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The Effect of Work Environment, Work-Life Balance, and Employee Engagement on Employee Loyalty

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Abstract

This study aims to analyze the influence of the work environment, work-life balance, and employee engagement on employee loyalty. The study uses a quantitative approach with IBM SPSS Statistics 29 for validity and reliability tests. It was conducted at PT. Kebun Teh Region W, with a population of 214 employees. The research sample consisted of 59 employees, selected using the purposive sampling method. The results of the study indicate that the work environment has a positive and significant effect on employee loyalty. This suggests that a conducive and supportive work environment can foster employee commitment. Similarly, work-life balance has a positive and significant effect on employee loyalty, meaning that employees who can balance their professional and personal responsibilities tend to be more loyal to the company. Furthermore, employee engagement also has a positive and significant effect on employee loyalty, indicating that employees who are involved and feel appreciated and connected to their work are more likely to be committed to the organization. The study highlights the importance of a positive work environment, balanced work-life integration, and strong employee engagement in increasing employee loyalty, which is crucial for the success of an organization.

Keywords

Employee Engagement, Employee Loyalty, Work Environment, Work-Life Balance

1. Introduction

Employees are a vital resource for almost all organizations because they are an investment and source of competitive advantage for businesses and companies. The tight labor market requires companies to have strategies to retain their skilled and competent employees so that implementing good human resource management policies will have a positive effect on employee loyalty (Amin et al, 2014). One of the factors that influences employee loyalty is the work environment (Kurniawan, 2019). The work environment is something that exists in the environment of workers that can affect them in carrying out tasks such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and the adequacy of work equipment (Affandi et al, 2018). The work environment can be interpreted as all the tools faced, the surrounding environment where a worker is, his work methods, as an influence on his work both as an individual and as a group. The results of the study prove that the work environment has a positive and significant effect on employee loyalty, meaning that the better the conditions of the work environment, the more employee loyalty will increase, and vice versa (Asriandi et al, 2018). The results of different studies state that the work environment does not have a significant effect on employee loyalty (Khoayrun & Bidayati, 2016).

Loyalty in the workplace can be significantly influenced by work-life balance factors, as highlighted by Larastrini & Adnyani (2019). Work-life balance refers to a condition where employees are able to effectively manage their professional responsibilities alongside their personal life or other commitments (Hawa & Nurtjahjanti, 2018). It represents an individual's subjective evaluation of how well they can integrate work-related activities with their non-work activities, thereby achieving a sense of harmony in their life overall (Brough et al., 2014). The importance of maintaining work-life balance in fostering employee satisfaction and retention has been a key focus of research in recent years (Widjanarko et al., 2024; Yee et al., 2024). According to Rahmawati (2016), the findings of their study suggest a positive and significant relationship between work-life balance and employee loyalty. In this context, employees who experience a satisfactory balance between their work and personal life are more likely to feel committed to their organization and remain loyal over time. However, other studies present contrasting views. Previous research shows that work-life balance does not necessarily have a significant effect on employee loyalty (Gustiana, 2019; Yudiani et al., 2023; Widiastuti & Baihaki, 2023). These differing results suggest that while work-life balance is an important factor, its impact on loyalty may vary depending on other organizational and individual factors (Haar et al., 2014; Nassani et al., 2024).

Employee loyalty can be determined by employee engagement or employee attachment (Niranjan & Thomas, 2018). Employee engagement as a stable psychological state and the result of interaction between an individual and the environment where the individual works (Syadina, 2018). Employee engagement reflects the employee's emotional commitment to the organization and its goals. This emotional commitment means that employees truly care about their work and their company. Employees do not work just for a salary or just for a promotion but work on behalf of the organization's goals (Daisy et al, 2017). The results of the study stated that employee engagement has a positive and significant effect on employee loyalty (Novianti & Ramli, 2023). This is different from the results of the study Rustikarini (2021) which stated that employee engagement does not have a significant effect on employee loyalty. This study aims to analyze the effect of the work environment on employee loyalty, the effect of work life balance on employee loyalty, the effect of employee engagement on employee loyalty.

