



Analysis of Employee Loyalty at the Muslimat General Hospital in Ponorogo Regency

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Article Info	Abstract
Article history: Received April 25, 2025 Revised June 18, 2025 Accepted June 20, 2025 Available online June 30, 2025 *Corresponding author email: hanistin123@gmail.com Keywords: Employee Loyalty, Islamic Hospital, Wages	Employee loyalty refers to a person's tendency to remain loyal and committed to the company where they work. Therefore, decent wages are one of the key factors that can influence the level of employee loyalty to the institution where they work. The issue of employee wages is a crucial aspect in human resource management, including in health service institutions such as hospitals. Interestingly, work loyalty still appears even though the amount of wages received is not high. This phenomenon is seen in the Muslimat General Hospital of Ponorogo Regency, where a number of employees show high loyalty to the institution. This study aims to determine the wage conditions and analyze employee loyalty from a wage perspective. The approach used is qualitative with descriptive methods, through in-depth interviews, field observations, and documentation. The results show that employee loyalty is not only influenced by financial factors, but mainly by a conducive work environment, religious values, harmonious interpersonal relationships, and support for self-development. In conclusion, loyalty is formed from a combination of material and non-material aspects, where non-material factors are the dominant elements in maintaining employee loyalty at the Muslimat General Hospital of Ponorogo Regency. This finding emphasizes the importance of managerial strategies that prioritize spiritual and social values in forming employee loyalty in the hospital environment.
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INTRODUCTION

Employee loyalty refers to a person's tendency to remain loyal and committed to the company where they work. This loyalty reflects the extent of the employee's emotional attachment to the company, their active participation in achieving organizational goals, and their desire to stay in the long term. Employee loyalty plays an important role in the success of a company because it has a positive effect on productivity, workforce retention, customer satisfaction, and company reputation. Loyal employees are usually more dedicated, enthusiastic, and play an active role in helping the company achieve its targets ([Harries Madiistriyatno and Zakiyya Tunnufus, 2024](#)). Employee loyalty according to [Hasibuan \(2017\)](#) includes the active involvement of members in devoting energy, thoughts, and time to achieving organizational goals. Wages are compensation received by workers for services rendered, and are distributed by employers as a form of wages ([Sadono Sukirno, 2005](#)). The wage system according to the term is one of the work agreements regulated by the business owner, workers and the government ([Indonesia Government Regulation Number 8 of 1981 Concerning Wage Protection, Article 1 Paragraph 1](#)). The wage system can be done daily, unit, or piecework. The term "wages" is more commonly used in government institutions, while the private sector also applies it in work practices. According to Government Regulation Number 36 of 2021, wages are workers' rights that are determined based on work agreements, collective agreements, or applicable legal provisions.

Ponorogo Regency Minimum Wage (UMK) is Rp 2,402,959.00 Minimum wage is defined as the lowest amount of wages received each month, which includes basic wages and fixed allowances, with its determination made by the governor ([Moh Faizin, 2021](#)). Companies that have not implemented wage provision in accordance with the Regency Minimum Wage (UMK) not only violate employment regulations, but also cause employees to feel that their rights are not being fulfilled and have a direct impact on employee loyalty. In qualitative articles, it was found that wages have a positive effect on employee loyalty, such as in the research of [Chanda Lumban Gaol,\(2021\)](#) [Muhamad Galy N. Ari Pribowo and Deni Septadinata\(2023\)](#), [Zulafwan\(2021\)](#) and others. However, these studies have not explored in depth how loyalty is formed in companies, especially in health institutions, namely the Muslimat General Hospital of Ponorogo Regency. Thus, this study is important to fill this gap with a qualitative approach that can explore the meaning of loyalty in more depth.

With wages that are not up to standard, employees find it difficult to meet their living needs, so that their quality of life decreases and has an impact on the sustainability of the business in the long term. In addition, with appropriate wages, employees feel more appreciated, strengthening their sense of attachment to the institution where they work which can increase commitment and reduce turnover rates. Loyal workers must be rewarded with wages that are in accordance with their contributions and responsibilities. Islam also applies the importance of providing decent wages according to the contributions and responsibilities of workers, prioritizing justice, welfare, and workers' rights. An interesting phenomenon appears when employees continue to show high loyalty even though they receive sufficient wages or are included in the high figures, such as the loyalty of employees

at the Muslimat General Hospital of Ponorogo Regency (Table 1.). The composition of the length of service of employees of the Muslimat General Hospital of Ponorogo shows a high level of loyalty. As many as 68.9% of employees have a length of service of more than five years, it is said that more than five years is included in the high level because it is adjusted to the adaptation of [Gary Dessler's \(2015\)](#) theory, where employee loyalty of more than five years reflects a strong long-term attachment.

