

## Systematic Literature Review: Workload, Work Environment, On Employee Loyalty Through Job Satisfaction

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### ABSTRACT

*This study aims to analyze the influence of workload and work environment on employee loyalty, with job satisfaction as a mediating variable. Maintaining employee loyalty is a crucial challenge influenced by two factors, both internal and external. The research method used is qualitative with a Systematic Literature Review (SLR) approach. The results of the study indicate that workload has a negative and significant effect on employee job satisfaction and loyalty. Conversely, the work environment is proven to have a positive and significant influence on their job satisfaction and loyalty. Furthermore, the mediation analysis shows that job satisfaction is able to significantly mediate the influence of workload and work environment on loyalty. These findings indicate that to increase employee loyalty, it is necessary to manage the distribution of workload proportionally and create a conducive work environment, thereby increasing their job satisfaction.*

### INTRODUCTION

In order to achieve success and achieve its goals, every organization is required to continuously formulate comprehensive development strategies. Companies employ various strategic approaches to build competent and resilient institutional capacity. Achieving these macro objectives requires organizations to consistently maintain operational stability and sustainability amidst the various dynamics they face.

As a key pillar in this development, effective Human Resource Management (HRM) plays a crucial role in achieving organizational goals. In this context, employees are a vital asset with a significant influence in translating vision and mission into concrete strategic implementation. Therefore, optimal employee management is an absolute prerequisite for aligning individual capabilities with organizational direction, thus maximizing their contribution to achieving overall goals.

In implementing organizational sustainability through Human Resource Management (HRM), companies need to place significant emphasis on employee loyalty as a key

determinant of long-term success. This loyalty reflects the significant contribution and commitment made by the workforce to achieving corporate targets. Therefore, a high level of loyalty is not merely an indicator of work engagement but also a strategic instrument that significantly influences the effectiveness and success of the organization as a whole. The best contributions can be optimized by employees by instilling an emotional attitude towards the company. Optimizing employee contributions can be achieved through the formation of a strong emotional attachment to the company. As a strategic instrument to maintain this loyalty, organizations need to provide opportunities and space for continuous career development for each employee. Career development not only serves to maintain loyalty but also effectively fosters deep commitment in employees (Lumiu, 2019).

According to Ma'ruf (2021), high employee loyalty doesn't develop automatically but rather depends heavily on a supportive work climate and company treatment. This confirms the crucial role human resources play in an organization, making them a fundamental asset that ranks alongside assets and business capital.



Figure 1.1 Group Photo of Employees

Source: Personal Documentation

Employee loyalty is reflected in commitment, emotional attachment, and an individual's willingness to maintain their contribution to the organization, despite the challenges that arise. However, empirical reality shows that maintaining this level of loyalty is a complex challenge. This is due to the high intensity of service demands in the field, which directly impacts workload escalation and changes the dynamics of the overall work environment.

Excessive workloads, both physical and mental, can lead to burnout and job stress. Conversely, excessive or disproportionate workload distribution can also potentially degrade individual motivation. Furthermore, elements of the work environment—including physical aspects such as the availability of operational facilities and non-physical aspects such as interpersonal dynamics play a crucial role in shaping staff and volunteers' perceptions of the organization.

Failure to optimally manage the balance between workload and work environment will directly impact job satisfaction levels. As an individual's affective response to their work, job

satisfaction is positioned as a mediating variable in this dynamic. Conceptually, a proportional workload supported by a conducive work climate will encourage increased job satisfaction, which in turn leads to stronger staff and volunteer loyalty.

The research gap in this study shows varying results. Based on the results of research conducted by Siburian et al. (2025), it shows that the work environment has a positive and significant effect on job loyalty. Furthermore, the workload variable has a positive and significant effect on job loyalty.

Research conducted by Hairina and Jonnius (2021) shows that workload has a positive and significant effect on job satisfaction. Meanwhile, workload has an indirect effect on loyalty through job satisfaction.

Based on research conducted by Kheyra Trinanda Agustina and Syaiful Anwar (2025), it was shown that the results of the analysis carried out in their research were as follows:

1. The work environment does not affect employee loyalty.
2. Workload has a positive and significant effect on employee loyalty.
3. Job satisfaction has a positive and significant effect on employee loyalty.
4. The work environment has a positive and significant influence on job satisfaction.
5. Workload has a positive and significant effect on job satisfaction.
6. Job satisfaction is able to mediate the influence of the work environment on employee loyalty.
7. Job satisfaction is not able to mediate the influence of workload on employee loyalty.