2. Literature Review

The work environment encompasses all elements surrounding employees that can influence the way they perform their tasks and responsibilities. It includes various factors such as physical, social, and psychological conditions that can greatly impact employee productivity, comfort, and overall well-being. A conducive work environment fosters a sense of satisfaction and belonging, which are essential for employees to perform at their best. According to a study conducted by Putra & Sriathi (2019), the work environment has a positive and significant influence on employee loyalty, indicating that when employees feel comfortable and supported in their workplace, their commitment to the company tends to increase. Furthermore, research by Asriandi et al. (2018); Rizqulloh et al. (2024) reinforces this notion, suggesting that companies that create a supportive and welcoming work environment are more likely to experience higher levels of employee loyalty. In contrast, when the work environment fails to meet employee expectations, it can lead to dissatisfaction, ultimately diminishing their loyalty to the company. Fauziah & Baskara (2024) found that unfavorable working conditions could negatively affect an employee's connection to the organization, potentially leading to decreased motivation and productivity. Therefore, the work environment plays a crucial role in shaping employee retention and engagement.

Work-Life Balance is a condition where individuals are able to manage and prioritize both their professional and personal responsibilities effectively. It refers to an employee's capability to meet the demands of their job while ensuring that their personal life, including health, social connections, and mental well-being, remains intact (Wicaksono et al., 2024). Achieving a proper work-life balance is essential for maintaining overall life satisfaction and productivity. When employees successfully balance their work and personal lives, they are likely to experience higher levels of happiness and reduced stress, which can positively influence their work performance and overall quality of life. Research suggests that Work-Life Balance plays a significant role in fostering employee loyalty (Putranti et al., 2020). Several key indicators of work-life balance include engagement balance, time balance, and satisfaction balance. These elements reflect an employee's ability to manage the intensity of their work and personal commitments while ensuring that neither aspect is neglected. Employee loyalty, in turn, is often evaluated based on indicators such as strength, dedication, and absorption (Larastrini & Adnyani, 2019). Studies, such as those by Rahmawati (2016), show that achieving a good work-life balance positively affects employee loyalty. Additionally, fostering work-life balance has been found to be especially impactful in enhancing the loyalty of millennial employees Mauludi & Kustini (2022); Pradila & Fadli (2023), who place a strong emphasis on maintaining a healthy balance between their professional and personal lives.

Employee Engagement refers to the extent to which employees are emotionally and intellectually committed to their work and organization. It encompasses an individual's involvement, satisfaction, and enthusiasm for their job. Engaged employees are not just doing their tasks; they are motivated to work towards the company's goals, feel a deep sense of connection to their organization, and are enthusiastic about contributing to its success (Lestari et al., 2023). This commitment is often driven by a supportive work environment, clear communication, recognition, and opportunities for personal and professional growth. When employees feel appreciated and see that their contributions matter, their motivation and job satisfaction tend to increase. For an organization to cultivate loyalty among its workforce, it must prioritize creating a workplace where employees feel valued and emotionally attached to their roles. Employees who feel this attachment tend to display higher levels of engagement, resulting in greater productivity, better job performance, and a lower turnover rate. When employees are genuinely invested in

their work, they are more likely to be loyal, contribute positively to the organization’s culture, and act as ambassadors for the company. Several studies have shown that employee engagement significantly influences loyalty and organizational outcomes (Niranjan & Thomas, 2018). Therefore, fostering employee engagement is critical for retaining a motivated and dedicated workforce.

- H1:** The work environment has a positive and significant effect on employee loyalty
- H2:** Work-life balance has a positive and significant effect on employee loyalty.
- H3:** Employee engagement has a positive and significant effect on employee loyalty.

