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## **Employee Loyalty Is Reviewed From Compensation, Work Environment, and Workload through Job Satisfaction**

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*Received: 21-11-2024*

*Reviewed: 08-12-2024*

*Accepted: 22-12-2024*

### **Abstract**

This research was conducted to determine the effect of compensation, work environment, and workload on employee loyalty through job satisfaction at Hotel Neo Candi Simpanglima Semarang. The study adopted a quantitative approach. The population consisted of employees at Hotel Neo Candi Simpanglima Semarang. In this research, the researcher used non-probability sampling with a saturated sampling method (census). Data were collected from 150 respondents using a questionnaire. The data were processed using Smart PLS 3. The research findings are as follows: Compensation does not affect job satisfaction at Hotel Neo Candi Simpanglima Semarang. The work environment does not affect Hotel Neo Candi Simpanglima Semarang's job satisfaction. The workload does not affect job satisfaction at Hotel Neo Candi Simpanglima Semarang. Job satisfaction positively and significantly affects employee loyalty at Hotel Neo Candi Simpanglima Semarang. Compensation positively and significantly affects employee loyalty at Hotel Neo Candi Simpanglima Semarang. The work environment positively and significantly affects employee loyalty at Hotel Neo Candi Simpanglima Semarang. Workload positively and significantly affects employee loyalty at Hotel Neo Candi Simpanglima Semarang. Compensation positively and significantly affects employee loyalty through job satisfaction at Hotel Neo Candi Simpanglima Semarang. The work environment positively and significantly affects employee loyalty through job satisfaction at Hotel Neo Candi Simpanglima Semarang. Workload positively and significantly affects employee loyalty through job satisfaction at Hotel Neo Candi Simpanglima Semarang.

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

### **Introduction**

The hospitality industry is becoming increasingly competitive in globalization, with hotels racing to provide the best service to attract and retain customers. Behind the excellent

service, loyal employees play a crucial role and are valuable assets to the company. Loyal employees tend to give their best performance, support the company's vision, and have a long-term commitment to staying employed. Hotel NeoCandi Simpanglima Semarang continues to strive to improve the quality of its service but faces challenges in maintaining employee loyalty. According to Alam et al. (2020), employee loyalty positively correlates with job satisfaction, motivation, and individual performance.

Employee loyalty can be influenced by various factors such as compensation, work environment, and workload. According to Selvia and Karneli (2023), employee commitment to the company is divided into three main components: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects employees' emotional feelings toward the company. In contrast, continuance commitment relates to the costs associated with leaving the company, and normative commitment focuses on the moral obligation to stay with the company. Research by Raihan and Wulandari (2024) also shows that fair and competitive compensation enhances employee motivation and loyalty.

A conducive work environment significantly impacts employees' comfort in performing their duties. Widnyasari and Surya (2023) revealed that physical and psychological factors in the work environment, such as ergonomic layouts, adequate lighting, and harmonious relationships among colleagues, can improve employee productivity and well-being. Additionally, a balanced workload is crucial to prevent stress and fatigue. Research by Alvina and Susanto (2022) shows that excessive workload can lead to burnout and decreased performance, ultimately reducing employee loyalty.

Job satisfaction plays a crucial role as a mediator in the relationship between these factors and employee loyalty. Azharin and Supriyatin (2020) emphasize that employees who are satisfied with their jobs are likelier to be loyal to the company. Therefore, companies must consider various factors that affect job satisfaction to foster high loyalty. This study aims to analyze the impact of compensation, work environment, and workload on employee loyalty through job satisfaction at Hotel Neo Candi Simpanglima Semarang. The findings of this research are expected to provide practical insights into improving employee well-being and the hotel's operational success.