According to research conducted by Indra Nara Persada and Mulawarman (2023), workload, job satisfaction, and job loyalty significantly influence employee work quality at PT. Indomarco Prismatama, Nagoya Batam Branch. Furthermore, workload, job satisfaction, and job loyalty significantly influence employee work quality.

Research conducted by Fauzi et al. (2023) found that job satisfaction has a positive and significant effect on employee performance. Workload has a negative effect on employee performance. Furthermore, the work environment has a positive and significant effect on employee performance.

Research conducted by Reynaldo Dapot Parasian and Edalmen (2025) shows that the work environment has a positive and significant effect on job satisfaction. The work environment also has a positive and significant effect on employee performance. Furthermore, the work environment has a positive and significant effect on employee performance, mediated by job satisfaction.

The results of research conducted by Almofeez, et, al (2024) show that customer loyalty significantly mediates the relationship between freight forwarding company satisfaction and airport competitiveness.

Research conducted by Almanwari et al. (2024) shows that the environment and location of Higher Education Institutions (HEIs) have a positive influence on international student satisfaction. Despite having been operating for more than a year, high fluctuations in

attendance and declining active involvement of staff and volunteers in recent periods indicate serious challenges in maintaining loyalty. This loyalty crisis phenomenon is triggered by volunteer fatigue due to workload and internal leadership dynamics that cumulatively disrupt the stability of human resources within the organization. Furthermore, to date there has been no comprehensive scientific study that specifically analyzes the determinants of loyalty by integrating the relationship between workload, work environment, and job satisfaction variables.

Addressing the above issues, this research is essential as an effort to formulate precise HR governance in the movement organization environment. Through research entitled "SYSTEMATIC LITERATURE REVIEW: WORKLOAD, WORK ENVIRONMENT, ON EMPLOYEE LOYALTY THROUGH JOB SATISFACTION", the results of this study are expected to be a strong foundation for strengthening internal solidarity to support the program's long-term success.

## RESEARCH METHODS

This study employed a qualitative approach using the Systematic Literature Review (SLR) method. This method was chosen because the study focused on assessing and integrating various previous research findings related to workload, work environment, job satisfaction, and employee loyalty. Through this approach, researchers were able to understand the patterns of relationships between variables based on the findings of previous studies.

The data used in this study is secondary data derived from national and international journal articles. The articles were obtained through several scientific search sources, including Google Scholar, ScienceDirect, Scopus, and Garuda. The researchers used several keywords, including "workload," "work environment," "job satisfaction," and "employee loyalty," in both Indonesian and English, to expand the search results.

The articles used were selected based on several specific criteria. First, the articles had to be relevant to the research topic. Second, the articles were published between 2020 and 2025 to ensure the data and discussion were up-to-date. Third, the articles were available in full text so they could be analyzed thoroughly. Articles that were unrelated to the research variables, incompletely available, or contained only opinions and news articles were not included in the analysis.

After the article collection process was completed, the researchers then selected and grouped the articles based on their relevance to the discussion topics. The collected data was analyzed using content analysis techniques. This technique involves reading, understanding, comparing, and identifying previous research findings to identify patterns, similarities, and differences in the results related to the relationship between workload, work environment, job satisfaction, and employee loyalty.

Through this method, research is expected to be able to provide a more comprehensive picture of the factors that influence employee loyalty based on various studies that have been conducted previously.