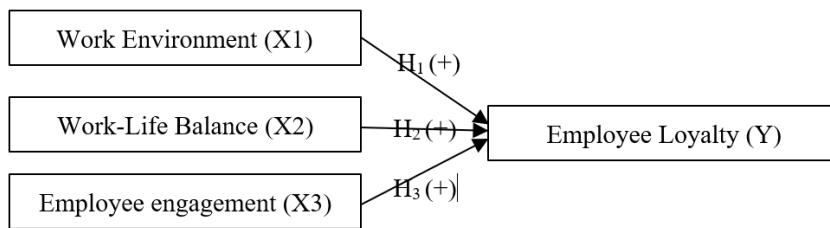


Figure 1. Research Framework

3. Methods

The research method used is the quantitative approach research method. Based on the purpose of the study, it is categorized as explanatory research, namely a research method that aims to explain the position of the variables studied and the influence between one variable and another (Sugiyono, 2017). The population in this study were all employees of PT. Kebun Teh Region W, totaling 214 people. The sampling technique used was purposive sampling, namely a sample determination technique based on certain considerations. The sample criteria determined were employees who had permanent employee status at PT. Kebun Teh Region W, totaling 59 people. The data collection method in this study used a questionnaire guided by a Likert scale, where the questionnaire was answered using 5 alternative answers. Research variable X1, namely the work environment, includes relationships between colleagues, employee relationships with leaders, workplace comfort, availability of work facilities, work safety, and work peace. Research variable X2, namely work life balance, includes working according to the specified time, activities outside working hours, roles and responsibilities towards the company, roles and responsibilities outside the company, satisfaction with activities within the company, and satisfaction with activities outside the company. Research variable X3, namely employee engagement, includes working beyond targets, perseverance in working, pride in being part of the company, willingness to advance the company, responsibility in working, and active participation.

4. Results

This section presents the research results based on the data analysis that has been carried out. The results include the main findings relevant to the research objectives, as well as the initial interpretation of the data obtained. Each result is presented systematically to provide a clear picture of the relationship between the variables studied. Below are the characteristics of the research respondents. The table includes their profile, number, and percentage.

Tabel 1. Respondent Characteristics

Profile		Total	Percentage
Work Unit	Sorting	14	23.7%

	Weathering	7	11.9%
	Drying	6	10.2%
	Milling	10	16.9%
	Sorting	7	11.9%
	Packing	5	8.5%
	Engineering	5	8.5%
	Warehouse	5	8.5%
Gender	Male	28	47.5%
	Female	31	52.5%
Age	18-25	23	39.0%
	25-35	16	27.1%
	35-45	12	20.3%
	> 45	8	13.6%
Length of Service	1-5 years	21	35.6%
	6-10 years	19	32.2%
	>10 years	19	32.2%
Last Education	Elementary School	4	6.8%
	Junior High School	6	10.2%
	Senior High School	33	55.9%
	Diploma	7	11.9%
	Bachelor	9	15.3%

Source: processed primary data, (2024)

The employees who participated in the study were primarily from the sorting unit, with 14 people (23.7%). In terms of gender, the majority were women, accounting for 31 people (52.5%). Regarding age, the largest group was 18-25 years old, with 23 people (39%). For the work period, most employees had worked for 1-5 years, totaling 21 people (35.6%). In terms of the highest level of education, most employees had completed high school, with 33 people (55.9%). Overall, the data shows that most workers are of productive age, have secondary education, and possess relatively varied work experience. The gender composition of the workforce is fairly balanced, and the distribution of workers across different work units indicates a relatively proportional division of tasks.

Tabel 2. Results of Validity Test, Reliability Test Results and Descriptive Analysis

Variables	Item	r count	r table	Sig	Information	Cronbach's Alpha	Mean
Work Environment (X1)	X1.1	0.836	0.252	0,000	Valid	0.929	3.61
	X1.2	0.854	0.252	0,000	Valid		
	X1.3	0.858	0.252	0,000	Valid		
	X1.4	0.845	0.252	0,000	Valid		
	X1.5	0.902	0.252	0,000	Valid		
	X1.6	0.859	0.252	0,000	Valid		
Work-Life Balance (X2)	X2.1	0.841	0.252	0,000	Valid	0.924	3.72
	X2.2	0.844	0.252	0,000	Valid		
	X2.3	0.874	0.252	0,000	Valid		
	X2.4	0.826	0.252	0,000	Valid		
	X2.5	0.857	0.252	0,000	Valid		
	X2.6	0.874	0.252	0,000	Valid		
Employee Engagement (X3)	X3.1	0.798	0.252	0,000	Valid	0.936	3.72
	X3.2	0.886	0.252	0,000	Valid		
	X3.3	0.906	0.252	0,000	Valid		
	X3.4	0.829	0.252	0,000	Valid		
	X3.5	0.894	0.252	0,000	Valid		
	X3.6	0.911	0.252	0,000	Valid		
Employee Loyalty (Y)	Y.1	0.916	0.252	0,000	Valid	0.955	3.77
	Y.2	0.890	0.252	0,000	Valid		
	Y.3	0.896	0.252	0,000	Valid		
	Y.4	0.908	0.252	0,000	Valid		
	Y.5	0.904	0.252	0,000	Valid		
	Y.6	0.908	0.252	0,000	Valid		

