The Effect of Job Satisfaction, Work Environment and Workload on Employee Loyalty at PT True Prime Jakarta

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Abstract: This study is to determine the effect of job satisfaction, work environment and workload on employee loyalty of PT True Prime. The object of this research is all employees who work at PT True Prime. This research was conducted on 48 respondents using a quantitative descriptive approach. Determination of sample size using a saturated sample technique that is taking the entire population. The approach used in this research is Structural Equation Model (SEM) with Smart-PLS analysis tool. Therefore, the results of this study state that the variable job satisfaction has a significant positive effect on employee loyalty, the work environment has a significant positive effect on employee loyalty and workload has a positive and significant effect on employee loyalty at PT True Prime.

Keywords: Job Satisfaction, Work Environment, Workload, Employee Loyalty

INTRODUCTION

Human resources are one of the assets that must be owned by a company to be able to achieve the goals of a company. Human resources are the key to determining the success of a company because in essence human resources in companies have a role as thinkers, movers, and company strategy planners. According to Husaini (2017) human resources are the design of formal systems within an organization to ensure the effective and efficient use of human talent in order to achieve organizational goals. According to Onsardi (2017) Loyalty can be interpreted as the loyalty and obedience of a person or group of employees to the organization. Loyalty can also be interpreted as devotion and trust given or directed to someone in which there is a sense of love and responsibility to show the best behavior.

Job satisfaction according to Lola Melino (2019) arises as a result of a work situation in a company that reflects the feelings of pleasure or displeasure of employees working in the company. Job satisfaction refers to a person's attitude towards his work. Employees who have a high level of job satisfaction show a positive attitude towards the work they are responsible for. This can be seen from the attitude of employees towards their work and all work

environment. Employees who have high job satisfaction usually have a record of attendance, work performance, and good working relationships with other company members. Conversely, employees with low levels of satisfaction will show a negative attitude, both towards their work and towards their work environment. Job dissatisfaction often leads to a desire to leave the company. Therefore, if the company makes its employees have good job satisfaction, the level of employee loyalty will be high.

Another factor that can make employees loyal to the company is the work environment. The work environment according to Siti Rohimah (2018) is everything that is around workers who can influence them in carrying out the tasks given. The work environment is the situation around the worJSlace, both physically and non-physically which can give a pleasant impression that can increase employee loyalty to the company. Indications of workload can also affect employee loyalty in a company. According to Ratna Suryani (2020) the workload is a group or a number of activities that must be completed by an organizational unit or position holder within a certain time. Workload can also affect the level of employee loyalty to the company, such as from the company I will be researching, namely PT. True Prime.

PT. True Prime is a household appliance company that produces household appliances. Household appliances are one of the most important things in everyday life that are useful to help ease household chores. There are many household appliances businesses that we often encounter today, because this business is a community need that is really needed. The community's interest in buying household goods is quite high, for example scales, mills, pots. The more developed and added distributors in the field of household appliances, the more distributors are competing to create new, unique things to attract consumer interest, as well as to differentiate from other distributors who are competitors.

This research was conducted at PT. True Prime which is located on Jl. P Tubagus Angke XX, Jelambar, Grogol Petamburan, RT 13/07, Jelambar Baru, Grogol Petamburan District, West Jakarta City. The phenomena that occur are supported by table:

Table1. Recapitulation of Number of Employees Entering and Employees Leaving Year 2018 – 2020

Year	Number of employees (Beginning)	Number of employees (Go out)	Number of employees (Enter)	Jumlah Karyawa Number of employees n (End)
2018	60	8	4	56
2019	56	9	5	52
2020	52	8	4	48

Source: PT. True Prime

From the table above regarding data on the length of time employees have worked at PT. True Prime, the data obtained shows that employees in the company have low loyalty to their company. Shown by, in 2018 the number of employees who resigned was 8 out of a total of 60 employees. Data for 2019 shows an increase in the number of employees who resigned, as many as 9 people from the initial total of 56 employees. Whereas in 2020 with almost the same number of employees leaving each year, namely 8 of the initial 52 employees, and the final number of employees in 2020 of 48 employees, this indicates a problem with employee loyalty at PT. True Prime.
1. Does job satisfaction affect employee loyalty at PT. True Prime, West Jakarta?
2. Does the work environment affect employee loyalty at PT. True Prime, West Jakarta?
3. Does workload affect employee loyalty at PT. True Prime, West Jakarta?