Employee loyalty is an important factor in the sustainability and quality of health services, because loyal workers tend to provide better service and have high motivation to contribute to the success of the organization. If loyalty is reviewed from a wage perspective, the wage conditions at the Muslimat General Hospital of Ponorogo Regency (Table 2). One of the most dominant factors that drives employee loyalty is the amount of wages received as compensation for the work done. Based on internal data from the Ponorogo Muslimat General Hospital, there are variations in wages according to career levels which show a tiered wage structure. This wage range is an important illustration in assessing whether the rewards given are in accordance with the workload, and how big the role of wages is in shaping employee loyalty to health service institutions. It can also be seen from the wage range that there are several employees who receive wages less than the UMK but are associated with the Table 1, the level of employee loyalty is very high.

The wage structure at the Muslimat General Hospital in Ponorogo (Table 3) not only includes basic wages, but is also equipped with various additional components that are part of the total employee income. The hospital also provides social security protection for employees through BPJS Kesehatan and BPJS Ketenagakerjaan with contributions shared between the hospital and employees. Apart from that, there is a division of hospital profits (SHU/bonus), medical services, and holiday allowances (THR), all of which are distributed based on a certain index determined by management. These components show that the wage system at the Muslimat General Hospital in Ponorogo Regency is in accordance with the rules of the Disnaker (Manpower Office), making it easier to calculate wages to be more transparent and to determine the amount of final wages for employees that are appropriate and fair. From hospital income, wages are divided into four main components as shown in the figure 1, shows the proportion of wage components sourced from hospital income. Basic wages and allowances dominate the allocation at 54.5%, followed by bonuses and medical services at 20.8% each, and THR at 4%. This proportion reflects the hospital's focus on fixed wages, but still provides room for additional incentives and allowances.

The focus of the study is to analyze employee loyalty at the Muslimat General Hospital in Ponorogo Regency from a wage perspective. The data used are sourced from in-depth interviews with selected informants and field observations. This study is also important to evaluate whether the existing wage policy has sufficiently considered employee welfare, in the health sector of course which requires high workforce stability to maintain the quality of health services.

RESEARCH METHOD

1. Types and Approaches to Research

The type of research used in this study is field research. The approach used in this study is a qualitative approach or qualitative research method, which is an approach based on the philosophy of postpositivism and is used to study objects in natural conditions, different from experimental methods. In this approach, the researcher acts as the main instrument, while data collection is carried out through triangulation techniques. Data analysis is inductive or qualitative, with the main focus on understanding meaning rather than producing generalizations (Sugiyono, 2022). This study uses field research aimed at collecting direct data from the work environment of Islamic hospital employees in Ponorogo Regency. Through observation and interviews on site, researchers can understand how wages affect employee loyalty. A qualitative approach was chosen because this study aims to explore the experiences, perceptions, and meanings of employees in depth. Each individual has a different perspective and experience, so this approach allows exploring the emotional and social factors that influence loyalty, which cannot be expressed in depth through numbers. The combination of field research and qualitative approaches is considered the most appropriate to gain a comprehensive understanding of loyalty in the Muslimat General Hospital environment of Ponorogo Regency.

2. Location/Research Venue (Field Research)

The location or place of field research is an Islamic hospital in Ponorogo Regency as the research location because based on previous research, there has been no research that has taken place in that location. Thus, this research will focus on employees of the Muslimat General Hospital in Ponorogo Regency.

The criteria for the location/research venue are:

- a. Focus on hospitals with Islamic status so that they are relevant to the research object. This can be a private hospital or foundation that has the characteristic of management based on Islamic values.
- b. The location must have a sufficient number of employees and variations in the type of work (for example, medical and non-medical personnel) to identify differences in loyalty and perceptions of wages.
- c. The selection of a hospital in an area relevant to the Ponorogo UMR is important to compare whether the wages given are in accordance with the local UMR policy or not.
- d. An easily accessible location facilitates the process of interviews, observations, and data collection. This also reduces logistical constraints during the research.
- e. Hospitals that are willing to provide permission and support the research process will increase the smoothness of data collection, including the openness of informants.

Muslimat General Hospital of Ponorogo Regency is classified as an Islamic hospital because it has ties to a large Islamic organization in Indonesia where this

hospital is affiliated with Nahdlatul Ulama' (NU). This affiliation shows their commitment to implementing Islamic values, both in institutional identity and the health services provided.

