The Effect Of Position Promotion, Workload, And Work Environment On Employee Loyalty At PT. Sahassa Prima Niaga

Verren Julyanti[1]
julyantiverren@gmail.com

Pujiarti[2]
pujiarti.pujiarti@ubd.ac.id

[1][2]Universitas Buddhi Dharma

ABSTRACT

This study aim to determine the effect of promotion, workload, and work environment on employee loyalty at PT. Sahassa Prima Niaga. Data was collected by distributing questionnaires with sample of 54 respondents and data processing carried out using the SPSS 25 program.

From the results analysis obtained multiple linear equation $Y = 0.300 + 0.330X1 + 0.297X2 + 0.450X3$. From the analysis coefficient of determination obtained relationship between independent variable and dependent variable, determination value promotion is 22.2% and remaining 77.8% is influenced by other factors. The value of determining workload is 27.3% and remaining 72.7% is influenced by other factors. The work environment determination value is 32.8% and remaining 67.2% is influenced by other factors.

Based on hypothesis test, it obtained that tcount for promotion is 1,719, tcount for workload is 2.413, and tcount for work environment is 2.276 with ttable of 2. So it can be conclud for the workload and work environment variables H0 is rejected and Ha is accepted, while for the promotion variable H0 is accepted and Ha is rejected. From the results of the F test, it is obtained that Fcount for promotion is 16.131 with significance level of 0.000, Fcount for workload is 10,945 with a significance level of 0.000, and Fcount for the work environment is 9.622 with a significance level of 0.000 where the value is greater than Ftable of 2.79. Thus, H0 is rejected and Ha is accepted because Fcount > Ftable and significant level is less than 0.05.

Keywords: Employee Loyalty, Promotion, Workload, Work Environment.

INTRODUCTION

Human Resources is one of the important factors to achieve company goals. Without Human Resources, a company can certainly carry out its goals and achieve success.

Several factors that can affect employee loyalty are employee promotions given to employees, workload borne by employees, and the work environment around them.

The functions of Human Resource Management according to (Ajabar 2020, 4) are:

a. Planning (Planning)

Planning is an activity to plan the workforce effectively and efficiently so that the results are in according to needs of the company.

b. Organizing

Organizing is the activity of organizing all employees by determining the division of labor, work relations, authority, and coordination in the form of an organizational structure or chart.

c. Directing

Directing all employees to work effectively and efficiently to achieve the goals of the company, employees, and society.

d. Controlling

Controlling is the control of controlling employees to comply with company regulations and work in accordance with the work plan that has been determined. Employee control includes discipline, cooperative behavior, and maintaining the work environment.

e. Procurement

Procurement is the process of withdrawal, selection, placement, and orientation to get employees who are in accordance with the company's needs.

Human Resource Management Objectives according to (Mamik 2021,43) :

a. Organizational Goals

Aimed at being able to recognize the existence of sourcing management human resources in contributing to the achievement organizational effectiveness. Management objectives as organizational are formal goals designed to help in achieving company goals.

b. Functional Purpose

Aimed at retaining contributions from resources humans in every company department needed. Human resources are maintained in order to make a meaningful contribution optimal.

c. Social Goals

Aimed at making organizations accountable to the challenges and needs that occur in society, especially in the scope of the organization and reduce the impact negative or detrimental that will arise.

d. Individual Or Personal Goals

Aimed at directing each employee to achieve organization goals. Individual or personal goals are used as motivation for employees to make significant contributions maximize their work in the organization.

Position Promotion

Promotion is very necessary for an employee, because with a promotion, employees will feel valued, cared for, and recognized for their work abilities so as to produce maximum performance. According to Hasibuan (Dedy Syahyuni, 2018) states that: "Position promotion is a transfer that enlarges *the authority* and *responsibility of* employees in organization is following the greater obligation, right, status, and income". Type of job promotion according to (Siswanto, Eko 2019, 19) that :

a. Temporary promotion is an employee who is raised the position is only temporary because of the position blank that must be filled immediately.

b. Permanent promotion is an employee is promoted from a position to another higher position with authority and greater responsibility and followed by an increase salary and other facilities. This is because the employee are eligible for promotion is fixed.

c. Small promotion is a promotion of an employee from positions that are not difficult to be transferred to positions that are difficult and request a certain skill, but not accompanied by increased authority, responsibility, and salary increases.

d. Dry promotion is when an employee is promoted to a higher position accompanied by an increase rank, authority, and responsibility but not accompanied with a raise.

