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Determination of Job Satisfaction and Employee Loyalty: Analysis of Work Life Balance and Work Environment at PT WSI

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Abstract: Article Determining Job Satisfaction and Employee Loyalty: Analysis of Work Life Balance and Work Environment at PT WSI. The purpose of writing this article is to determine the influence of work life balance and work environment on job satisfaction and employee loyalty at PT WSI. The research method used is descriptive quantitative. The analytical tool used in this research is SEM SmartPLS 4.0. The sampling technique uses simple random sampling. The data used in this research is primary data. The population in this study was 194 respondents, with a research sample of 100 respondents, obtained from a questionnaire filled out by PT WSI employees. The tests carried out in this research are Validity Test, Reliability Test, Inner Model, Outer Model and Hypothesis Test. The results of this article are: 1) Work life balance has a significant effect on Job Satisfaction; 2) The work environment has a significant effect on Job Satisfaction; 3) Work life balance has no effect and is not significant on employee loyalty; 4) The work environment has a significant effect on employee loyalty; and 5) Job satisfaction has a significant effect on employee loyalty.

Keywords: Employee Loyalty, Job Satisfaction, Work Life Balance, Work Environment.

INTRODUCTION

PT WSI is a company engaged in the management of the Muaro Jambi Container Terminal. Job satisfaction and staff loyalty are critical to organizational performance and long-term survival. This also applies to PT WSI, a port management company that is committed to providing high quality services to clients while maintaining the welfare and satisfaction of its staff. In this context, it is important to understand the elements that

influence employee job satisfaction and loyalty, particularly through examining work-life balance and workplace conditions. Work-life balance refers to the balance of work and personal life, while the work environment includes elements such as company culture, relationships between coworkers, and assistance from superiors.

PT WSI, as a company that is developing in the maritime transportation sector, has very large demands from its employees in terms of balancing work and personal life. Work-life balance is becoming increasingly important because it affects employee job satisfaction. Previous studies have found that employees who believe they have a good work-life balance are more satisfied with their positions and more likely to stay with the company. However, in the case of PT WSI, it is not yet clear how work-life balance affects job satisfaction and employee loyalty. To further investigate this relationship, more in-depth research is needed.

Apart from work-life balance, the work environment plays an important role in determining employee satisfaction and loyalty. A good, inclusive and supportive work environment can increase employee motivation and engagement. Conversely, an unhealthy or unsupportive work atmosphere can lead to decreased job satisfaction and even higher turnover rates. PT WSI should consider how business culture, relationships between colleagues, and support from superiors influence job satisfaction and employee loyalty. According to research (Pusparani et al., 2021) regarding the factors that influence job satisfaction and employee loyalty with a focus on work-life balance and the workplace has significant implications for PT WSI. The findings of this research can help business leaders establish policies and initiatives that improve employee well-being and satisfaction. By focusing on these characteristics, PT WSI can increase staff retention, productivity and enhance its reputation as an attractive place to work. Therefore, a thorough examination of the factors that influence employee job satisfaction and loyalty at PT WSI will make an important contribution to the company's growth and overall employee well-being.

Based on the background above, the problem formulation is determined as follows: 1) Does Work Life Balance have an effect on Job Satisfaction at PT WSI?; 2) Does the work environment influence job satisfaction at PT WSI?; 3) Does Work Life Balance have an effect on Employee Loyalty at PT WSI?; 4) Does the work environment influence employee loyalty at PT WSI?; and 5) Does Job Satisfaction influence Employee Loyalty at PT WSI?.

Research Hypothesis

- 1) H1: Work Life Balance is thought to have a positive and significant effect on Job Satisfaction at PT WSI.
- 2) H2: The work environment is thought to have a positive and significant effect on job satisfaction at PT WSI.
- 3) H3: Work Life Balance is thought to have a positive and significant effect on Employee Loyalty at PT WSI.
- 4) H4: The work environment is thought to have a positive and significant effect on employee loyalty at PT WSI.
- 5) H5: Job satisfaction is thought to have a positive and significant effect on employee loyalty at PT WSI.