These Islamic values are realized through the provision of worship facilities such as prayer rooms, service schedules that pay attention to prayer times, and spiritual services in the form of prayers and spiritual guidance for patients. In addition, the names of these hospitals reflect the Islamic identity that is rooted in the Islamic institutions that oversee them. As institutions labeled as Islamic, these three hospitals are expected to uphold Islamic economic principles, including fairness in wages and concern for the welfare of workers, so that they are able to provide services that are not only of high quality but also based on human values.

3. Data and Data Sources

The data needed by the researcher are:

- a. Regional Minimum Wage (UMR) Data for Ponorogo Regency
- b. Wage data and wage components for employees of the Muslimat General Islamic Hospital in Ponorogo Regency
- c. Employee loyalty data in Islamic hospitals in Ponorogo Regency
- d. Profile of the Muslimat General Hospital in Ponorogo Regency
- e. Wage system data for the Muslimat General Islamic Hospital in Ponorogo Regency

The data sources in this study are in the form of primary data, which is information obtained directly from the main source by data collectors, without intermediaries. Meanwhile, secondary data is information that is not obtained directly by data collectors, but through intermediaries such as other people or documents (Sugiyono, 2022).

Primary data is needed because it provides direct information from employees through interviews or in-depth discussions. This allows researchers to understand employees' personal perceptions and experiences regarding wages and their impact on their loyalty. With primary data, researchers can also explore subjective factors that are not always reflected in numbers. Meanwhile, secondary data supports the research and helps strengthen the analysis by providing initial context and theoretical references. So, with primary and secondary data ensures a more comprehensive research.

5. Data Collection Techniques

Data collection techniques used include observation interviews, and documentation (Sugiyono, 2022).

- a. Interviews are conducted with employees to gain in-depth insight into the wages or wages they receive, as well as their views on loyalty related to the company and the reasons for still maintaining good loyalty. Interviews can be conducted in a structured or unstructured manner and face to face or by cellphone.

Criteria for interview informants are:

- 1) The informant is the person who knows best about himself.

- 2) The informant states things that are true and can be trusted
 - 3) The informant's understanding of the informant's questions is the same as that intended by the researcher.
- b. Observations are conducted by participating in daily activities to directly observe employees from their behavior, work and work environment.
 - c. Documentation studies are conducted by collecting and analyzing documents related to wage policies and employee records to support the research results.

The combination of these techniques will ensure that the data collected is complete and reflects the phenomenon being studied. Interviews and observations provide direct and contextual information, while documentation studies help complement and validate research findings.

This study uses quota sampling techniques in determining informants. Quota sampling is a non-probability sampling technique, where researchers determine the number of informants from each specific group proportionally according to research needs. The population in this study were all active employees at the Muslimat General Hospital in Ponorogo, totaling 316 people. Of that number, researchers determined 61 informants who were selected based on educational background, position, length of service, in-depth knowledge regarding wages and employee loyalty at the Muslimat General Hospital in Ponorogo Regency.

6. Data Processing Techniques

The initial step in data processing is to organize and organize the various verbal data to make it shorter and more structured. This process begins with recording the interview results and editing the answers that have been given. Furthermore, the collected data, such as notes and books, are organized in written form. Some data processing techniques include [\(Aji Damanuri, 2016\)](#):

- a. Editing is the process of checking all data that has been collected, with a focus on ensuring completeness, adequacy, clarity of meaning, consistency, suitability between data, and relevance to available information. The editing process ensures that each answer obtained is complete, consistent, and in accordance with the focus of the research, such as how employees view their wages and their impact on loyalty. It also helps eliminate irrelevant information so that the data is more focused and directed.
- b. Organizing is the process of systematically arranging the data obtained based on a plan that has been designed. This compilation framework is compiled using relevant data and follows a structure that is in line with the questions in the problem formulation. In this study, data can be grouped into certain themes, such as employee perceptions of wages, differences in loyalty between types of employees, and additional factors that influence loyalty. This organizing process facilitates the analysis of wage and loyalty patterns.
- c. The discovery of research results is carried out through further analysis of the data that has been compiled. This stage aims to obtain conclusions as a solution to the

formulation of the problems that have been set. For example, after the data from interviews and observations are organized, researchers can see whether the wages received by employees do play a significant role in increasing loyalty, or whether there are other factors such as working conditions and management that have more influence. At this stage, the findings are used to provide solutions and recommendations for hospitals to be able to increase and maintain employee loyalty through wage policies.

Overall, the use of this technique allows diverse and unstructured data to be more concise, relevant, and easy to understand. This is important so that the analysis process runs smoothly and produces findings that are in accordance with the research objectives.