Workload

Workload is the ability of employees to accept work. Each workload must be in accordance with the ability of the employee so that it can be completed properly. According to (Antonius Rino Vanchapo 2020, 3) states that: "Workload is the amount of work that must be carried out by a position/organizational unit and is the product of the number of jobs and time". The types of workloads according to Munandar (Rocky Abang& Ronald P.C Fanggidae 2018) :

a. Quantitative workload, including: must carry out work strictly during working hours, a lot of work and a variety of jobs to do, direct contact employees on tasks continuously for hours work.

b. Qualitative workload, including: knowledge and skills owned by employees are not able to compensate for the difficulty job, high responsibility, manager expectations to optimal work quality, job demands to the work.

Work Environment

Work environment is very influential on employee performance, therefore the company must create a good work environment, comfortable, and meet the standards so that they can complete the work optimally. According to (Surajiyo, Nasruddin, Herman Paleni 2020, 51) states that: "The work environment is everything it's around work location that can

affect employees in carrying out work activities". Factors Affecting the Work Environment according to Heizer & Render to (Lyta Lestary and Harmon, 2017) work environment factors, namely:

a. Physical Work Environment is the state around the workplace physical form that can affect employees physically directly or indirectly.

b. Non-Physical Work Environment is the state of the work environment employees in the form of a harmonious work atmosphere where there is a vertical relationship, namely a relationship or communication between subordinates and superiors as well as the horizontal relationship, namely: relationships between employees.

Employee Loyalty

In the company, employees are the main component in achieving goals, if the company manages employees properly, employees will provide loyalty in return. According to Tjiptono (Dyah Nurul Isnaini, 2016) states that: "Loyalty is the loyalty of employees to the company which will create a sense of responsibility". The dimensions of employee loyalty according to Saydam (Thessalonica Iranie Pitoy, Riane Johnly Pio, Wehelmina Rumawas, 2020), namely:

a. Obedience

   Every policy and regulation implemented in the company to regulate the course of the implementation of duties is adhered to and well executed. This situation will create discipline that benefits the company.

b. Responsibility

   Employee awareness of work and obligations to bear all the consequences of something that doing it is a form of responsibility employees to their work.

c. Devotion

   Devotion is often identified with a sincere attitude without oriented to anything, usually employees who are having high dedication has a sense of comfort in working beyond employees who are oriented towards something.

d. Honesty

Always do the task with sincerity without feeling forced, not blaming the existing authority, and report work results to superiors as they are.

PROBLEM FORMULATION

The formulation of the problem in this study is there any effect of promotion on employee loyalty at PT. Sahassa Prima Niaga? Is there any effect of workload on employee loyalty at PT. Sahassa Prima Niaga? Is there any effect of the work environment on employee loyalty at PT. Sahassa Prima Niaga? Is there any effect of promotion, workload, and employee loyalty work environment at PT. Sahassa Prima Niaga?

RESEARCH METHOD

The research method is a scientific way to obtain data with a specific purpose. The research method used in this research is descriptive method. According to (Sudaryono 2017, 82) states that : "Descriptive method is research on problems in the form of current facts from a population which includes activities to assess attitudes or opinions towards individuals, organizations, circumstances, or procedures. In this study, the researchers not manipulate or give certain treatments to the object of research, all activities for the events took place as they were. Descriptive research can be concerned with certain cases or a fairly large population".

This research is quantitative because it uses data that requires calculation, where this study describes how to collect data, process, analyze to prove and test by producing data in the form of numbers or scores.

RESULTS AND DISCUSSION

This research is quantitative because it uses data that requires calculation, where this research collects data, is processed, analyzed to prove and test by producing data in the form of numbers or scores. In conducting this study, the authors used as many as 54 respondents who were used as research samples which were the total number of

employees at PT. Sahassa Prima Niaga.