METHOD

The research method used in this research is Quantitative Descriptive. Where the Job Satisfaction and Employee Loyalty variables are the dependent variables, and the work life balance and work environment variables are the independent variables. The analytical tool used in this research is SEM SmartPLS 4.0. The sampling technique uses simple random sampling. The data used in this research is primary data from 50 respondents, obtained from questionnaires filled out by PT WSI employees. The tests carried out in this research are

Validity Test, Reliability Test, Inner Model, Outer Model and Hypothesis Test, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

In this research, the research results include testing the outer model and inner model:

Outer Model Validity Test

1. Convergent Validity

If the correlation coefficient is > 1 or $= 1$, then the validity measure is considered high. In table 1, below are the results of the outer model convergent validity test.

Table 1. Outer Model Analysis Results (Convergent Validity)

Indicator	Work Balance	Life	Work Environment	Job Satisfaction	Employee Loyalty
WLB1	0.751				
WLB2	0.776				
WLB3	0.702				
WLB4	0.774				
WLB5	0.761				
WLB6	0.845				
WLB7	0.720				
WE1			0.734		
WE2			0.753		
WE3			0.824		
WE4			0.780		
WE5			0.754		
WE6			0.746		
JS1				0.732	
JS2				0.829	
JS3				0.732	
JS4				0.830	
JS5				0.793	
EL1					0.833
EL2					0.847
EL3					0.788
EL4					0.755

Source: SmartPLS 4.0 output

Based on the output in table 1 above, the four variables used in this research can be declared valid, because each indicator for each variable obtained a loading factor value > 0.7 , so it can be stated that the indicators for each variable meet the requirements for research.

2. Discriminant Validity

If the AVE value shows an AVE value greater than ($>$) 0.5, then it is said to meet the requirements. Measures of different constructs should not be highly correlated.

Table 2. Outer Model Analysis (Cross Loading)

Indicator	Work Balance	Life	Work Environment	Job Satisfaction	Employee Loyalty
WLB1	0.751		0.463	0.588	0.361
WLB2	0.776		0.426	0.555	0.399
WLB3	0.702		0.392	0.505	0.358
WLB4	0.774		0.492	0.660	0.511
WLB5	0.761		0.529	0.588	0.486
WLB6	0.845		0.524	0.626	0.340

WLB7	0.720	0.367	0.457	0.275
WE1	0.329	0.734	0.539	0.534
WE2	0.485	0.753	0.604	0.554
WE3	0.588	0.824	0.737	0.599
WE4	0.440	0.780	0.582	0.576
WE5	0.388	0.754	0.569	0.460
WE6	0.515	0.746	0.606	0.467
JS1	0.576	0.497	0.732	0.402
JS2	0.601	0.656	0.829	0.677
JS3	0.729	0.632	0.732	0.464
JS4	0.550	0.701	0.830	0.730
JS5	0.510	0.607	0.793	0.529
EL1	0.412	0.619	0.601	0.833
EL2	0.475	0.659	0.658	0.847
EL3	0.292	0.464	0.543	0.788
EL4	0.502	0.479	0.539	0.755

Source: SmartPLS 4.0 output

Based on table 2 above, the loading factor value obtained for Work Life Balance (WLB1) is 0.753, which is greater (>) than the loading factor value of other constructs, namely Work Environment (0.463), Job Satisfaction (0.588) and Employee Loyalty (0.361). Based on the results of the discriminant validity test in table 2 above, it can be seen that all latent variables already have good discriminant validity. And it can be concluded that the discriminant validity test has been fulfilled and can be declared valid.

3. AVE (Average Variance Extracted)

Latent variables can explain on average more than half of the variance of the indicators.