LITERATURE REVIEW
Work Loyalty
According to Taryaman (2016) explaining employee loyalty is a measure for employees in devoting themselves to an organization to achieve the goals that have been set, if the nature of loyalty is high it will be easy to achieve the goals that have been set, if it is low it will be

the otherway around to achieve the goals that have been set. set by the company. Meanwhile, according to(Hasibuan 2018) loyalty is the ability of employees to fully protect and defend the company. Behavior to maintain and defend the company while working or not working from insinuations of irresponsible people. According to Onsardi (2017) loyalty is the determination of applicable regulations, sincerity in completing tasks, having the nature to work together, and having a sense of responsibility for the work given. Employee compliance with company regulations reflects attitudes towards the provisions of the regulations that have been set, therefore loyal employees will always comply with applicable regulations. This obedience arises from self-awareness if the rules made have the intention of facilitating goals that will overcome and facilitate the handling ofwork. Meanwhile, according to Asfifah (2018) states that employee loyalty is a very sincere love of an employee for the organization where he works.

Job satisfaction

According to Aminudin, Arief Tasrif (2020) job satisfaction is an attitude that shows that a person is satisfied with his job, this attitude comes from their respective perceptions of their work. Meanwhile, according to M. Hanafis Nasution, Hidayat (2019) job satisfaction means a positive emotional state that comes out of a person to assess work experience gained from previous companies. Dissatisfaction with cooperation by generating negative emotions due to not fulfillingthe desired expectations. The steps that must be taken to make it easier to achieve the goals of a good company are to provide a high sense of job satisfaction, so that employees feel that they areachievers and this is the first step to produce loyal employees.

Work environment

The work environment according to Novita Sari, Karnadi (2019) is everything that is aroundemployees who are a supporting factor in carrying out tasks that can affect the work itself. The work environment is also a place where employees carry out their daily activities. A good work environment when employees complete their work optimally, safely, comfortably. According to Yuni Kasmawati (2018) the work environment is all the tools and charts that will be used, the environment in which a person completes his work, work methods that can help lighten the job, and work arrangements both as individuals and in groups.

Workload

According to Natalia, Joko, Nur (2020) workload is a condition of work with job descriptionsthat must be completed by a predetermined deadline. Workload of activities that must be completed by an organizational unit or position holder systematically by using job analysis techniques. Workload as the difference between the ability of workers with job demands. If the worker's ability is higher than the demands of the job, boredom will appear. On the other hand, ifthe worker's ability is lower than the job demands, more fatigue will appear.

Conceptual Framework
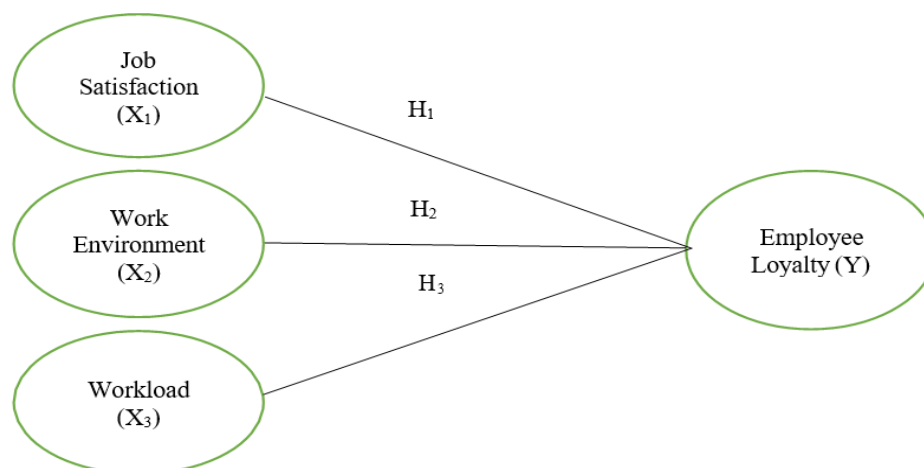
Picture 1. Conceptual Framwork

Hypothesis Development

1. The Effect of Job Satisfaction on Employee Loyalty

    Job satisfaction is one of the determining factors of employee loyalty so it can be concluded that high job satisfaction will lead employees to loyalty.

    Based on the results of Aries Tasrif's research (2020) it shows that job satisfaction has a positive and significant effect on employee loyalty at PT. Veritra Sentosa Internasional, therefore the company must always take care of all aspects so that employees feel satisfied while working.

H1: Job Satisfaction affects Employee Loyalty

2. The Influence of the Work Environment on Employee Loyalty

    The work environment has a positive and significant influence on employee loyalty. That is, the better the work environment at the company, the higher the level of employee loyalty to the company. Based on the results of I Wayan Gede Supartha's research (2020) it shows that the work environment has a positive and significant effect on employee loyalty at Puri Saron Seminyak, therefore companies must always pay attention to the work environment of their employees.