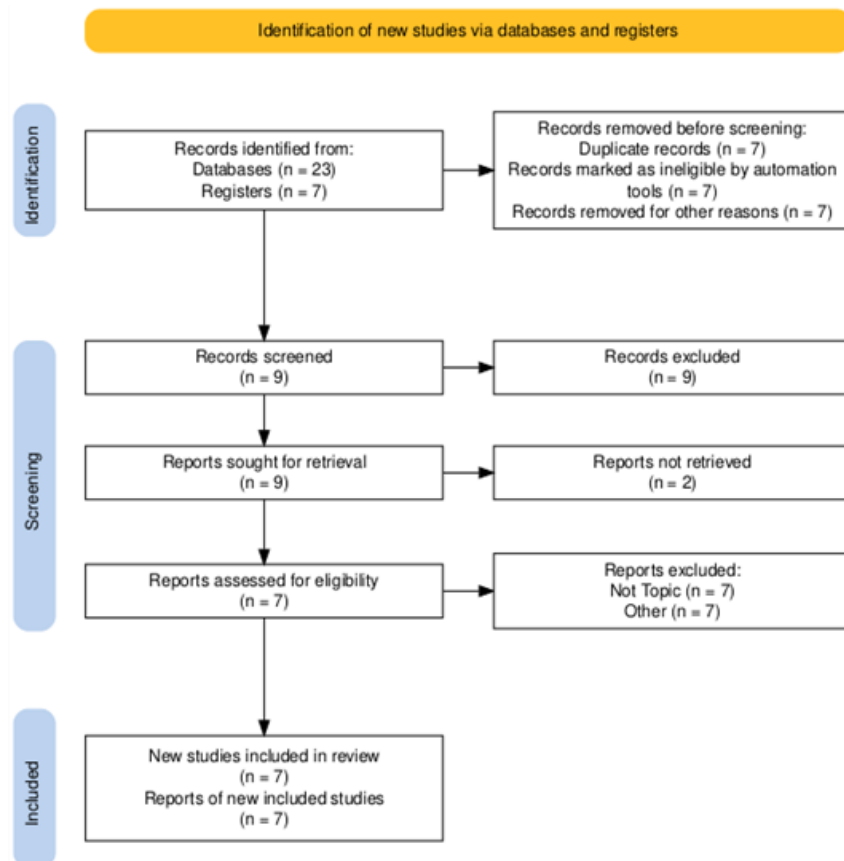


Figure 3.1 PRISMA Diagram of the Article Selection Process

## RESULTS AND DISCUSSION

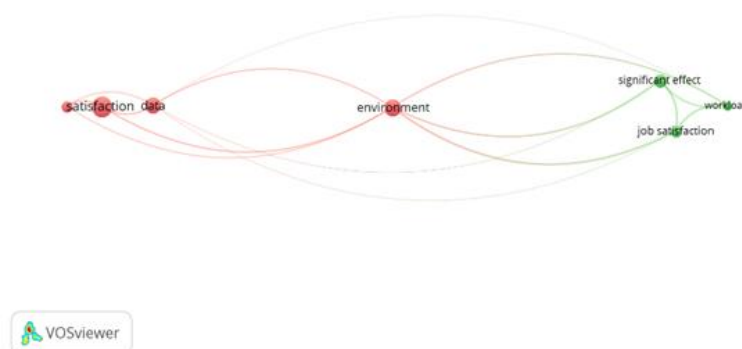


Figure 4.1 Vosviewer Visualization

Prior to conducting this study, the researchers collected various articles related to the topic. Based on the results of various previous studies, it was found that workload, work environment, and job satisfaction are related to employee loyalty. Most studies indicate that a comfortable and supportive work environment can increase employee job satisfaction, thus increasing loyalty to the company.

Furthermore, job satisfaction also plays a significant role in influencing employee loyalty. Employees who are satisfied with their jobs tend to be more responsible, highly committed, and willing to remain with the company long-term.

Previous research also shows that workload can have varying effects. Excessive workloads can often lead to stress and fatigue, leading to decreased job satisfaction. However, several studies have shown that a workload appropriate to an employee's abilities can increase their sense of responsibility and work motivation.

Meanwhile, the work environment is one of the factors that most significantly influences employee loyalty. A good work environment is not only determined by work facilities, but also by employee relationships, communication, and support from management. A comfortable and conducive work environment will make employees feel more at home and loyal to the company.

Most research indicates that the work environment has a positive influence on employee loyalty. However, some studies have found that this effect becomes insignificant when job satisfaction is low. This suggests that job satisfaction has the potential to be an important mediating variable in this relationship.

Based on the results of research conducted by Siburian, et. al. (2025), it shows that the work environment variable has a coefficient value of 0.249 and a significance value of 0.009 ( $<0.05$ ), so it has a positive and significant effect on work loyalty. This means that the better the work environment conditions perceived by employees, the higher their work loyalty. In addition, the workload variable also has a positive and significant effect on work loyalty with a coefficient of 0.506 and a significance value of 0.000. This shows that a workload that is perceived as fair and appropriate to one's abilities can actually increase work loyalty.