## **Literature Review**

According to Febriana (2022), employee loyalty can be divided into three main components: affective commitment, sustainable commitment, and normative commitment. Affective commitment is an employee's emotional attachment to an organization, which makes them stay because they want to. Continuance commitment is an employee's perception of the costs associated with leaving an organization, which leads them to stay because they feel they have to. Normative commitment is an employee's obligation to remain with the organization as they think it is correct. According to Sholihin and Arida (2021), employee loyalty is defined as the extent to which an employee identifies with their organization and desires to achieve its goals. This loyalty includes employees' feelings toward the company, such as pride and satisfaction in their work and the drive to contribute to its success. According to Simamora,

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employees receive compensation in exchange for their contributions to the organization. Tohardo states that compensation is calculated based on job evaluation. The purpose of evaluating compensation is to provide fair and reasonable compensation. If employees feel that their compensation is inadequate or unfair, it can lead to social envy and dissatisfaction.

According to Simamora, employees receive compensation in exchange for their contribution to the organization. Tohardo stated that compensation is calculated based on job evaluation. Compensation calculation based on job evaluation is intended to obtain compensation close to appropriateness and fairness. If employees feel that compensation is inadequate and unfair, this may be a source of social jealousy.

According to Sjafri Mangkuprawira, compensation is something that employees receive in exchange for their service contribution to the company. Thus, compensation means more than just financial form, such as directly in the form of salary, wages, commissions, and bonuses, as well as indirectly in the form of insurance, social assistance, leave money, pension money, education, and so on but also in non-financial forms. This form considers work and the work environment in terms of working conditions, status, and policies.

According to Klaudia et al. (2021), the work environment is where employees carry out their daily tasks. A conducive work environment provides security and allows employees to work optimally. The work environment can influence employees' emotions. If employees enjoy their work environment, they are more likely to be content and engaged, using their working time effectively and enhancing their performance. According to Sedarmayanti (2011), work environment indicators are as follows: lighting, use of color, air temperature, noise, space for movement, and job security.

According to Schultz, workload refers to the condition where employees have too much work compared to the time available or are tasked with work that is too difficult to complete. Mudayana explains that workload arises from the demands of tasks, the work environment, the skills and behaviors required, and the workers' perceptions. According to Gawron (2008), there are three aspects of workload: mental, physical, and time. The mental load aspect is the burden that is felt through the mental activity required to complete the work. Mental workload can be seen from how much mental activity is required to remember necessary things, concentrate, detect problems, overcome unexpected events, and make decisions quickly related to work and the extent of the individual's skill level and work performance. The physical load aspect shows the burden felt through the individual's physical strength. Physical load can be seen from the amount of physical strength they use. Time is an aspect of formation that must be completed within a certain time. Yes, the workload is the target result. Based on the description above, it can be concluded that there are three aspects of workload: mental load, physical load, and time.

Job satisfaction is an emotional response or affective reaction to various aspects of a job. It reflects a set of feelings that employees have about whether their job is enjoyable or not. A general attitude toward work demonstrates the difference between the rewards employees receive and the rewards they believe they should receive (Afandi, 2018). Handoko (2020) states that job satisfaction is employees' perception of whether they feel happy or not with their work. This feeling is reflected in employees' positive attitudes towards work and everything they

experience in the work environment. According to Atmaja (2022), job satisfaction is how an individual feels positively or negatively towards various factors or aspects of their work tasks. Job satisfaction is an emotional attitude.

**Research Method**

This research employs a quantitative approach. The population consists of employees at Hotel Neo Candi Simpanglima Semarang. The researcher used non-probability sampling with a saturated sampling method (census) in this study. Data were collected from 150 respondents using online questionnaires. The data were processed using Smart PLS 3 by conducting validity tests, reliability tests, F Square tests, R Square tests, and path coefficient tests.

**Result**

Based on the data obtained, the data was then carried out using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach with the following results:

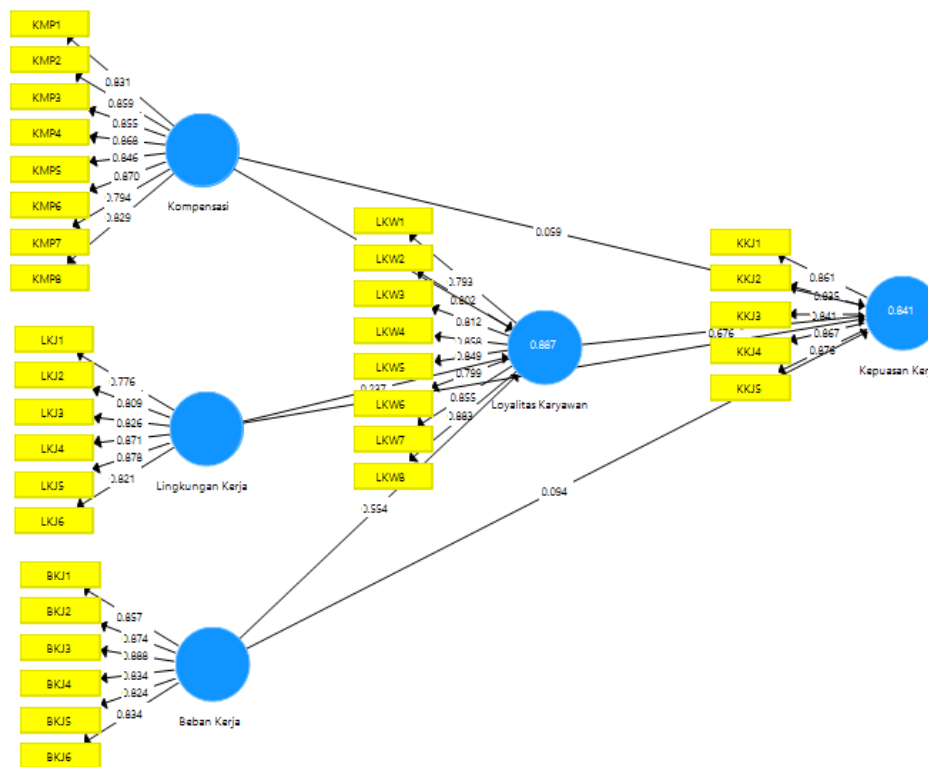


Figure 1. Measurement Model Results

Furthermore, from the analysis carried out, the direct and indirect influence values were found, as shown in Table 1 and Table 2 below;

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Table 1. Direct Effect

<b>Reliation</b>	<b>Original sample (O)</b>	<b>T-statistics ( O/STDEV )</b>	<b>P values</b>
<i>Workload -&gt; Job Satisfaction</i>	0.094	0.566	0.572
<i>Workload -&gt; Employee Loyalty</i>	0.554	5.984	0.000
<i>Compensation -&gt; Job Satisfaction</i>	0.059	0.648	0.517
<i>Compensation -&gt; Employee Loyalty</i>	0.191	2.619	0.009
<i>Work Environment -&gt; Job Satisfaction</i>	0.111	0.911	0.363
<i>Work Environment -&gt; Employee Loyalty</i>	0.237	2.363	0.019
<i>Employee Loyalty -&gt; Job Satisfaction</i>	0.676	6.548	0.000

*Source: Processed Primary Data (2024)*

Based on the table above, it can be concluded that the effect of workload on job satisfaction is 0.006, which falls into the weak or minor category. The effect of compensation on job satisfaction is 0.006, also categorized as minor. The effect of the work environment on job satisfaction is 0.009, which is considered weak. Furthermore, the effect of employee loyalty on job satisfaction is 0.327, categorized as significant. The effect of workload on employee loyalty is 0.440, classified as strong. The effect of compensation on employee loyalty is 0.088, which is also greater than 0.2, indicating an influence. The effect of the work environment on employee loyalty is 0.064, which falls into the significant category.

Table 2. Indirect Effect

<b>Reliation</b>	<b>Original sample (O)</b>	<b>T-statistics ( O/STDEV )</b>	<b>P values</b>
<i>Workload -&gt; Employee Loyalty -&gt; Job Satisfaction</i>	0.374	4.163	0.032
<i>Compensation -&gt; Employee Loyalty -&gt; Job Satisfaction</i>	0.129	2.545	0.011
<i>Work Environment -&gt; Employee Loyalty -&gt; Job Satisfaction</i>	0.160	2.210	0.028

*Source: Processed Primary Data (2024)*

Based on the table above, the relationship indicating that workload affects job satisfaction through employee loyalty is accepted, as the P-value is 0.032, which is less than 0.05. Similarly, the hypothesis that compensation affects job satisfaction through employee loyalty is also accepted, as the test results show a P-value of 0.011 (less than 0.05). Additionally, the hypothesis that the work environment affects job satisfaction through employee loyalty is accepted, with a P-value of 0.028 (less than 0.05). From these results, it can be concluded that employee loyalty acts as an intervening variable with a complementary (partial mediation) role, meaning both the direct and indirect effects are significant and move in the same (positive) direction.