7. Data Analysis Techniques

Data processing in this study was carried out simultaneously with data collection. The data processing stages consist of three main steps, namely [\(Sugiyono, 2022\)](#).

- a. First, data reduction is carried out to simplify and abstract the raw data obtained from the field. Through data reduction, only important and relevant information related to wages and loyalty is retained. This process is important so that researchers can focus on key patterns and avoid redundant information
- b. Data display or data span is presented in a structured and structured manner in a form that can provide clear information and allow for drawing conclusions and taking action. In the context of this study, data can be arranged in the form of tables, diagrams, or thematic matrices that illustrate how wage perceptions affect loyalty. This data span allows for clearer analysis and helps researchers identify trends.
- c. The conclusion-drawing or verification stage is carried out, where conclusions are drawn from all data that has been obtained as a result of the analysis. After the relevant data has been analyzed and presented, researchers can draw conclusions about the extent to which wages affect employee loyalty. The verification process is carried out by re-checking the data and findings so that

8. Data Validity Checking Technique

The checking (validity) technique that can be applied is triangulation. Triangulation is a technique for testing data validity by utilizing various sources, methods, or perspectives in data collection. The goal is to ensure that the data obtained is more accurate and reliable [\(Sugiyono, 2022\)](#). Triangulation that can be used, namely triangulation of data sources collected from several informants, such as directors, HR (Human Resources) departments, finance departments, employee loyalty. With views from various sources, research can see how employee loyalty is reviewed from a wage perspective across all informants.

Triangulation can be used so that the data collected can be tested for validity until it reaches saturation, which is when no new information is found. In addition, the use of data from trusted sources, such as official government documents or research

institutions, as well as the application of valid and reliable research methods, ensures accurate data and a systematic research process. Thus, the research results will describe the reality in the field more comprehensively and provide reliable answers regarding the influence of wages on employee loyalty.

RESULT AND DISCUSSION

1. Wage conditions at the Muslimat General Hospital, Ponorogo Regency

Wages are payments received by workers as compensation for their contributions of energy and membership given to the company (Sadono Sukirno, 2005). In Islamic economics, wages are also called *ujrah*, which means an imbalance given to someone for services or work that has been done, in accordance with the principles of justice and sharia agreement between workers and employers (Jaih Mubarak and Hasanuddin, 2018). In Islam, wages must be obtained in a halal way and commendable actions (working well, honestly and trustworthy) as well as the wages received must be clear, appropriate (in accordance with or sufficient with regional wage standards) and fair for the efforts made or according to the contribution and work done because it is given for the efforts and sacrifices made.

Table 1. Wage Range of Employees at Muslimat General Hospital

Career path	Wage Range
Staff	Rp. 2.200.000 up to Rp. 2.600.000
Unit Head	Rp. 3.000.000 up to Rp. 3.500.000
Section Chief	Rp. 4.000.000 up to Rp. 5.000.000
Head of Division	Rp. 5.500.000 up to Rp. 8.000.000
Deputy Director	Rp. 9.000.000 up to Rp. 10.000.000
Director	Rp. 11.000.000

Source: Muslimat General Hospital, 2025

The wage conditions at the Muslimat General Hospital of Ponorogo Regency reflect the application of Islamic values in the employment system. This hospital applies the principles of justice, fairness, and clarity in providing wages to all employees. The wage system used is a combination of three main approaches: first, a fixed-term wage system, where employees receive wages periodically within a certain period of time, such as every month, according to the agreed working hours. Second, a consensus wage system, where the amount of wages is determined through an agreement between employees and management by considering the burden of responsibility and work ability, thus fostering a sense of justice. Third, an index wage system, which considers changes in economic variables such as inflation or increases in regional minimum wage standards in determining wage adjustments. These three systems are managed in an integrated manner through a payroll system to ensure that wages are not only proportional to the workload, but also relevant to the ever-changing dynamics of the economy. This approach is in line with the principle of *ujrah*

in Islamic economics, where wages are given in a halal, professional manner, and uphold the values of work ethics such as honesty, trustworthiness, and responsibility.

