
	Y242	0,830	Valid
Work Integrity	Y112	0,886	Valid
	Y113	0,903	Valid
	Y123	0,892	Valid
	Y131	0,846	Valid
	Y132	0,904	Valid
Job Insecurity	X112	0,782	Valid
	X121	0,876	Valid
	X122	0,866	Valid
	X123	0,875	Valid
	X132	0,823	Valid
Competence	X213	0,870	Valid
	X222	0,891	Valid
	X223	0,893	Valid
	X231	0,843	Valid
	X232	0,900	Valid
	X233	0,885	Valid
Compensation	X321	0,825	Valid
	X322	0,911	Valid
	X323	0,855	Valid
	X331	0,910	Valid
	X332	0,826	Valid
	X333	0,900	Valid

Source: Processed Data (2025)

**Table 2. Composite Reliability and AVE Test Results**

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Integrity	0,932	0,932	0,948	0,786
Job Insecurity	0,901	0,916	0,926	0,715
Compensation	0,937	0,946	0,950	0,760
Competence	0,942	0,945	0,954	0,775
Employee Loyalty	0,924	0,929	0,941	0,726

Source: Processed Data (2025)

### Coefficient of Determination (R<sup>2</sup>) Test Results

The purpose of the Coefficient of Determination (R<sup>2</sup>) test is to assess the proportion of variance in the dependent variable that is explained by the independent indicators, while the remaining variance may be influenced by other factors not examined in this study. The results of the R<sup>2</sup> test are presented in Table 3.

**Table 3. Results of Determination Test (R<sup>2</sup>)**

Variable	R-square	R-square adjusted
Work Integrity	0,738	0,724
Employee Loyalty	0,848	0,836

Source: Processed Data (2025)

Based on the results of the Coefficient of Determination ( $R^2$ ) test shown in Table 3, the Adjusted  $R^2$  value for Work Integrity is 0.724, or 72.4%. This indicates that the variables Job Insecurity, Competence, and Compensation collectively explain 72.4% of the variance in Work Integrity, while the remaining 27.6% is influenced by other factors not included in this study. Similarly, the Adjusted  $R^2$  value for Employee Loyalty is 0.836, or 83.6%, suggesting that Job Insecurity, Competence, Compensation, and Work Integrity together account for 83.6% of the variance in Employee Loyalty, with the remaining 16.4% explained by other variables outside the scope of this research.

### Hypothesis Test Results

The results of hypothesis testing using Structural Equation Modeling (SEM) with SmartPLS are presented in Table 4.

**Table 4. Hasil Uji Hipotesis**

Hypothesis	Relationship Variables	Original sample (O)	T statistics	P values	Results
H1	Job Insecurity → Work Integrity	-0,031	0,287	0,774	Not Significant
H2	Competence → Work Integrity	0,741	4,876	0,000	Significant
H3	Compensation → Work Integrity	0,158	1,069	0,286	Not Significant
H4	Job Insecurity → Employee Loyalty	-0,017	0,179	0,858	Not Significant
H5	Competence → Employee Loyalty	0,015	0,117	0,907	Not Significant
H6	Compensation → Employee Loyalty	0,148	1,108	0,269	Not Significant
H7	Work Integrity → Employee Loyalty	0,799	8,650	0,000	Significant

Source: Processed Data (2025)

## Discussion

### The Impact of Job Insecurity on Work Integrity

The results of this study indicate that Job Insecurity does not have a significant effect on Work Integrity among employees at the Environmental Agency of Rokan Hulu Regency. The original sample shows a negative relationship, suggesting an inverse association between the independent and dependent variables; however, this relationship is not statistically significant. In other words, lower Job Insecurity may correspond to higher Work Integrity, and vice versa, but the effect is not significant in this context.

The non-significant effect of Job Insecurity on Work Integrity can be attributed to the composition of the respondents, which is dominated by Non-Permanent/Honorary employees (37 individuals), Civil Servants (PNS) (19 individuals), and Government Contract Employees (P3K) (4 individuals). Among these groups, Non-Permanent employees face the highest potential risk of job loss. Nevertheless, all Non-Permanent employees in this study are registered in the BKN database and have a high likelihood of being appointed as Government Employees with Work Agreements (PPPK), which provides them with a sense of job security and confidence in their roles. Furthermore, the lack of strict disciplinary measures reduces perceived job insecurity, as employees believe that minor mistakes will not result in severe punishment.