Table 3. Outer Model Analysis (AVE)

Variable	Average Variance Extracted (AVE)
Word Life Balance	0.571
Work Environment	0.574
Job Satisfaction	0.615
Employee Loyalty	0.650

Source: SmartPLS 4.0 output

Based on table 3 above, the AVE value obtained from the work life balance variable is 0.571, work environment 0.574, job satisfaction 0.615, and employee loyalty 0.650. This shows that all variables in this study obtained a value of more than (>) 0.5, meaning that each variable has good discriminant validity.

Reliability Test

1. Composite Reliability

This reliability test is intended to measure how relevant and consistent a respondent is in answering or filling out a questionnaire, in relation to the questionnaire given.

Table 4. Construct Reliability and Validity Analysis (Composite Reliability)

Variable	Composite Reliability
Word Life Balance	0.886
Work Environment	0.864
Job Satisfaction	0.853
Employee Loyalty	0.832

Source: SmartPLS 4.0 output

Based on the test results in table 4 above, the composite reliability value for the work life balance variable is 0.886, the composite reliability work environment value is 0.864, the composite reliability value for job satisfaction is 0.853, and the composite reliability value for employee loyalty is 0.832, which shows that the value of these four variables is greater. (>) of 0.7, meaning that all variables are declared reliable.

2. Cronbach's Alpha

Reliability testing with composite reliability can be strengthened with Cronbach's alpha. The variable assessment criteria is if the Cronbach's alpha value for each variable is > 0.7, then it can be declared reliable.

Table 5. Construct Reliability and Validity Analysis (Cronbach's Alpha)

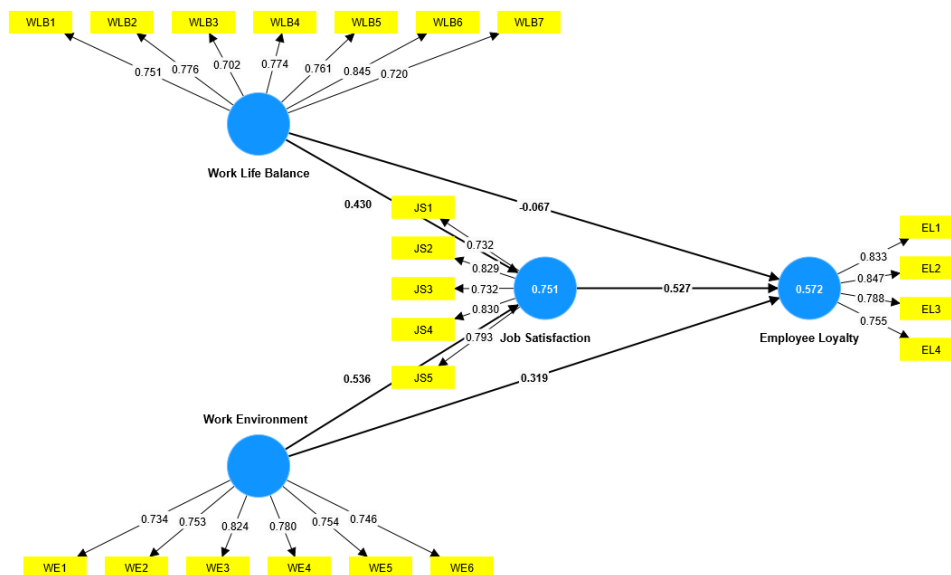
Variable	Composite Reliability
Word Life Balance	0.880
Work Environment	0.859
Job Satisfaction	0.843
Employee Loyalty	0.820

Source: SmartPLS 4.0 output

Based on the test results in table 5 above, the Cronbach's alpha value for the work life balance variable is 0.880, the Cronbach's alpha work environment value is 0.859, the Cronbach's alpha job satisfaction value is 0.843, and the Cronbach's alpha employee loyalty value is 0.820, this shows that the overall variable is greater than 0.7, then all variables are declared reliable.