Table 2. Components of wages for employees of Muslimat General Hospital

No	Component	Information	Percentage
1	Wages	Basic wages	Calculate According To The Wage Scale
		Allowance	Fixed Allowance Functional Allowance
			Non- Fixed Allowance Attendace Allowance
			Meal Allowance
		Report	
		Overtime	
		BPJS Health	Hospital 4%
			Employee 1%
		BPJS Employment	
		BPJS	JKK (Work Accident Insurance) Hospital 0,24%
			JK (Death Insurance) Hospital 0,30%
			JP (Pension Guarantee) Hospital 2%,
			Employee 1%
			JHT (Old Age Security) Hospital 3,70%
			Employee 2%
2	SHU /Bonus	Hospital Profit For 1 Years	Distributed According To Index
3	Medical Service		Distributed According To Index
4	THR		Distributed According To Index

Source: Data Processed From Muslimat General Hospital, 2025

The form and type of wages applied at the Muslimat General Hospital of Ponorogo Regency reflect an approach that combines several wage systems at once, namely the time-period wage system, the index system, and the profit-sharing system (Vera Ayu Irmadani, 2022). Time-period wages are seen from the provision of basic wages which are paid routinely at the end of each month. Meanwhile, the index system is applied in the provision of medical services and the distribution of SHU, where the

amount of wages is calculated based on several indicators such as length of service, workload, position, diploma, and number of patients. The profit-sharing system is reflected in the existence of SHU (Surplus of Business Results) which are distributed to employees once a year or more, depending on the hospital's income.

In addition, there are guarantees such as JKK, JK, JHT, and JP to ensure employee welfare. SHU is given based on employee contributions to hospital income, and employees who are members of the cooperative also receive additional SHU from the cooperative. Approaching the holiday, the Muslimat General Hospital of Ponorogo Regency provides a Holiday Allowance (THR) of one full salary without deductions as a form of appreciation and support for employee needs.

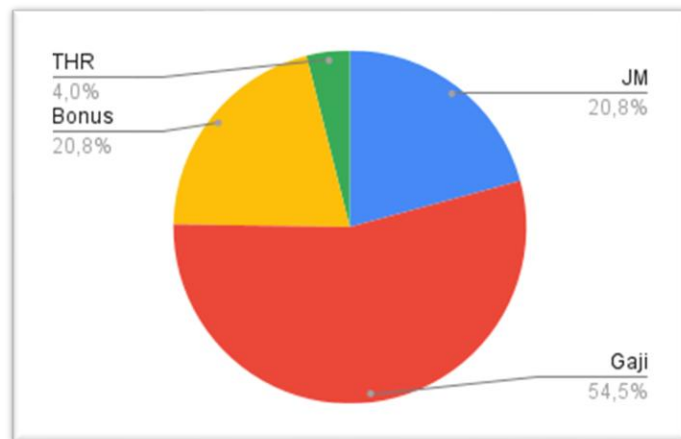
In addition to the basic salary which is the basis for calculating wages, the Muslimat General Hospital of Ponorogo Regency also provides various forms of additional wages to employees. These components include medical services, which are given differently between medical and non-medical employees according to the monthly assessment index and working conditions. There are also functional and structural allowances for employees with certain positions, attendance allowances, meal allowances, and arrears for shortfalls in wages in the previous period. Remuneration is given in cash or non-cash for work done. Overtime is also still applied in certain situations such as accreditation preparation, with the amount calculated based on position and length of service.

The provision of wages at the Muslimat General Hospital of Ponorogo Regency reflects a strategic effort to create a productive, fair, and sustainable work environment. Wages are given not only as compensation for work, but also as a means to attract and retain competent employees, maintain fairness, and provide rewards for performance. Through a wage system that takes into account the assessment index, position, and workload, this hospital demonstrates its commitment to valuing the contribution of each individual proportionally.

On the other hand, the wage policy is also designed to control operational costs without ignoring employee welfare, while still complying with applicable labor regulations. The role of labor unions or internal institutions also influences decision-making related to wages, so that a more transparent and participatory system is created in order to achieve harmonious industrial relations.

Figure 1. shows the proportion of wage components derived from hospital income. Basic wages and allowances dominate the allocation at 54.5%, followed by bonuses and medical services at 20.8% each, and THR at 4%. This proportion reflects the hospital's focus on fixed wages, but still provides room for additional incentives and allowances.

Figure 1. Proportion of Wage Components of Muslimat General Hospital Income



Source: Data Processed From Muslimat General Hospital, 2025

2. Employee loyalty at the Muslimat General Hospital of Ponorogo Regency reviewed from a wage perspective

Employee loyalty is an emotional attachment and commitment to continue working and contributing to achieving company goals. This loyalty plays an important role in increasing productivity, workforce retention, customer satisfaction, and company reputation. Loyal employees tend to be dedicated, enthusiastic, and actively support the progress of the organization ([Harries Madiistriyatno and Zakiyya Tunnufus, 2024](#)).