Source: processed primary data, (2024)

The validity test was conducted to assess whether the indicators for the variables Work Environment (X1), Work-Life Balance (X2), Employee Engagement (X3), and Employee Loyalty (Y) were valid. All indicators had a calculated r value greater than the r table value (0.252), so they are considered valid. The significance value (Sig) of all indicators is 0.000, meaning the correlation is significant at a 95% confidence level. With these results, each indicator can be used for further analysis, such as reliability and regression tests. The overall results show that the research instrument meets good validity standards. The reliability test, using the Cronbach's Alpha value, shows that all variables have values above 0.90, indicating very high reliability. Thus, the instrument used is reliable and produces consistent data. From the descriptive analysis, the mean value for each variable is above 3.60, which falls within the "High" category. This suggests that respondents have a positive perception of the work environment, work-life balance, employee engagement, and employee loyalty. Overall, these results indicate that the current working conditions support high levels of employee engagement and loyalty.

Table 3. Normality Test

N		59
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	2.58761402
Most Extreme Differences	Absolute	0.062
	Positive	0.039
	Negative	-0.062
Kolmogorov-Smirnov Z		0.478
Asymp. Sig. (2-tailed)		0.976

Source: processed primary data, (2024)

The results of the normality test using the One-Sample Kolmogorov-Smirnov (K-S) method on the unstandardized residuals of the research model, with a sample size of 59, are shown. The average residual value is 0.000000, with a standard deviation of 2.58761402, indicating that the residuals are distributed around zero. The Kolmogorov-Smirnov Z value is 0.478, and the Asymp. Sig. (2-tailed) is 0.976, which is greater than 0.05. Therefore, there is insufficient evidence to reject the null hypothesis that the residual data is normally distributed. The largest extreme difference between the data distribution and the normal distribution is represented by the absolute value of 0.062, with a positive value of 0.039 and a negative value of -0.062. Thus, these results indicate that the residuals of the regression model meet the normality assumption.

Table 4. Results of Multicollinearity Test and Heteroscedasticity Test

Variables	Tolerance	VIF	t	Significance
Work Environment	0.504	1.985	1.804	0.283
Work-Life Balance	0.323	3.092	-0.878	0.384
Employee Engagement	0.422	2.370	-1.980	0.53

Source: processed primary data, (2024)

The results of the multicollinearity test and heteroscedasticity test for the independent variables in the study are presented. In the multicollinearity test, the Tolerance and Variance Inflation Factor (VIF) values are used to assess whether there is a high correlation between the independent variables that could cause issues in the regression analysis. A Tolerance value of more than 0.1 and a VIF value below 10 indicate that there is no multicollinearity between the independent variables, meaning that the regression model does not face problems related to the relationship between the independent variables. In the heteroscedasticity test, the t-value and significance are used to determine whether the independent variables have non-constant residual variances, which could render the regression model invalid. The test results show that all variables have a significance value greater than 0.05, indicating that there is no heteroscedasticity in the model. Therefore, the regression assumption regarding the equality of residual variances has been met. The results of these tests indicate that the regression model used in this study does not experience multicollinearity or heteroscedasticity issues, and therefore, it can be used for further analysis.

Table 5. Results of Multiple Linear Regression Test and t Test

Model	Un-Std. Coef. B	Un-Std. Coef. Std. Error	Std. Coef. Beta	T	sig
(Constant)	-4.449	2.273		-1.957	0.055
Work Environment	0.380	0.118	0.320	3.227	0.002
Work-Life Balance	0.517	0.171	0.373	3.017	0.004
Employee Engagement	0.327	0.133	0.267	2.464	0.017

Source: processed primary data, (2024)