H2: Work Environment influences Employee Loyalty

3. Effect of Workload on Employee Loyalty

    Excessive workload will affect employee loyalty. The more optimal the workload given, the better it will be to increase employee loyalty. Based on the results of Ratna Suryani's research (2020) proving that workload has a positive and significant effect on employee loyalty at PT. Cosmoproft Indokarya Banjarneara, therefore the company is expected to be able to provide an optimal workload for employees.

H3: Workload has an effect on Employee Loyalty

RESEARCH

Time and Place of Research

    The research process begins with the activities of identifying problems in places that will beused as research locations, formulation of identified problems, gathering theoretical bases that strengthen the foundations in variables, preparing data collection methods, preparing instruments, and determining the statistical testing techniques used. In this process, research time is needed from April 2021 to August 2022. To obtain data for the

preparation of the thesis, the author takes the place of research at PT. True Prime Jakarta, located on Jl. Prince Tubagus Angke, West Jakarta.

Research design

In preparing this research, the researcher used causal analysis method. Sugiyono (2017) Causal analysis is a causal relationship. This research was conducted to find out about the influence of one or more independent variables (independent variables) on the dependent variable (the dependent variable). The purpose of causal research is to find out the hypothesis about "The Influence of Job Satisfaction, Work Environment and Workload on Employee Loyalty" at PT. True Prime.

Research Population

According to Sugiyono (2017), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by research to be studied and then conclusions drawn. In this study, the study population was employees of PT. True Prime Jakarta, which has 48 employees.

Research Sample

According to Sugiyono (2017) the sample is part of the number and characteristics possessed by that population. The population in this study are employees of PT. True Prime, West Jakarta, totaling 48 employees, all of whom will be used as subjects or samples in this study.

Method of collecting data

Sugiyono (2017) questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. This study used a questionnaire data collection method. The results of the data collection will later be used to analyze the related variables.

Data analysis method

The data analysis method in this study uses Structural Equation Modeling (SEM) which is an analytical technique that allows testing a series of relationships simultaneously. This relationship is built between one or several independent variables with one or several dependent variables. The data analysis method in this study uses component or variance based Structural Equation Modeling (SEM) where the data processing uses the Smart-Partial Least Square (Smart-PLS) program version 3.0. PLS (Partial Least Square) is a model of variance based SEM. PLS is intended for causal- predictive analysis in situations of high complexity and low theoretical support. The testing steps are carried out as follows (Ghozali, 2014).

RESULT AND DISCUSSION

Convergent Validity

Testing the convergent validity of each construct indicator. According to Chin in Ghozali (2014), an indicator is said to have good validity if the value is greater than 0.70, while a loading factor of 0.60 can be considered sufficient.

Table 1. Convergent Validity test results

Variable	Indicator	Outer Loading	Information
	JS1	0.835	Valid
Job Satisfaction	JS2	0.854	Valid

	Indicator	Outer Loading	Information
	JS3	0.893	Valid
	JS4	0.832	Valid
	JS5	0.862	Valid
	JS6	0.875	Valid
	JS7	0.859	Valid
	JS8	0.375	Invalid
	JS9	0.799	Valid
	JS10	0.467	Invalid
	JS11	0.507	Invalid
Work Environment	WE1	0.787	Valid
	WE2	0.841	Valid
	WE3	0.864	Valid
	WE4	0.899	Valid
	WE5	0.898	Valid
	WE6	0.912	Valid
	WE7	0.753	Valid
	WE8	0.338	Invalid
	WE9	0.903	Valid
	WE10	0.850	Valid
Workload	WL1	0.867	Valid
	WL2	0.908	Valid
	WL3	0.894	Valid
	WL4	0.818	Valid
	WL5	0.620	Valid
	WL6	0.617	Valid

Source: SmartPLS 3.0

Based on the table above, it can be seen that the indicators JS8, JS10, JS11, and WE8 have a loading factor value of less than 0.60 and are not valid. Therefore these indicators will be deleted or removed (dropped) from the modeling and reprocessing the indicator data. The following is the output of the indicator recalculation process (modification).

