

ABSTRAK

Persaingan yang semakin ketat di lingkungan perguruan tinggi menuntut pengelolaan sumber daya manusia yang mampu mempertahankan loyalitas tenaga kependidikan. Meskipun *Work Engagement*, Kepuasan Kerja, dan *Reward* telah banyak dikaji, penelitian yang menguji ketiga variabel tersebut secara simultan pada tenaga kependidikan perguruan tinggi swasta masih relatif terbatas. Penelitian ini bertujuan menganalisis pengaruh *Work Engagement*, Kepuasan Kerja, dan *Reward* terhadap Loyalitas Tenaga Kependidikan di Universitas Mohammad Husni Thamrin. Penelitian menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian berjumlah 64 tenaga kependidikan, dengan sampel sebanyak 55 responden yang ditentukan menggunakan teknik *purposive sampling*. Data dikumpulkan melalui kuesioner berskala Likert dan dianalisis menggunakan *Structural Equation Modeling Partial Least Squares (SEM-PLS)* dengan perangkat lunak SmartPLS 4.1.1.7. Hasil penelitian menunjukkan bahwa *Work Engagement* berpengaruh positif dan signifikan terhadap Loyalitas ($\beta = 0,560$; $t = 4,428$; $p < 0,001$) serta menjadi variabel yang memberikan pengaruh paling dominan. *Reward* juga berpengaruh positif dan signifikan terhadap Loyalitas ($\beta = 0,297$; $t = 2,239$; $p = 0,013$), sedangkan Kepuasan Kerja memberikan pengaruh positif dan signifikan dengan kontribusi yang lebih kecil ($\beta = 0,183$; $t = 1,851$; $p = 0,032$). Nilai koefisien determinasi (R^2) sebesar 0,774 menunjukkan bahwa ketiga variabel mampu menjelaskan 77,4% variasi Loyalitas Tenaga Kependidikan. Penelitian ini menyimpulkan bahwa peningkatan *Work Engagement*, Kepuasan Kerja, dan *Reward* merupakan faktor penting dalam memperkuat loyalitas tenaga kependidikan, dengan *Work Engagement* sebagai faktor yang paling dominan.

Kata kunci: Kepuasan Kerja, *Reward*, *Work Engagement*, Loyalitas Tenaga Kependidikan, PLS-SEM.

ABSTRACT

The increasing competition among higher education institutions requires strategic human resource management to strengthen the loyalty of educational support staff. Although *Work Engagement*, Job Satisfaction, and Reward have been widely examined, studies investigating the simultaneous effects of these three variables on the loyalty of educational support staff in private universities remain limited. This study aims to analyze the effects of *Work Engagement*, Job Satisfaction, and Reward on the Loyalty of Educational Support Staff at Universitas Mohammad Husni Thamrin. A quantitative survey approach was employed in this study. The population consisted of 64 educational support staff, from which 55 respondents were selected using a purposive sampling technique. Data were collected through a structured questionnaire based on a five-point Likert scale and analyzed using *Structural Equation Modeling–Partial Least Squares (SEM-PLS)* with SmartPLS version 4.1.1.7. The findings indicate that *Work Engagement* has a positive and significant effect on employee loyalty ($\beta = 0.560$; $t = 4.428$; $p < 0.001$) and represents the most influential variable. Reward also has a positive and significant effect on loyalty ($\beta = 0.297$; $t = 2.239$; $p = 0.013$), while Job Satisfaction demonstrates a positive and significant effect with a relatively smaller contribution ($\beta = 0.183$; $t = 1.851$; $p = 0.032$). The coefficient of determination (R^2) of 0.774 indicates that the three independent variables jointly explain 77.4% of the variance in employee loyalty. The study concludes that strengthening *Work Engagement*, improving Job Satisfaction, and implementing an effective Reward system are essential strategies for enhancing the loyalty of educational support staff, with *Work Engagement* emerging as the most dominant determinant.

Keywords: Job Satisfaction, Reward, Work Engagement, Employee Loyalty, PLS-SEM.