Although Job Insecurity may create discomfort or prompt employees to consider seeking alternative employment, it does not necessarily undermine Work Integrity. Integrity is more influenced by personal characteristics and organizational culture rather than job security alone. Currently, these findings cannot be compared with previous studies, as no prior research has specifically examined the relationship between Job Insecurity and Work Integrity in this context.

### The Effect of Competence on Work Integrity

The results of this study indicate that Competence has a positive and significant effect on Work Integrity among employees at the Environmental Agency of Rokan Hulu Regency. This implies that higher employee competence is associated with higher levels of Work Integrity, whereas lower competence corresponds to lower Work Integrity. Competent employees tend to demonstrate greater integrity because they possess the necessary skills and knowledge to perform their duties effectively and honestly. High Work Integrity, in turn, can enhance employee performance and their contribution to the organization.

The significant influence of Competence on Work Integrity is supported by the educational background of the respondents, with the majority holding a Bachelor's degree (S1) (34 employees, 57%), followed by Master's degrees (S2) (6 employees, 10%) and Diploma 3 (D3) (2 employees, 3%). Responses related to competency development, particularly the statement "Enhancing human resource capacity through training and technical guidance is highly necessary," received the highest mean score of 4.4, categorized as very good.

These findings are consistent with the study by Fitria (2020), which reported a significant effect of Competence on the Integrity of auditors at the Inspectorate of Bandung City, both partially and simultaneously.

### **The Effect of Compensation on Work Integrity**

The results of this study indicate that Compensation does not have a significant effect on Work Integrity among employees at the Environmental Agency of Rokan Hulu Regency. This suggests that while higher compensation could potentially be associated with higher Work Integrity, the effect is not statistically significant and may vary depending on individual employees.

The non-significant effect of Compensation on Work Integrity is influenced by the fact that the majority of employees (62%) earn less than 3 million Rupiah per month and are categorized as Non-Permanent/Honorary staff. For instance, Non-Permanent employees with a Bachelor's degree (S1) receive a monthly salary of 1,500,000 Rupiah, while those with a high school diploma (SMA) receive 1,450,000 Rupiah, which is far below the Rokan Hulu Regency Minimum Wage of 3,579,380 Rupiah in 2024. Consequently, the salaries are insufficient to meet daily living needs. Respondent feedback related to salary satisfaction shows that 10 employees strongly disagreed and 18 disagreed with the statement "I am satisfied with the salary I receive," indicating general dissatisfaction with compensation.

These findings align with the study by Setyono & Dewi (2023), which found that compensation had a positive but non-significant effect on the integrity of employees at the Transportation Agency of Wonogiri Regency.

### **The Effect of Job Insecurity on Employee Loyalty**

The results of this study indicate that Job Insecurity does not have a significant effect on Employee Loyalty at the Environmental Agency of Rokan Hulu Regency. The original sample shows a negative relationship, suggesting an inverse association between the independent and dependent variables; however, this relationship is not statistically significant. In other words, lower Job Insecurity may correspond to higher Employee Loyalty, and conversely, higher Job Insecurity may be associated with lower Employee Loyalty, but these effects are not significant.

The non-significant effect of Job Insecurity on Employee Loyalty can be attributed to the composition of the respondents, which is dominated by Non-Permanent/Honorary employees (37 individuals), Civil Servants (PNS) (19 individuals), and Government Contract Employees (P3K) (4 individuals). Although Non-Permanent employees face the highest potential risk of job loss, all of them are registered in the BKN database and have a high likelihood of being appointed as Government Employees with Work Agreements (PPPK), which provides a sense of job security and confidence. Furthermore, a positive and flexible work environment, combined with the absence of policies terminating honorary staff in Rokan Hulu Regency, contributes to employees' perception of safety and stability. This situation contrasts with reports from other regions, such as Pelalawan Regency, where approximately 800 honorary staff with less than two years of service were scheduled to be terminated. Additionally, the tenure of employees in the Environmental Agency shows that 73% have more than five years of service, and most of the remaining 27% have over two years of service, reinforcing their sense of job security.

These findings are consistent with the study by Udayani & Putra, (2024), which reported that Job Insecurity does not significantly affect employee loyalty at Warung Subak Antasura.