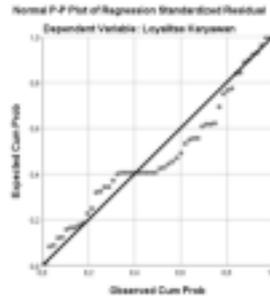**Classical Assumption Test**

a. Normality Test

Figure 1

Normality Test Graphic Analysis

Based on the picture, it is identified that the data spread points are around the diagonal axis and follow the direction of the diagonal line, it is said that the data is normally distributed.

b. Multicollinearity Test

Table 1: Multicollinearity Test Results for

Variable	Tolerance	VIF
Position Promotion (X1)	,666	1,502
Workload (X2)	,866	1,154
Work Environment (X3)	,754	1,326

Source: SPSS 25 Processed Data

Based on the table, it can be concluded it can be seen that there is no independent variable with *VIF* and no independent variable which has a value of more than 10, which means that there is no multicollinearity between independent variables. From the characteristics above, it can be said that the regression model is feasible to use.
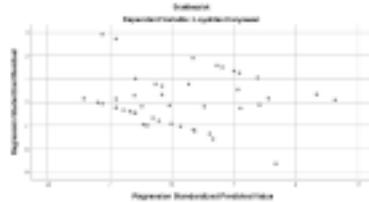
c. **Heteroscedasticity Test**

Figure 2
Graph *Scatterplot*

Based on the results *heteroscedasticity* test above, it is found that the points spread below and above the number 0 on the Y axis, and do not have a regular pattern. So, in conclusion, the variables of promotion (X1), workload (X2), and work environment (X3) above do not have heteroscedasticity.

d. **Multiple Linear Analysis**

To determine whether there is a relationship between the Job Promotion variable (X1), Workload variable (X2), and Work Environment variable (X3) on Employee Loyalty (Y), and to measure how big the relationship is, regression analysis is used using SPSS 25.

Table 2: Results of Multiple Regression Calculations

Variable	Coefficient Regression	t count	Sig
Constant	,300		
Promotion (X1)	,330	1,719	,092
Workload (X2)	297	2,413,020	,020
Work Environment (X3)	,450	2.276	,027
Fcount : 9,622 Sig : 0.000			
R2 : 0.366			

R : 0.605			

Source: SPSS Processed Data 25

From the coefficient values above the regression equation is obtained as follows:

$$Y = 0.300 + 0.330X_1 + 0.297X_2 + 0.450X_3 + \varepsilon$$

a. The constant value of 0.300 explains that if the promotion (X1), workload (X2), and work environment (X3) are considered constant (independent variable = 0), then the value of employee loyalty (Y) is 0.300 units.

b. The value of the promotion coefficient (X1) or the regression coefficient of 0.330 states that for every 1 point increase or decrease in promotion, employee loyalty (Y) will increase or decrease by 0.330.

c. The workload coefficient (X2) or regression coefficient of 0.297 states that for every 1 point increase or decrease in workload, employee loyalty (Y) will increase or decrease by 0.297.

d. The work environment coefficient (X3) or regression coefficient of 0.450 states that for every 1 point increase or decrease in the work environment, employee loyalty (Y) will increase or decrease by 0.450.

t test

Table 3

COEFFICIENTS^A

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11,851	5,649		2,098	,041		
	Position Promotion	,676	,168	,487	4,016	,000	1,000	1,000
2	(Constant)	7,929	5,757		1,377	,174		
	Position Promotion	,542	,174	,390	3,109	,003	,872	1,147
	Workload	,275	,128	,270	2,152	,036	,872	1,147

3								
	(Constant)	,300	6,471			,046	,963		
	Position Promotion	,330	,192	,237	1,719	,092	,666	1,502
	Workload	,297	,123	,292	2,413	,020	,866	1,154
	Work Environment	,450	,198	,295	2,276	,027	,754	1,326

a. Dependent Variable: Employee Loyalty

Source : Processed Data SPSS 25

a. In column t, it is known that the$_{calculated}$ for promotion (X1) is 1,719, the$_{work}$ (X2) is 2,413, and the t value$_{for}$ the work environment (X3) is 2.276. By use the normal distribution table t and use a test confidence level (1-α) of 95% with an error rate (α) of 5% and *degrees of freedom* (df) n-3 = 54-3 = 51, then the normal distribution value is obtained t$_{table}$ is 2.00758. Therefore, t$_{count.}$ workload and work environment is greater than ttable$_{2.00758}$ and 2.276 > 2.00758 then H0 is rejected and Ha is accepted, while for promotion to 1.719 < 2.00758 then H0 is accepted and Ha is rejected.

b. The sig column is used for probability testing.