Structural Model Analysis (Inner Model)

This structural model testing aims to see the existence of a relationship or influence between constructs, significant values and R Square.



Sumber: Output SmartPLS 4.0
Gambar 1. Output Inner Model

In this structural model analysis, the aim is to determine the magnitude of the influence or relationship of the independent variables and the dependent variable. The measurement standard used is 0.67 which is a strong influence, 0.33 which is a moderate influence, and 0.19 which is a weak influence. The following are the results of R-Square SmartPLS 4.0:

Table 6. Structural Model Analysis Output (R-Square)

Variable	R-Square	R-Square Adjusted
Job Satisfaction	0.751	0.746
Employee Loyalty	0.572	0.558

Source: SmartPLS 4.0 output

Based on the R-square data in table 6 above, it is known that the Adjusted R-Square value of the job satisfaction variable is 0.746 (74.6%), this value is included in the strong measurement standard. Then the Adjusted R-Square value for the Employee Loyalty variable is 0.558 (55.8%), this value is included in the moderate measurement standard. Based on this, it is known that the magnitude of the influence between work life balance on job satisfaction is 74.6%% (strong influence). The magnitude of the influence of work life balance, work environment and job satisfaction on employee loyalty is 57.2% (moderate influence).

Hypothesis Testing Results (Significance Test)

Hypothesis testing uses output path coefficients and indirect effects.

Table 7. Hypothesis Test Analysis Results (Path Coefficients)

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance (X1) → Job Satisfaction (Y1)	0.430	0.431	0.071	6.019	0.000
Work Environment (X1) → Job Satisfaction (Y1)	0.536	0.537	0.072	7.444	0.000
Work Life Balance (X1) → Employee Loyalty (Y2)	-0.067	-0.070	0.116	0.584	0.560
Work Environment (X2) → Employee Loyalty (Y2)	0.319	0.328	0.149	2.134	0.033
Job Satisfaction (Y1) → Employee Loyalty (Y2)	0.527	0.520	0.181	2.905	0.004

Source: SmartPLS 4.0 output

The purpose of this bootstrapping test is to minimize abnormalities in the research data. Following are the results of the bootstrapping test:

1. The Effect of Work Life Balance on Job Satisfaction

The results of the first hypothesis test show the influence of work life balance on job satisfaction, as seen in table 7. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.430 with a T statistic value of 6.019 and a P value of 0.000. This value is greater (>) than the t table value (1.983) and the P value is smaller (<) 0.05, meaning it has a significant effect. So work life balance has a significant effect on job satisfaction at PT WSI (**H1 Accepted**).

2. The Influence of Work Environment on Job Satisfaction

The results of the second hypothesis test show the influence of the work environment on job satisfaction, as seen in table 7. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.536 with a T statistic value of 7.444 and a P value of 0.000. This value is greater (>) than the t table value (1.983) and the P value is smaller (<) 0.05, meaning it has a significant effect. So the work environment has a significant effect on job satisfaction at PT WSI (**H2 Accepted**).

3. The Effect of Work Life Balance on Employee Loyalty

The results of testing the third hypothesis show the influence of work life balance on employee loyalty, as seen in table 7. The results of the hypothesis test analysis

obtained a value (O) where the path coefficient was -0.067 with a T statistic value of 0.584 and a P value of 0.560. This value is smaller ($<$) than the t table value (1.983) and the P value is greater ($>$) 0.05, meaning it has no effect and is not significant. So work life balance has no effect and is not significant on employee loyalty at PT WSI (**H3 Rejected**).

4. The Influence of the Work Environment on Employee Loyalty

The results of testing the fourth hypothesis show the influence of the work environment on employee loyalty, as seen in table 7. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.319 with a T statistic value of 2.134 and a P value of 0.033. This value is greater ($>$) than the t table value (1.983) and the P value is smaller ($<$) 0.05, meaning it has a significant effect. So the work environment has a significant effect on employee loyalty at PT WSI (**H4 Accepted**).