### **The Effect of Competence on Employee Loyalty**

The results of this study indicate that Competence does not have a significant effect on Employee Loyalty at the Environmental Agency of Rokan Hulu Regency. This means that employee competence does not significantly influence their loyalty.

The non-significant effect can be attributed to several factors. First, a lack of recognition for employee competence leads competent employees to feel undervalued, which may indirectly reduce their work loyalty. Second, opportunities for capacity building through training programs organized by the Ministry of Environment and Forestry are very limited, as the budget for human resource development has not yet been allocated. Furthermore, the number of employees in functional positions, such as Environmental Impact Controllers, is still limited, and there are no positions for Environmental Supervisory Officers (PPLH). Career development opportunities for structural positions are minimal, and advancement in functional roles requires competency exams whose costs have not been budgeted by the government. As a result, employees may be more inclined to transfer to other government agencies (OPDs) to pursue better career prospects.

These findings are consistent with the study by Hamisah & Nawawi (2023), which found that Competence does not significantly affect employee loyalty at Taspen Life Jakarta.

### **The Effect of Compensation on Employee Loyalty**

The results of this study indicate that Compensation does not have a significant effect on Employee Loyalty at the Environmental Agency of Rokan Hulu Regency. This implies that even if compensation is adequate, it does not necessarily influence the loyalty of all employees, as only some may be affected by the level of compensation received.

The non-significant effect of Compensation on Employee Loyalty can be explained by the status and income of the employees. Non-Permanent/Honorary employees do not receive additional incentives, and their monthly salaries are relatively low and below the Rokan Hulu Regency Minimum Wage. Most employees (62%) earn less than 3 million Rupiah per month, ranging from 1,450,000 to 1,600,000 Rupiah, which is insufficient to meet daily living needs.

These findings are consistent with the study by Mellani et al. (2024), which reported that compensation had a negative but non-significant effect on employee loyalty at PT. Prakarsa Pramandita Pekanbaru, indicating that employee loyalty is not necessarily affected when compensation is considered adequate. However, these results contrast with the study by Ambarak & Husein, (2023), which found that compensation had a positive and significant effect on employee loyalty at PT. Tosari Utama.

### **Pengaruh Integritas Kerja terhadap Loyalitas pegawai**

The results of this study indicate that Work Integrity has a positive and significant effect on Employee Loyalty at the Environmental Agency of Rokan Hulu Regency. This means that higher levels of Work Integrity among employees correspond to higher Employee Loyalty. Integrity serves as a fundamental foundation for building sustainable loyalty, enabling individuals to demonstrate loyalty without compromising moral and ethical values.

The significant effect of Work Integrity on Employee Loyalty can be explained by several factors. Most employees at the Environmental Agency have more than 10 years of work experience (34 employees, 57%), which provides them with dedication, life experience, and mature judgment, allowing them to understand the importance of integrity and how to apply it in their work. Furthermore, the majority of employees hold higher education degrees (42 employees, 70%), which enhances their ethical awareness and ability to implement principles of integrity. Respondent feedback on Work Integrity shows very high ratings, with the highest mean score of 4.4 for statements such as "I always act honestly toward myself, colleagues, and supervisors," "Tasks and responsibilities must be carried out with full accountability," and "I will not disclose confidential information to others."

These findings are consistent with Mulyani (2020), who reported that integrity significantly influences employee loyalty at the Social Service Agency of Balangan Regency. Similarly, the study by Franky & Budiman, (2021) found that integrity, along with salary satisfaction, school regulations, and coworker relationships, significantly affects loyalty; higher levels of these components lead to greater loyalty among teachers in Kupang.

## **CONCLUSION**

Based on the results of this study, Job Insecurity and Compensation do not have a significant effect on Work Integrity, while Competence positively influences Work Integrity. Regarding Employee Loyalty, only Work Integrity has a significant positive effect, whereas Job Insecurity, Competence, and Compensation do not show significant impacts. These findings suggest that enhancing employee competence and fostering work integrity are key to improving loyalty and performance.

For practical implications, management is recommended to strengthen employee competence through education, training, and self-directed learning, while promoting organizational values and clear work procedures to enhance integrity. For future research, it is advised to refine questionnaire items for clarity, focus on permanent employees for more uniform responses, and explore other variables that may significantly affect Work Integrity and Employee Loyalty, supported by a more precise conceptual framework.

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