Then the results of research conducted by Hairina and Jonnius. (2021) showed that the workload variable (X1) has a positive and significant effect on job satisfaction (Y1) of -0.225. Meanwhile, the workload variable (X1) has an indirect effect on loyalty (Y2) through job satisfaction (Y1) based on the multiplication of the beta value of X1 on Y1 with the beta value of Y1 on Y2 of  $(-0.223 \times 0.489 = -0.109)$ . The total effect that X1 has on Y2 is the direct effect plus the indirect effect, namely  $(-0.225) + (-0.109) = 0.334$ . Thus, indirectly, X1 through Y1 has a significant effect on Y2.

Kheyla Trinanda Agustina and Syaiful Anwar (2025) stated that the results of the analysis carried out in their research showed the following results:

1. The work environment does not affect employee loyalty.
2. Workload has a positive and significant effect on employee loyalty.

3. Job satisfaction has a positive and significant effect on employee loyalty.
4. The work environment has a positive and significant influence on job satisfaction.
5. Workload has a positive and significant effect on job satisfaction.
6. Job satisfaction is able to mediate the influence of the work environment on employee loyalty.
7. Job satisfaction is not able to mediate the influence of workload on employee loyalty.

There are several hypotheses put forward by Lana Afril Andinni (2024). The first hypothesis shows that work environment variables have a positive but insignificant influence on job satisfaction among PT. X employees in the customer product division. This can occur because there are various other factors that can influence employee satisfaction outside the scope of the work environment, for example, the existence of flexible working hours, clear career paths, operational bonuses for achieving targets, and these things can have a greater influence on customer satisfaction compared to work environment factors which include the atmosphere experienced by employees in their daily activities.

The second hypothesis shows that the work environment has a positive and significant influence on employee loyalty in the customer product division of PT. X. This is in accordance with what was stated by Susita et al. (2020) that one of the factors that can influence employee loyalty is the work environment. Employees tend to want a good work environment to carry out work activities and an environment that can provide a pleasant atmosphere, so that employee loyalty will occur to the company (Purba, 2015). The results of this study are supported by previous studies conducted by Susita et al. (2020) and Yusuf et al. (2020) which showed that the work environment has a positive and significant influence on employee loyalty. This means that the work environment must be a place that can make employees enjoy their activities to be more productive, thus creating employee loyalty to the company.

The third hypothesis shows that workload has a positive and significant influence on job satisfaction among employees of PT. X customer product division. This can be seen from the profile of respondents who are mostly aged between 21-30 years old which is the productive age of an employee working in the company. Anwar et al. (2016) stated that workload can have a positive impact, meaning that the higher an employee's drive to achieve, the higher their workload and the higher their productivity and efficiency. In this case, respondents in this age range can be said to be in their productive age to achieve their desired career level. Tambengi et al. (2016) categorizes workload into three conditions, namely workload that is in accordance with standards, workload that is too high (over capacity) and workload that is too low (under capacity). Employees at PT. X customer product division consider that the workload given by the company is still within reasonable limits, because a high workload also has optimal performance results so that the role of employees has a significant impact on the company and employees feel that their existence can be appreciated in the sustainability of the company.

The fourth hypothesis indicates that workload has a positive and insignificant effect on employee loyalty for PT. X employees in the customer product division. This can be seen from the respondents, the majority of whom are married and have worked for 2 years, so they assume that the existing workload does not affect their loyalty to the company. Respondents feel that their workload is a task demand, all efforts and activities or achievements that must be achieved from the tasks and responsibilities that have been given to them by the company as long as the workload is not excessive. The results of previous studies conducted by Husain et al. (2019) and Wono et al. (2021) also show that workload has a positive effect on employee loyalty because the workload perceived by employees is still in accordance with their abilities. In this study, PT. X is a large and well-known company, so employees feel that if they leave the company, they will not find a better company in the same industry because the majority of respondents are married and have families.

The seventh hypothesis indicates that job satisfaction has a positive and significant influence on employee loyalty among PT. X employees in the customer product division. This can occur because PT. X's management is able to manage the human resources in the company well, so that it can achieve effective goals and is able to maintain the potential of employees so that it does not impact the desire to move to another company (Susita et al., 2020). Alfian et al. (2018) also stated that job satisfaction is something that is obtained and felt by employees. The results of this study are also in line with the results of previous research conducted by Aminudin & Tasrif (2020) that job satisfaction has a positive impact and a significant influence on employee loyalty.