5. The Effect of Job Satisfaction on Employee Loyalty

The results of testing the fifth hypothesis show the influence of job satisfaction on employee loyalty, as seen in table 7. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.527 with a T statistic value of 2.905 and a P value of 0.004. This value is greater ($>$) than the t table value (1.983) and the P value is smaller ($<$) 0.05, meaning it has a significant effect. So job satisfaction has a significant effect on employee loyalty at PT WSI (**H5 Accepted**).

Discussion

The Effect of Work Life Balance on Job Satisfaction

Work-life balance refers to the relationship between time spent at work and activities outside of work, such as family, hobbies, and relaxation. This has a major impact on job satisfaction levels. People who can achieve a healthy work-life balance tend to be more satisfied with their jobs. There are various elements that contribute to this. First, having enough rest and spending time with family and friends can help reduce work-related stress. This more stable psychological state allows people to be happier and more content with their work. In addition, work-life balance allows a person to pursue interests and hobbies outside of work, thereby increasing their sense of success and self-esteem. When someone has the opportunity to pursue their hobbies outside of work, they will feel more balanced and satisfied with their life in general, including their career. Therefore, businesses and individuals must prioritize work-life balance as an important component of professional enjoyment and satisfaction.

The indicators or dimensions contained in work life balance include: 1) Time: This dimension refers to how effectively a person manages his time for both work and non-work activities. This includes flexible work hours, an adaptive schedule, and the freedom to set aside time for family, fun, and hobbies; 2) Flexibility: refers to how easily a person adjusts their work schedule to meet their personal demands. This includes alternatives such as working from home, flexible working hours, and taking time off as needed; 3) Emotional Balance: This balance refers to a person's ability to separate work and personal life emotionally. This means not bringing work stress or difficulties home, and not bringing personal problems to the workplace; 4) Financial balance: refers to the relationship between income from labor, living costs, and other financial needs. A person must have sufficient income to meet their basic needs, as well as the flexibility to devote time and money to activities outside of work; and 5) Health and Well-Being: This refers to how a person's work and personal life affect their physical and mental health. A good work-life balance should enable a person to maintain their health by providing appropriate time for rest, exercise, and de-stressing.

Based on the results of testing the first hypothesis, it shows the influence of work life balance on job satisfaction, based on table 7. The results of the analysis of the O value

hypothesis test where the path coefficient is 0.430 with a T statistic value of 6.019 and a P value of 0.000. This value is greater ($>$) than the t table value (1.983) and the P value is smaller ($<$) 0.05, meaning it has a significant effect. So work life balance has a significant effect on job satisfaction at PT WSI (**H1 Accepted**).

Work life balance has a significant effect on Job Satisfaction, this is relevant and in line with previous research conducted by: (Lumunon et al., 2019), (Shahani et al., 2021), (Yuswanti et al., 2021).

The Influence of the Work Environment on Job Satisfaction

The workplace has a huge influence on a person's job satisfaction. Company culture, co-worker connections, physical conditions of the workplace, and support from superiors are all factors that influence a person's work experience and, ultimately, their level of satisfaction. A workplace culture that is inclusive, collaborative, and encourages innovation often creates an environment that motivates and fosters a sense of ownership of the work being done. Positive relationships with coworkers and superiors can increase feelings of involvement, support, and reciprocity, thereby enhancing the work experience. In addition, comfortable, safe and well-organized physical conditions in the workplace can foster an environment that increases employee productivity and well-being. Support from superiors in terms of career advancement, recognition of success, and flexibility in tasks can all help increase employee self-esteem and motivation. Conversely, a toxic, unsupportive, or unpleasant work atmosphere can lead to reduced motivation, increased stress, and even loss of potential personnel. Therefore, companies must pay attention to how their work environment is designed and maintained to ensure that people feel encouraged, valued, and driven to fulfill their full potential and achieve the highest levels of job satisfaction.