Table 2. Convergent Validity Test Results (modification)

Variable	Indicator	Outer Loading	Information
	JS1	0.822	Valid
	JS2		
		0.858	Valid
Job Satisfaction	JS3	0.896	Valid
	JS4	0.851	Valid
	JS5	0.881	Valid
	JS6	0.870	Valid
	JS7	0.863	Valid
	JS9	0.828	Valid
	WE1	0.785	Valid
	WE2	0.837	Valid
Work Environment	WE3	0.869	Valid
	WE4	0.898	Valid
	WE5	0.900	Valid
	WE6	0.919	Valid
	WE7	0.751	Valid
	WE9	0.900	Valid
	WE10	0.866	Valid
	WL1	0.867	Valid
	WL2	0.908	Valid

Workload	WL3	0.894	Valid
	WL4	0.818	Valid
	WL5	0.620	Valid
	WL6	0.618	Valid
	WL7	0.851	Valid
	WL8	0.871	Valid
	WL9	0.870	Valid
Employee Loyalty	EL1	0.801	Valid
	EL2	0.781	Valid
	EL3	0.841	Valid
	EL4	0.733	Valid
	EL5	0.848	Valid
	EL6	0.947	Valid
	EL7	0.816	Valid
	EL8	0.866	Valid
	EL9	0.782	Valid
	EL10	0.826	Valid

Source: SmartPLS 3.0

The results of the modified convergent validity test can be seen from the table above that all indicators meet convergent validity (valid data) because they have a loading factor value between 0.60 and ≥ 0.70.

Discriminant Validity

Discriminant validity testing, reflective indicators can be seen in the crossloading between the indicators and their constructs. An indicator is declared valid if it has the highest loading factor in the intended construct compared to the loading factor to the loading factor of other constructs. The results of discriminant validity testing are obtained as follows:

Table 3. Discriminant Validity Test Results (cross loading)

Variable	Job Satisfaction	Work Environment	Workload	Employee Loyalty
	0.822	0.351	0.185	0.374
	0.858	0.367	0.273	0.538
	0.896	0.431	0.149	0.427
	0.851	0.438	0.225	0.524
	0.881	0.488	0.201	0.442
	0.870	0.416	0.254	0.481
Job Satisfaction	**0.863**	0.379	0.222	0.458
	0.828	0.375	0.086	0.406
	0.311	0.785	0.313	0.571
	0.477	0.837	0.415	0.661
Work Environment	0.382	0.869	0.314	0.614
	0.399	0.898	0.366	0.623
	0.421	0.900	0.402	0.614
	0.447	0.919	0.410	0.687
	0.217	0.751	0.277	0.549
	0.519	0.900	0.299	0.652
	0.451	0.866	0.367	0.599
	0.234	0.301	**0.867**	0.402
Workload	0.245	0.323	**0.908**	0.517
	0.185	0.500	**0.894**	0.575
	0.093	0.164	**0.818**	0.385
	0.324	0.411	**0.620**	0.340
	0.355	0.416	**0.618**	0.435

-0.049	0.157	**0.851**	0.330
0.184	0.270	**0.871**	0.415
0.146	0.386	**0.870**	0.497
0.386	0.548	0.459	**0.801**
0.454	0.524	0.399	**0.781**
0.426	0.584	0.572	**0.841**
0.409	0.571	0.377	**0.733**
0.429	0.663	0.451	**0.848**
0.497	0.660	0.550	**0.947**
0.453	0.532	0.330	**0.816**
0.514	0.603	0.408	**0.866**
0.426	0.665	0.479	**0.782**
0.444	0.585	0.427	**0.826**

(Employee Loyalty label spans rows)

Source: SmartPLS 3.0

Based on the table above, it can be seen that the construct variables of Job Satisfaction, namely KP1, KP2, KP3, KP4, KP5, KP6, KP7, and KP9, are higher than the correlation indicators with other constructs. Furthermore, the correlation of the construct of work environment variables with the indicators LK1, LK2, LK3, LK4, LK5, LK6, LK7, and LK9 shows a higher correlation of indicators compared to the correlation of indicators with other constructs. Then the variable construct workload with indicators BK1, BK2, BK3, BK4, BK5, BK6, BK7, BK8, and BK9 is higher than the correlation of indicators with other constructs. Then, the construct variable of employee loyalty with indicators EL1, EL2, EL3, EL4, EL5, EL6, EL7, EL8, EL9, and EL10 is higher than the correlation between indicators and other constructs.