The test criteria are:

a) If the probability > 0.05 then H0 is accepted and Ha is rejected.

b) If probability < 0.05 then H0 is rejected and Ha is accepted.

In colum it is know that probability value for workload is 0.020 and the probability value for the work environment is 0.027, then H0 is rejected and Ha is accepted, while for a promotion it is 0.092 then H0 is accept and Ha is reject.

F test

Table 4

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	139,565	1	139,565	16,131	,000[b]
Residual	449,916	52	8,652		
Total	589,481	53			
2 Regression	177,030	2	88,515	10,945	,000[c]
Residual	412,452	51	8,087		
Total	589,481	53			

3 Regression	215,754	3	71,918	9,622	,000d
Residual	373,727	50	7,475		
Total	589,481	53			

a. Dependent Variable: Employee Loyalty
b. Predictors: (Constant), Promotion
c. Predictors: (Constant), Promotion, Workload
d. Predictors: (Constant), Promotion, Workload, Work Environment
Source: SPSS 25 Processed Data

From the table above, it is known that:

a. From the ANOVA table,$_{calculated}$ for model 1 is 16.131 with a significant level of 0.000 where 0.000 < 0.05 and also F 16.131 > F_{table} > 2.79. Thus, H0 is rejected and Ha is accepted. This means that there is a linear relationship between the variables of job promotion and loyalty, so that the regression model is feasible and appropriate.

b. From the ANOVA table, calculated for model 2 is 10,945 with a significant level of 0.000 where 0.000 < 0.05 and also F 10.945 > F_{table} > 2.79. Thus, H0 is rejected and Ha is accepted. This means that there is a linear relationship between the workload variable and loyalty, so that the regression model is feasible and appropriate.

c. From the ANOVA table, F 10,945 for model 3 is 9.622 with a significant level of 0.000 where 0.000 < 0.05 and also $F_{arithmetic}$ > F_{table} > 2.79. Thus, H0 is rejected and Ha is accepted. This there is an linear relationship the between work environment variables and loyalty, so that the regression model is feasible and appropriate.

REFERENCES

Ajabar. Manajemen Sumber Daya Manusia. Deepublish. https://www.google.co.id/books/edition/Manajemen_Sumber_Daya_Manusia/s7UHEAAAQBAJ?hl=id&gbpv=0. 2020.

Muna, Nurul Dyah. Artikel Skripsi Universitas Nusantara PGRI Kediri ANALISIS PENERAPAN METODE. Ekonomi Akuntansi, 01, 1–13, 2016

Lestary, L., & Harmon, H. Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. Jurnal Riset Bisnis dan Investasi, 3(2), 94, 2018. https://doi.org/10.35697/jrbi.v3i2.937

Pujiarti. Pengaruh Kompetensi Dan Kompensasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Pilar Guna Usahatama. Primanomics: Jurnal Ekonomi & Bisnis, 1(Vol 17 No 1 (2019): Primanomics : Jurnal Ekonomi dan Bisnis). 2019. https://jurnal.ubd.ac.id/index.php/PE/article/view/87/50

Siswanto, E. (n.d.). Rahasia Sukses Naik Gaji, Promosi Jabatan, dan Mapan Finansial. LAKSANA, 2019. https://books.google.co.id/books?id=dp27DwAAQBAJ

Sudaryono. Metodologi Penelitian (Cetakan ke-1). Jakarta: Rajawali Pers, 2017.

Surajiyo, S. E. M. M., Nasruddin, S. E. M. M., & Herman Paleni, S. H. I. S. E. M. S. Penelitian Sumber Daya Manusia, Pengertian, Teori Dan Aplikasi (Menggunakan Ibm Spss 22 For Windows). Deepublish, 2020. https://books.google.co.id/books?id=ZUkQEAAAQBAJ

Syahyuni, D. Hubungan Antara Kinerja Karyawan Dengan Promosi Jabatan Pada Unit Taman Marga Satwa Ragunan Dinas Kehutanan Provinsi DKI Jakarta. Widya Cipta, 2(1), 76–82, 2018. http://ejournal.bsi.ac.id/ejurnal/index.php/widyacipta/article/view/2660/20 7

Vanchapo, Antonius Rino. Beban Kerja dan Stres Kerja. Pasuruan: Qiara Media. 2020.