Indicators or dimensions contained in the work environment include: 1) Company culture refers to the ideals, traditions and behavior of the organization. It represents how employees connect, communicate, and collaborate in the workplace. A culture that is inclusive, collaborative, and supports innovation tends to foster a work environment that encourages and enhances the employee experience; 2) Interpersonnel Relations: Interactions between coworkers and their superiors have a significant impact on the workplace. Positive, open, and mutually supportive interactions can increase employee happiness and well-being. Effective communication, teamwork, and mutual respect are essential to developing positive working relationships; 3) Physical Conditions of the Workplace: Cleanliness, comfort and safety are important factors to consider. An organized, clean and comfortable work environment can increase employee productivity, well-being and satisfaction; 4) Organizational Support: Organizational support, especially from management and superiors, influences job satisfaction. This includes career development support, recognition of achievements, and task flexibility. Employees who feel supported and appreciated are more likely to feel satisfied in their jobs; and 5) Work Life Balance: A work environment that prioritizes employee work and personal life balance is also important. Flexible leave policies, remote work support, and wellness initiatives can all contribute to workplace balance and improved employee well-being.

Based on the results of testing the second hypothesis, it shows the influence of the work environment on job satisfaction, based on table 7. The results of the O value hypothesis test analysis where the path coefficient is 0.536 with a T statistic value of 7.444 and a P value of 0.000. This value is greater ($>$) than the t table value (1.983) and the P value is smaller ($<$) 0.05, meaning it has a significant effect. So the work environment has a significant effect on job satisfaction at PT WSI (**H2 Accepted**).

The work environment has a significant effect on job satisfaction, this is relevant and in line with previous research conducted by: (Sugianto, 2018), (Dhyan Parashakti et al., 2019), (Sjarifudin & Ali, 2023), (Wicaksono et al., 2022).

The Effect of Work Life Balance on Employee Loyalty

Although work-life balance is considered beneficial for employee well-being, various studies have found no clear relationship between it and employee loyalty. Some employees may not consider work-life balance to be an important element in evaluating loyalty to the organization. Employee loyalty is more likely to be influenced by variables such as recognition for their achievements, opportunities for advancement and professional development, competitive salaries, and an inclusive and supportive business culture. Although work-life balance can influence job satisfaction, it does not guarantee employee loyalty to the organization. For example, someone may believe they have a good work-life balance at one business, but if they don't see prospects for advancement or don't feel valued, they may look for opportunities elsewhere. Additionally, external variables such as increased job opportunities or changes in personal desires and values may have an impact on employee loyalty. Therefore, although work-life balance can help increase job satisfaction, employee loyalty is still complex and influenced by various factors.

Based on the results of testing the third hypothesis, it shows the influence of work life balance on employee loyalty, based on table 7. The results of the O value hypothesis test analysis where the path coefficient is -0.067 with a T statistical value of 0.584 and a P value of 0.560. This value is smaller (<) than the t table value (1.983) and the P value is greater (>) 0.05, meaning it has no effect and is not significant. So work life balance has no effect and is not significant on employee loyalty at PT WSI (**H3 Rejected**).

Work life balance has no and no significant effect on employee loyalty, this is relevant and in line with previous research conducted by: (Susanto et al., 2023), (Tobing, 2022), (Nirmala et al., 2020).

The Influence of the Work Environment on Employee Loyalty

The work environment has a tremendous impact on employee loyalty to the organization. A kind, inclusive and supportive work environment fosters a sense of involvement and a strong emotional connection between employees and the company. Employees who feel respected, supported, and empowered at work are more likely to remain loyal and devoted to their company. Employees' emotional bonds and loyalty are strengthened by positive relationships with coworkers and superiors, open communication, and the feeling that their efforts are recognized and appreciated. Additionally, company assistance with career development, advancement opportunities, and recognition of achievements all contribute to increased employee loyalty. Employees who work in an atmosphere that encourages learning and development, fosters a collaborative culture, and provides a sense of ownership over their work tend to be more loyal and engaged in the long term. Conversely, a toxic, unsupportive, or unpleasant work environment can erode employees' self-confidence and motivation, prompting them to seek alternative employment options. Therefore, employers should prioritize developing a happy and supportive work environment as a strategy to retain and increase employee loyalty.