In Islam, loyalty is known as *Al-Wala'*, which is the attitude of following and loving things that Allah loves. This concept is reflected in obedience to the sharia, including in employment relationships. Employee loyalty is formed through fair reciprocal relationships, when rights and obligations are fulfilled according to Islamic values. Loyalty is not only about length of service, but also commitment, contribution, and obedience to the organization. To foster loyalty, it is necessary to provide decent wages, a safe and family-like working atmosphere, and the fulfillment of reasonable living needs ([Al Qathatany Salim Said Muhammad, 1996](#)).

Table 3. Loyalty of Employees of Muslimat General Hospital

No.	Range of Work Period	Number of employees	Percentage
1.	0-1 Years	33	10,44%
2.	2-5 Years	64	20,25%
3.	6-10 Years	96	30,38%
4.	11-15 Years	64	20,25%
5.	16-20 Years	36	11,39%
6.	21-25 Years	13	4,11%
7.	>26 Years	10	3,16%
Amount		316	100%

Source: Data Processed From Muslimat General Hospital

The composition of the length of service of employees of the Muslimat General Hospital of Ponorogo shows a high level of loyalty. As many as 68.9% of employees have a length of service of more than five years, it is said that more than five years is included in the high level because it is adjusted to the adaptation of Gary Dessler's theory, where employee loyalty of more than five years reflects a strong long-term attachment ([Gary Dessler, 2015](#)). Employee loyalty is an important factor in the sustainability and quality of health services, because loyal workers tend to provide better service and are highly motivated to contribute to the success of the organization.

Based on the results of a study of various previous studies, it can be concluded that wages have a significant influence on employee loyalty. Several studies have shown that providing decent wages and in accordance with employee contributions can increase a sense of attachment, loyalty, and desire to stay in the organization. In the context of the Muslimat General Hospital of Ponorogo Regency, the results of interviews showed that most employees had devoted themselves for more than a decade. Despite limitations in the financial aspect, their loyalty remains high. This finding strengthens the results of previous studies that employee loyalty can be influenced by perceptions of wage fairness, although it does not solely depend on the nominal amount. This means that employee loyalty is also influenced by other non-financial values.

This study shows that employee loyalty does not always depend on the amount of wages received. Many employees remain loyal to work because they feel that their work is a form of devotion and worship. This is in line with the findings in the journal "Jihad Harta" which states that employees in zakat institutions continue to work with high enthusiasm because they feel that their work is a form of worship, not just seeking profit. They work with full responsibility, sincerity, and dedication because they are based on religious values. In the context of the Islamic Hospital in Ponorogo, a similar spirit is also seen, where employee loyalty grows because of a sense of belonging, a comfortable work environment, and strong religious values ([Khusniati Rofi'ah and Moh Munir, 2019](#)).

When viewed from the loyalty indicators according to Harries Madiistriyatno and Zakiyya Tunnufus ([Harries Madiistriyatno and Zakiyya Tunnufus, 2019](#)), namely:

- a. Long-Term Commitment
Loyal employees have a desire to stay with the company for a long time and do not actively seek employment elsewhere.
- b. High Dedication
They demonstrate commitment by putting in extra time, effort, and effort into their work.
- c. Trust in the Company
Loyalty includes the belief that the company will act fairly and provide opportunities for growth.

d. Collaboration or Teamwork

Loyal employees are able to work well together and prioritize the interests of the company over personal interests.

e. Support for the Company's Vision and Values

They are in line with the company's vision, mission, and values and contribute to achieving the organization's goals.

f. Avoiding Conflicts of Interest or Maintaining Integrity

Loyal employees avoid actions that can harm the company and stick to the principles of honesty and responsibility.

Data at the Muslimat General Hospital of Ponorogo Regency reflects a long-term commitment, high dedication, and trust in the institution. Many employees expressed their desire to continue working at this hospital, even when there were other job offers with higher wages. This shows a strong dedication and attachment to the workplace. Several employees also said that they felt aligned with the vision and values held by the hospital. A work environment that supports collaboration and a family spirit also strengthens loyalty, as well as maintaining integrity in carrying out duties. All of these loyalty indicators are clearly reflected in the narratives and work experiences found in the field.

The indicators of employee loyalty proposed by Harries Madiistriyatno and Zakiyya Tunnufus (2019) are strongly reflected in the actual conditions at the Muslimat General Hospital of Ponorogo Regency. First, the indicator of long-term commitment is evident from employees' expressed willingness to remain at the hospital despite receiving job offers from other institutions with higher wages. This suggests that financial factors are not the sole consideration, and emotional attachment to the workplace plays a significant role. Second, high dedication is demonstrated by the employees' readiness to work beyond standard expectations, indicating their strong commitment to the success of the hospital. Third, trust in the company is apparent in employees' belief that the hospital treats them fairly and provides space for personal and professional growth.