The eighth hypothesis indicates that job satisfaction does not mediate the relationship between the work environment and employee loyalty among PT. X employees in the customer product division. This occurs because the results of the hypothesis testing on the influence of the direct relationship between the work environment and job satisfaction are not significant, thus indicating that the work environment does not significantly influence job satisfaction, which ultimately also influences the relationship with employee loyalty. The results of this study are inconsistent with the results of previous research conducted by Musnadi (2018) which stated that job satisfaction can mediate the relationship between the work environment and employee loyalty. However, the results of this study are in line with research conducted by Prabhakar (2016) that there is no positive effect of the influence of the work environment on employee loyalty mediated by job satisfaction. This can occur because when viewed from the job satisfaction indicators in this study, only look at the interpersonal relationship of employees with superiors and the company.

The ninth hypothesis shows that job satisfaction cannot mediate the relationship between workload and employee loyalty for PT. X employees in the customer product division. This occurs because the results of hypothesis testing on the influence of the direct relationship between workload and job satisfaction and workload on employee loyalty do not show significant results, thus affecting the mediation relationship of job satisfaction on the

relationship between workload and employee loyalty. The results of this study are in line with previous research conducted by Husain et al. (2019) which showed that job satisfaction cannot mediate the workload variable on employee loyalty in the production department of CV. Bahari Tegal Bakery. Therefore, it can be concluded that there is no difference in the results of the research for this hypothesis even though it was conducted in different companies.

Based on the results of research conducted by Indra Nara Persada and Mulawarman (2023) regarding workload, job satisfaction, and work loyalty towards employee work quality at PT. Indomarco Prismatama, Nagoya Batam Branch, whose correspondents are employees, the following conclusions can be drawn:

1. R square of 0.470 means the percentage contribution of the influence of the workload variable (X1) with the employee quality variable (Y) is 0.470. This means that the percentage level of the influence of the workload (X1) with the employee work quality variable (Y) is 47%, and the rest is influenced by other variables not examined in this study. Based on the results of the t test, for the workload variable (X1) obtained a value of  $t > t$  ( $2.117 > 1.666$ ) and a significant value ( $0.038 < 0.05$ ) meaning that  $H_a$  is accepted that the workload has a significant effect on the quality of employee work. This means that the workload can improve the quality of employee work so that it can provide positive and significant benefits for PT. Indomarco Prismatama Nagoya Batam Branch. The workload given to employees can also help employees in improving the quality of employee work.
2. From the output results above, the value of  $f > f$  ( $33.322 > 2.74$ ) and the significant value ( $0.000 < 0.05$ ) means that  $H_a$  is accepted that workload (X1), job satisfaction (X2) and work loyalty (X3) have a significant effect on employee work quality (Y). Together they have an effect on the work quality of employees of PT. Indomarco Prismatama Nagoya Batam Branch.

Based on the results of research conducted by Fauzi, et, al (2023), the following results were obtained:

### **The Influence of Job Satisfaction (x1) on Employee Performance (y)**

Research by Suwanto and Priansa, as cited in Adha and Wandu (2019), indicates a relationship between job satisfaction and individual performance in the departments of industry, trade, and human resources. These results indicate a significant and positive relationship between job satisfaction and employee performance. This research can provide further strength to existing theories and support previous research related to job satisfaction. High employee job satisfaction can serve as a basis for improving employee performance.

A study conducted at the Banyualit Spa and Resort Lovina Hotel, conducted by Aulia and Trianasari (2021), found a positive and significant impact on employee performance. This finding aligns with previous research that suggests job satisfaction leads to high employee

performance and optimal performance. Job satisfaction can impact employee performance, a fact that has been explored in previous research.

### **The Effect of Workload (x2) on Employee Performance (y)**

In Rolos's research (2018), it states a result that workload has a negative and significant influence on employee performance, the results show that if the employee's workload increases it can reduce the potential for employee performance, then the opposite can also occur if the workload on employees decreases then it can increase the potential for employee performance, the workload consists of various types such as targets that must be achieved, but the results of the study also stated that based on the results of the analysis it shows that the process of decreasing or increasing employee performance itself is certainly not entirely influenced by workload, but there are also other variables that can influence performance.