Based on the results of testing the fourth hypothesis, it shows the influence of the Work Environment on Employee Loyalty, based on table 7. The results of the O value hypothesis test analysis where the path coefficient is 0.319 with a T statistical value of 2.134 and a P value of 0.033. This value is greater (>) than the t table value (1.983) and the P value is smaller (<) 0.05, meaning it has a significant effect. So the work environment has a significant effect on employee loyalty at PT WSI (**H4 Accepted**).

The work environment has a significant effect on employee loyalty, this is relevant and in line with previous research conducted by: (Saputra & Mahaputra, 2022), (Larastrini & Adnyani, 2019), (Anggraheni et al., 2023), (Asriandi et al., 2018).

The Effect of Job Satisfaction on Employee Loyalty

Job satisfaction has a significant influence on employee loyalty to the organization. When employees are satisfied with their jobs, they tend to love the company and want to stay with the company. This is caused by various circumstances. First, job satisfaction represents how involved, recognized, and satisfied individuals are with their work environment and tasks. Employees who feel valued and given opportunities to develop are more likely to remain loyal to the organization. Furthermore, job satisfaction can change employees' perceptions of the balance between the effort they put into their work and the rewards they receive, thereby influencing their levels of motivation and loyalty. Additionally, satisfied employees have better interactions with their coworkers and superiors, resulting in stronger ties to the organization. Therefore, companies must focus on variables that influence employee job satisfaction, such as inclusive corporate culture, fair compensation, career growth, and support from superiors, to increase employee loyalty and reduce turnover.

Indicators or dimensions contained in job satisfaction include: 1) Satisfaction with Salary and Compensation: This measures how much employees believe that their compensation and benefits are commensurate with the contribution and value of their work; 2) Satisfaction with the Work Environment: This dimension includes factors such as organizational culture, interpersonal relationships, and support from superiors that influence the work environment and workplace interactions; 3) Satisfaction with Career Development: This shows how much employees feel supported in developing skills, abilities and opportunities for advancement in their profession; 4) Satisfaction with Recognition and Reward: This dimension refers to how well superiors and coworkers recognize and respect employee efforts and achievements; 5) Satisfaction with Professional Life Balance: This indicates how well employees believe they can balance their professional and personal lives, including work schedule flexibility and support for leave and free time; and 6) Satisfaction with tasks and responsibilities: This dimension describes how employees feel challenged, involved, and meaningful regarding the tasks and responsibilities they carry out at work.

Based on the results of testing the fourth hypothesis, it shows the influence of the Work Environment on Employee Loyalty, based on table 7. The results of the O value hypothesis test analysis where the path coefficient is 0.527 with a T statistical value of 2.905 and a P value of 0.004. This value is greater ($>$) than the t table value (1.983) and the P value is smaller ($<$) 0.05, meaning it has a significant effect. So job satisfaction has a significant effect on employee loyalty at PT WSI (**H5 Accepted**).

Job Satisfaction has a significant effect on Employee Loyalty, this is relevant and in line with previous research conducted by: (Akbar, 2015), (Muhammad Ilham, 2021), (Citra & Fahmi, 2019).

CONCLUSION

Based on the results and discussion above, the conclusions of this research are:

1. Work Life Balance has a significant effect on Job Satisfaction at PT WSI;
2. Work environment has a significant effect on Job Satisfaction at PT WSI;
3. Work Life Balance has no and no significant effect on Employee Loyalty at PT WSI;
4. Work environment has a significant effect on Employee Loyalty at PT WSI;
5. Job satisfaction has a significant effect on Employee Loyalty at PT WSI.

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