Table 4. Discriminant Validity Test Results (Fornell Lacker)

Constucts	Workload	Job Satisfaction	Employee Loyalty	Work Environment
Workload	*0.820*			
Job Satisfaction	*0.238*	*0.859*		
Employee Loyalty	*0.544*	*0.538*	*0.826*	
Work Environment	*0.411*	*0.473*	*0.722*	*0.860*

Source: SmartPLS 3.0

Fornell Lacker Cicterion table readings in the table above by row. It can be seen that (√AVE) the workload variable is 0.820 while the correlation value on job satisfaction variables (0.859), employee loyalty (0.826), and work environment (0.860). Thus each construct is greater than the correlation between one construct and the other constructs in the model. From the value of (√AVE), the constructs in the estimation model can fulfill the Discriminant Validity requirementscriteria with (√AVE) having been fulfilled.

Table 5. Results of Average Variance Extracted (AVE)

Indicator	Averange Variance Extracted (AVE)
Job Satisfaction (X1)	*0.738*
Work Environment (X2)	*0.740*
Workload (X3)	*0.672*
Employee Loyalty (Y1)	*0.682*

Source: SmartPLS 3.0

Based on the table above, it can be seen that all values are above 0.50 so that they can fulfillthe requirements, namely having good discriminant validity.

Composite Reliability

Table 6. Composite Reliability Test Results

Constructs	Cronbach's alpha	Composite reliability	Information
Job Satisfaction	0.949	0.957	Reliable
Work Environment	0.955	0.962	Reliable
Workload	0.936	0.948	Reliable
Employee Loyalty	0.948	0.955	Reliable

Source: SmartPLS 3.0

Based on the table above, it can be seen that the results of the composite reliability and Cronbach's alpha tests show satisfactory values, that is, all latent variables are reliable because all latent variable values have composite reliability values and Cronbach's alpha ≥ 0.7. So it can be concluded that the questionnaire used as a tool has been reliable and consistent.

R-Square value

Table 7. Endogenous Variable Value

Dependent Variable	R-Square	R-Square Adjusted
Employee Loyalty (Y1)	0.638	0.614

Source: SmartPLS 3.0

From above can be concluded that the R-Square value is 0.638 for the employee loyalty variable, which means that the model has a good level of goodness-fit model, which means that the employee loyalty variable can be explained by the variables of job satisfaction, work environment, and workload of 63.8% while 36.2% is explained by other variables.

Hypothesis Testing Results

Tabel 8. Bootstrapping Hypothesis Test Results

Relationships	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Value	Information
Job Satisfaction → Employee Loyalty	0.237	0.231	0.084	2.810	0.005	Positive-Significant
Work Environment → Employee Loyalty	0.493	0.484	0.096	5.116	0.000	Positive-Significant
Workload → Employee Loyalty	0.285	0.301	0.117	2.447	0.015	Positive-Significant

Based on the table above, it is explained that the following things:
1. **The Effect of Job Satisfaction on Employee Loyalty**
      Based on the results of the hypothesis shows that job satisfaction has a positive and significanteffect on employee loyalty. That it can be said that employee satisfaction is high, it will have a high impact on all employee loyalty. The results of this study are in line with previous studies conducted by (Aminudin, 2020; Putu, 2019; M. Hanafis, 2019; Lady, 2018; Aparna, 2018) wherethe results of these studies state that the variable job satisfaction has a positive and significant effect on employee loyalty variables.

2. **The Effect of the Work Environment on Employee Loyalty**
      Based on the results of the hypothesis shows that the work environment has a positive

and significant effect on employee loyalty. The results of this study are in line with previous studies conducted by (Novita, 2019; Ni Luh Putu, 2020; I Putu, 2020; Kurniadi, 2021; Ramadhanty, 2019; Yusuf, 2020; I Made, 2019) where the results of this study state that the variable work environment has a positive and significant influence on employee loyalty variables.

3. Effect of Workload on Employee Loyalty

Based on the results of the hypothesis, it shows that workload has a positive and significant effect on employee burden. A good workload and in accordance with the given job description will affect employee loyalty to the company. The results of this research are in line with previous studies conducted by (Agustina, 2016; Agung, 2021; Ratna, 2020; Chandra, 2021) where the results of these studies state that the workload variable has a positive and significant effect on employee loyalty variables.

CONCLUSION

This study aims to determine the effect of Job Satisfaction, Work Environment, and Workload on Employee Loyalty (Study at PT. True Prime). Based on the data analysis and discussion presented in the previous chapter, several conclusions can be put forward as follows:
1. Job satisfaction has a positive and significant effect on employee loyalty. This means that if job satisfaction is good, it can affect employee loyalty at PT. True Prime.
2. The work environment has a positive and significant effect on employee loyalty. This means that if the company's work environment is good, the employee loyalty of PT. True Prime will increase.
3. Workload has a positive and significant effect on employee loyalty. This means that if the company's workload is high, it will affect the loyalty of employees of PT. True Prime.

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