### **The Influence of Work Environment (x3) on Employee Performance (y)**

The work environment is a type of factor that plays a role for companies in shaping the performance of the company or organization they manage, where the work environment is an environment that can support processes that can help achieve goals and vision and mission in a company (Lestary and Harmon, 2017). A work environment that is positively improved can lead to increased employee performance, while a work environment that is lowered can also result in decreased employee performance. Based on the results of research conducted by Reynaldo Dapot Parasian and Edalmen (2025), the following results were shown:

1. There were significant results from the test examining the relationship between the work environment and job satisfaction. This hypothesis test was accepted based on the Original Sample of 0.382, a T-statistic value of 4.069, which is greater than 1.96, and a p-value of 0.000, which is less than 0.05. Thus, at PT. Bank Negara Indonesia Jatinegara Branch, the work environment has an influence on the work environment.
2. The results of testing the influence of the work environment on employee performance indicate that the hypothesis test is accepted. The Original Sample is 0.206 and the T-statistic value is 2.086. The p-value is 0.037 which is smaller than 0.05 and the T value is greater than 1.96. This indicates that the work environment has an influence on employee performance at PT. Bank Negara Indonesia Jatinegara Branch.
3. The results of testing the influence of the relationship between the work environment on employee performance with job satisfaction mediation provided significant results. With an Original Sample of 0.152 and a T-statistic value of 2.486. The p-value of 0.013 is less than 0.05, and the T-statistic value is greater than 1.96. These findings indicate that job satisfaction can mediate the influence of the work environment on employee performance at PT. Bank Negara Indonesia Jatinegara Branch.

Based on the results of research conducted by Almofeez, et, al (2024) showed that for hypothesis 4; customer loyalty significantly mediates the relationship between freight forwarder satisfaction and airport competitiveness. When the direct and indirect effects of freight forwarder satisfaction on airport competitiveness are considered, the combined effect

of freight forwarder satisfaction on airport competitiveness is 0.789. Thus, freight forwarder satisfaction explains most of the variation in airport competitiveness and is an important factor to consider for companies answering the third research question. This finding is expected, because the relationship between customer satisfaction and competitiveness is considered significant so that customer satisfaction can be used as a proxy for competitiveness.

Based on the results of research conducted by Almanwari, et, al (2024), it shows that this study provides confirmation for hypothesis 1, which shows that the environment and location of Higher Education Institutions (HEIs) have a positive effect on international student satisfaction. Specifically, this study revealed a highly significant positive relationship between the environment and location with international student satisfaction ( $\beta = 0.144$ ,  $t = 2.610$ ,  $p < 0.05$ ).

These results are consistent with the findings of Price et al. (2003) and Cubillo et al. (2006), who stated that the destination city represents the physical environment in which the student experience will take place, and therefore perceptions of the city, particularly its safety, the presence of good infrastructure and services, among others, have a significant influence on the perception of the institution. Consequently, it is crucial for private higher education institutions in the Sultanate of Oman to concentrate on developing an appropriate environment and location, as well as periodically improving it and considering global developments when deciding on the location of the institution and the standards of the surrounding area in an effort to attract more international students. Therefore, it is crucial for educational institutions to recognize and evaluate the various types of support that international students need in an appropriate environment (Qadeer et al., 2021). The results of the current study are consistent with the research of Tan and Waheed (2011), which showed a positive relationship between environment and location and international student satisfaction and therefore in line with the research of Vroom (1964), thus proving alignment with the EMT.

## CONCLUSION

From the research results obtained from previous studies and combined with research conducted by the current researcher with the aim of finding out the influence of the variables of Workload and Work Environment on Employee Loyalty Through Job Satisfaction. From various studies it can be concluded that employee loyalty is influenced by several interrelated factors, namely workload, work environment, and job satisfaction. Therefore, companies need to pay attention to the appropriate distribution of workload and create a comfortable work environment so that employee satisfaction and loyalty can increase. The results of this study indicate that Workload, Work Environment, Employee Loyalty and Job Satisfaction tend to have an influence. The results of this study indicate that Workload (X1) has a positive and significant effect on Job Satisfaction (Z), Work Environment (X2) has a positive and significant effect on Job Satisfaction (Z), Workload (X1) has a positive and significant effect

on Employee Loyalty (Y), Work Environment (X2) has a positive and significant effect on Employee Loyalty (Y), Job Satisfaction (Z) has a positive and significant effect on Employee Loyalty (Y), Workload (X1) has a positive and significant effect on Employee Loyalty (Y) which is mediated by Job Satisfaction (Z) and Work Environment (X2) has a positive and significant effect on Employee Loyalty (Y) which is mediated by Job Satisfaction (Z).

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