Moreover, support for the company's vision and values can be seen in how employees align themselves with the hospital's mission, especially in its role as a faith-based healthcare provider. This alignment fosters a deeper sense of purpose and belonging. In terms of collaboration or teamwork, the hospital nurtures a family-like environment, which promotes cooperation and mutual support among staff, thereby reinforcing loyalty. Lastly, maintaining integrity is observed through the employees' commitment to uphold honesty and responsibility in carrying out their duties, avoiding any actions that might harm the reputation or operations of the hospital. Thus, the loyalty indicators identified by the theorists are not just theoretical constructs but are manifested in the lived experiences of employees, as revealed through interviews and field observations. The strong correlation between theory and real-world data

underscores the relevance and applicability of these loyalty indicators in the context of Islamic healthcare institutions.

When associated with employee loyalty factors ([Harries Madiistriyatno and Zakiyya Tunnufus, 2019](#)), namely:

- a. Positive Company Culture
A culture that is inclusive and cares about employees can increase loyalty. When employees feel valued, heard, and have opportunities to grow, they are more likely to be loyal to the company.
- b. Supportive Work Environment
A positive and collaborative work environment, where fellow employees support each other, makes employees feel comfortable and happy to work, which can increase their loyalty.
- c. Development and Career Opportunities
Employees who have the opportunity to hone their skills and get promotions will feel more valued, so they tend to be loyal because they see a clear future prospect in the company.
- d. Rewards and Recognition
Providing appropriate rewards, reward programs, and recognition for employee contributions strengthens their loyalty, because employees want to feel appreciated for their hard work.
- e. Supportive Leadership
A transparent, supportive, and positive leadership style can strengthen employee loyalty. Effective leaders can build strong relationships between themselves and their subordinates.
- f. Opportunities to Participate and Provide Input
Employees who are given the opportunity to express ideas, be involved in decision-making, and feel that their opinions are taken into account tend to be more loyal.
- g. Work-Life Balance
A good balance between work and personal life makes employees more satisfied and loyal. When a company supports this balance, employees are more likely to stay for the long term.
- h. Employee Policies
Fair and consistent policies regarding wages, benefits, work flexibility, and work-life balance can increase employee loyalty. Employees will feel more loyal when they are treated fairly and given equal opportunities.

In the world of work in general, it was found that most employees of the Muslimat General Hospital of Ponorogo Regency remained not because of wages as the most important factor, but because of a positive organizational culture, a comfortable work environment, and the suitability of spiritual values. Some of the

reasons mentioned included a sense of security and comfort in working, closeness to family, similarity in religious ideology, opportunities for development, and the belief that work is part of worship and a form of devotion. Supportive leadership, easy access to the workplace, and facilities provided by the hospital also play a role in forming loyalty. With these various factors, employee loyalty at the Muslimat General Hospital of Ponorogo Regency is formed on the basis of integration between personal, spiritual values, and a conducive work environment, which ultimately strengthens the stability of the workforce and the quality of health services.

In addition to the loyalty factors that have been explained, field data shows that the motivation for employee loyalty at the Muslimat General Hospital of Ponorogo Regency does not only come from financial aspects. In fact, various non-financial factors that are cultural, emotional, and spiritual are a strong foundation that encourages employees to stay. Some of them reflect religious values, social ties, and personal meaning in working. These factors appear specifically in the context of the Muslimat General Hospital of Ponorogo Regency and are important elements in forming long-term loyalty to the workplace. The following are factors other than in the loyalty theory:

- a. Similarity of religious ideology (Nahdlatul Ulama')
- b. Consideration of parental blessing or consent
- c. Loyalty to the mandate of predecessors
- d. Desire to contribute to the progress of the hospital
- e. Limited employment opportunities
- f. Emotional attachment to the workplace (second home)
- g. Long-term commitment of female workers
- h. Reluctant to face adaptation in a new environment
- i. Belief in the determination of sustenance
- j. Working as a form of worship and good deeds
- k. Belief in the blessing of sustenance
- l. Harmony of work with religious teachings
- m. Ease of access to work location, more efficient time
- n. Satisfaction in the role

Although most employees of the Muslimat General Hospital of Ponorogo Regency showed high loyalty, the interview results showed that there were several things that could hinder loyalty if not considered. One of them is the feeling that the wages received are not comparable to the workload carried out. In addition, there are also employees who choose to stay not because of a strong sense of attachment, but because of limited job choices or because they feel reluctant to have to adapt to a new place. Several employees also said that the work pressure they face is still tolerable, but if left in the long term it can be a burden in itself. These findings are in line with the theory that states that employee loyalty can decrease if they feel dissatisfied with

their work, do not get opportunities to develop, or have difficulty balancing work and personal life.