## **Discussion**

Based on the research that has been conducted, the results show that compensation has no effect on job satisfaction at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value value of 0.517, which is more significant than the significance level of 0.05. Therefore, the hypothesis in this study is rejected. Employees may judge that the compensation they receive is not commensurate with their workload or contribution, thereby not increasing job satisfaction. Additionally, job satisfaction does not depend solely on financial compensation. Other factors, such as the work environment, relationships with coworkers, opportunities for career development, and appreciation for performance, can have a more significant influence. This research's results align with the results of Saputra's research (2022), which found that compensation had a negative and insignificant effect on job satisfaction. Also supported research from Nurhidayati and Anggraini (2021) and Pioh and Tawas (2016) found research results that compensation does not affect job satisfaction.

Based on the research that has been conducted, the results show that the work environment has no effect on Job Satisfaction at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value value of 0.911, which is more significant than the significance level of 0.05. Therefore, the hypothesis in this study is rejected. Every employee has a different view of the work environment. Some feel comfortable, while others may focus more on other aspects outside the physical or social environment. If the work environment does not match the employee's specific expectations or needs, the impact on job satisfaction may be small, even though the environment is objectively adequate. This is in line with research from Dhermawan et al. (2012) found research results that work environment variables did not have a significant effect on job satisfaction. These results indicate that although the working environment conditions are good, they do not significantly influence employee job satisfaction. Lumentut and Dotulong (2015) found that the work environment did not considerably affect employee job satisfaction at PT TravelMart Central Jakarta. The results of the analysis show that although other factors can influence satisfaction, the work environment is not a significant factor.

Based on research that has been conducted, the results show that workload has no effect on Job Satisfaction at Neo Candi Simpang Lima Hotel Semarang. This is proven by the P-value value of 0.566, greater than the significance level of 0.05. Therefore, the hypothesis in this study is rejected. Employees may view workload as normal in the hospitality industry. If they are used to a busy work schedule, workload is less likely to be a major factor influencing job satisfaction. Apart from that, employees with high skills or experience are usually better able to manage their workload well, so they don't feel overburdened. Therefore, workload does not have a significant impact on their satisfaction. This research's results align with those of Hasyim (2020) and Safitri and Astutik (2019), who found that workload does not affect job satisfaction. Wijaya (2018) also found that workload apparently negatively affected job satisfaction. When the level of workload increases, job satisfaction tends to decrease. This research also notes that job stress contributes to reduced satisfaction.

The research results show that compensation positively and significantly affects employee loyalty at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value value of 0.000, which is smaller than the significance level of 0.05, so the hypothesis in

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this study is accepted. Job satisfaction can increase employee motivation and performance. Employees who feel appreciated and satisfied with their work tend to perform better, making them more loyal to the company. This is in line with the results of previous research by Pratama et al. (2015), which found that simultaneous research on compensation, work environment, workload, and job satisfaction significantly influenced employee loyalty. Putri et al. (2020) also found that research on job satisfaction and workload significantly affected employee loyalty at PT Indomarco Pismatama.

The research results show that compensation positively and significantly affects employee loyalty at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value of 0.009, which is smaller than the significance level of 0.05, so the hypothesis in this study is accepted. Employees who are satisfied with their compensation tend to be more motivated to stay with the company. This satisfaction builds positive feelings towards the workplace and strengthens their relationship with the company, ultimately increasing loyalty. This is in line with the results of previous research by Pratama et al. (2015), which found that simultaneous research on compensation, work environment, workload, and job satisfaction significantly influenced employee loyalty. Cahyono et al. (2023) also found similar results, stating that compensation had a positive and significant influence simultaneously on employee loyalty at PT Jawara Properti Indonesia.