The data shows that employee loyalty at the Muslimat General Hospital of Ponorogo Regency is not only formed from material factors such as wages, but also from various forms of non-material support that are in line with the theory of work loyalty. This theory explains that loyalty will grow when there is a match between personal values and organizational culture, a sense of belonging to the workplace, and emotional and professional support from the institution. It is true that in general high wages can increase loyalty, but based on the data obtained, employee loyalty is actually determined by other factors, even though the wages received are classified as moderate.

In the context of employee loyalty at the Muslimat General Hospital of Ponorogo Regency, attention to welfare aspects is not only manifested in the form of formal wages, but also through non-mandatory philanthropic practices such as donations. Donations are a form of spending of assets that is recommended in Islam, although not mandatory, such as providing assistance to the poor, donating to building mosques, or helping others who have been hit by disasters. In the Islamic hospital environment, these values are manifested in a culture of mutual care, provision of internal social assistance, and support for religious activities. This practice creates a warm and empathetic work atmosphere, which ultimately strengthens employee loyalty even though the material rewards received are not optimal. Thus, religious values and the spirit of philanthropy are one of the important foundations in forming emotional attachments and long-term commitments to the institution (Unun Roudlotul Janah and Muchtim Humaidi, 2020).

Even some employees stated that although the wages are not yet high, they feel it is enough to meet their daily needs. There are also those who say that the blessings in working make the wages received feel sufficient and meaningful. This shows that satisfaction with work is not only seen from the amount of material received. The attitude of employees who are willing to work outside working hours, provide maximum service, and are actively involved in hospital activities shows a high level of loyalty. A comfortable working environment, warm relationships between employees like family, and various award programs such as parcels, bonuses, training, and even the opportunity to go on the Umrah further strengthen their ties to the workplace. Spiritual support through istighosah, sholawatan, and pengajian activities also create a work atmosphere that is in line with religious values. When employees feel appreciated, supported, and in a work environment that is in accordance with their beliefs and life goals, loyalty grows not because of obligation, but as a form of devotion.

CONCLUSION

Based on the results of the research that has been conducted, there are several conclusions that can be conveyed by the researcher, namely:

1. Wages at the Muslimat General Hospital of Ponorogo Regency reflect fair and transparent Islamic values. The system combines time-based wages, indexes, and profit sharing with a payroll system, adjusted to responsibilities and economic conditions. In addition to basic wages, employees also receive allowances, medical services, THR, and SHU. Part of the wages are deducted for zakat, infak, and sedekah, as a form of social concern.
2. Employee loyalty will increase if the wages received increase or are high, but at the Muslimat General Hospital of Ponorogo Regency, loyalty is not solely determined by the nominal wage. Although some employees receive wages that are classified as moderate or vary, they still show high commitment because they feel that their work brings blessings, is sufficient to meet their needs, and is in accordance with the spiritual values and culture of the organization. Non-financial factors such as work comfort, emotional support, shared ideology, and a sense of belonging to the hospital are the mainstays of strong loyalty. This shows that employee loyalty is more determined by the meaning and values inherent in the work, not just material considerations.

Based on the results of the research that has been conducted, there are several suggestions or recommendations that can be conveyed by the researcher, namely:

1. As part of an effort to maintain balance and a sense of justice in the wage system, hospitals may consider adjusting policies related to working hours. If a 15-minute delay can affect wage deductions, then it would be good if additional working time after going home, even though it has not reached two hours, is also given proper appreciation. This step is a form of appreciation for the commitment and responsibility of employees who continue to carry out their duties outside of working hours, and can strengthen a fair working atmosphere, mutual respect, and support a spirit of togetherness.
2. Further research can explore more deeply the relationship between employee loyalty and psychological aspects, such as job satisfaction, intrinsic motivation, and perceptions of fairness. An organizational psychology approach can help understand how emotional and cognitive factors influence employees' decisions to stay, despite receiving substandard wages. Thus, future research can provide more comprehensive insights into the dynamics of loyalty in the context of psychological well-being and work culture.
3. Future research could examine how demographic factors, such as age, gender, education level, work experience, marital status, and household role (e.g., primary or secondary breadwinner) influence employee loyalty. By understanding differences in individual characteristics, future research could uncover loyalty patterns across demographic groups, so that strategies for improving employee well-being and retention can be better tailored to the needs of each group.

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