The research results show that the work environment positively and significantly affects employee loyalty at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value value of 0.019, which is smaller than the significance level of 0.05, so the hypothesis in this study is accepted. A healthy work environment encourages good relations between employees and management and between fellow employees. Harmonious interactions strengthen a sense of togetherness and loyalty to the company. This research is in line with Erdiansyah (2021) and Safitri (2023), who found that the work environment positively and significantly affects employee loyalty. Anjani et al. (2020) also found the same results, namely that the work environment and work motivation positively and significantly affect employee loyalty.

The research results show that workload positively and significantly affects employee loyalty at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value value of 0.000, which is smaller than the significance level of 0.05, so the hypothesis in this study is accepted. When the workload matches employees' abilities and capacities, they tend to feel more appreciated and able to complete tasks without excessive pressure. This creates a sense of satisfaction and increases loyalty. Pratama et al. (2015) found that compensation, work environment, workload, and job satisfaction significantly influenced employee loyalty. Erdiansyah (2021) also found research results that workload has a positive and significant effect on employee loyalty. Putri et al. (2020) found that workload research results significantly affected employee loyalty at PT Indomarco Pismatama.

The research results show that compensation positively and significantly affects employee loyalty through job satisfaction at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value value of 0.011, which is smaller than the significance level of

0.05, so the hypothesis in this study is accepted. Compensation that is fair and commensurate with employee contributions provides a sense of appreciation. Job satisfaction will increase when they feel their efforts are recognized and appropriately rewarded. Employees who receive adequate compensation feel recognized and respected by the company. These rewards increase job satisfaction, which ultimately strengthens their loyalty. The results of this research align with research by Selvi and Karneli (2023) and Yulianingtyas (2023), who found that compensation results affected employee loyalty with job satisfaction as an intervening variable.

The research results show that the work environment positively and significantly affects employee loyalty through job satisfaction at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value value of 0.028, which is smaller than the significance level of 0.05, so the hypothesis in this study is accepted. A positive work environment increases job satisfaction by creating comfort, support, and a sense of appreciation. When employees are satisfied, they will have a stronger relationship with the company, increasing their loyalty. The results of this research align with research from Maullah (2024), which found that the work environment influences employee loyalty through job satisfaction as an intervening variable. The research results show that the work environment positively and significantly affects employee loyalty through job satisfaction at the Neo Candi Simpang Lima Hotel, Semarang. This is proven by the P-value of 0.038, which is smaller than the significance level of 0.05, so the hypothesis in this study is accepted. With the results of this research, research results align with Nurcahyanti & Kuswandani (2021), who found that workload significantly influences nurse loyalty with job satisfaction as a mediator.

## **Conclusion**

This study examines the influence of compensation, work environment, and workload on employee loyalty through job satisfaction at Hotel Neo Candi Simpang Lima Semarang. Based on the analysis and discussion using the PLS-SEM method, the following conclusions can be drawn: Compensation does not affect job satisfaction at Hotel Neo Candi Simpanglima Semarang. The work environment does not affect Hotel Neo Candi Simpanglima Semarang's job satisfaction. The workload does not affect job satisfaction at Hotel Neo Candi Simpanglima Semarang. Job satisfaction positively and significantly affects employee loyalty at Hotel Neo Candi Simpanglima Semarang. Compensation positively and significantly affects employee loyalty at Hotel Neo Candi Simpanglima Semarang. The work environment positively and significantly affects employee loyalty at Hotel Neo Candi Simpanglima Semarang. Workload positively and significantly affects employee loyalty at Hotel Neo Candi Simpanglima Semarang. Compensation positively and significantly affects employee loyalty through job satisfaction at Hotel Neo Candi Simpanglima Semarang. The work environment positively and significantly affects employee loyalty through job satisfaction at Hotel Neo Candi Simpanglima Semarang. Workload positively and substantially affects employee loyalty through job satisfaction at Hotel Neo Candi Simpanglima Semarang.



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### **Declaration of conflicting interest**

The research carried out has no attachment or interest to the researchers or the respondents.

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