The calculation of multiple linear regression using SPSS version 21.0 for Windows yielded a constant value (β) of -4.449. This means that if the values of the work environment variable (X1), work-life balance (X2), and employee engagement (X3) are all 0, the employee loyalty variable will still have a constant value of 4.449 units. The regression coefficient of the work environment (X1) is 0.380, which means that if the work environment variable's assessment score increases by 1 unit, the employee loyalty variable's assessment score will increase by 0.380 units. The regression coefficient of work-life balance (X2) is 0.517, indicating that if the work-life balance variable's assessment score increases by 1 unit, the employee loyalty

variable's assessment score will increase by 0.517 units. The regression coefficient of employee engagement (X3) is 0.327, meaning that if the employee engagement variable's assessment score increases by 1 unit, the employee loyalty variable's assessment score will increase by 0.327 units. In the results of hypothesis testing with the t-test: In H1, the calculated t-value is $3.227 \geq$ the t-table value of 1.987, and the significance value is $0.002 \leq 0.05$, so H01 is rejected and Ha1 is accepted. Therefore, it can be concluded that the work environment has a significant positive effect on employee loyalty. In H2, the calculated t-value is $3.017 \geq$ the t-table value of 1.987, and the significance value is $0.004 \leq 0.05$, so H02 is rejected and Ha2 is accepted. Thus, it can be concluded that work-life balance has a significant positive effect on employee loyalty. In H3, the calculated t-value is $2.464 \geq$ the t-table value of 1.987, and the significance value is $0.017 \leq 0.05$, so H03 is rejected and Ha3 is accepted. Therefore, it can be concluded that employee engagement has a significant positive effect on employee loyalty.

Table 6. Results of Determination Coefficient (Adjusted R²)

Analysis	Value
R	0.853 ^a
R Square	0.728
Adjusted R Square	0.714
Std. Error of the Estimate	2.657

Source: processed primary data, (2024)

The coefficient of determination (Adjusted R²) is 0.714. This means that the variables of Work Environment, Work-Life Balance, and Employee Engagement together explain 71.4% of the variation in Employee Loyalty. The remaining 28.6% is influenced by factors not included in this study. The R value of 0.853 indicates a relatively strong relationship between the independent and dependent variables. The R² value of 0.728 suggests that the model can explain 72.8% of the variability in the data. Additionally, the standard error of 2.657 indicates an acceptable level of error in the model estimation.

5. Discussion

The results of the hypothesis test show that the work environment has a positive and significant effect on employee loyalty at PT. Kebun Teh Region W. This test indicates that the better the quality of the work environment at PT. Kebun Teh Region W, the higher the employee loyalty will be. The work environment most encouraging of employee loyalty is a good working relationship between employees and leaders. This is evidenced by the positive interaction between the head of the department and the workers (Giovanni & Ie, 2022). The head of the department is quite open and willing to establish lines of communication with the workers, starting with communicating work plans, providing clear information, assigning responsibilities, setting a good example, and being willing to listen to complaints from the workers. These results are consistent with previous research, which concluded that the work environment has a positive and significant effect on employee loyalty (Asriandi et al., 2018; Miqdarsah & Indradewa, 2024).

The results of the hypothesis test show that work-life balance has a positive and significant effect on employee loyalty at PT. Kebun Teh Region W. This test shows that work-life balance has an effect on employee loyalty. The work-life balance that is considered to be the most encouraging for employee loyalty is being able to carry out roles and responsibilities outside the company as well as possible (Larastrini & Adnyani, 2019). Workers are considered quite capable of managing their time both at work and in the family and are quite capable of dividing their time between time for work and time for family. This is because most employees are married and have

school-age children. Meanwhile, most unmarried workers do not have any problems in dividing their time with hobbies so that they are able to divide their time with their work. These results are in line with previous studies which concluded that work-life balance has a positive effect on employee loyalty (Rahmawati, 2016; Hawa & Nurtjahjanti, 2018).

The results of the hypothesis test show that employee engagement has a positive and significant effect on employee loyalty at PT. Kebun Teh Region W. This test indicates that employee engagement influences employee loyalty. Workers who are assigned tasks are responsible for completing the work according to their respective duties and functions (Niranjan & Thomas, 2018). All workers carry out their tasks responsibly within the scope of their roles, and the work they perform is interconnected across different fields. This interdependence should be maintained so that employees are trusted to complete their tasks and collaborate effectively, ultimately leading to increased employee loyalty. These findings align with previous studies, which concluded that employee engagement has a positive and significant effect on employee loyalty (Book et al., 2019; Putri et al., 2020).

6. Conclusion

Based on the results of the study and hypothesis testing, it can be concluded that the work environment has a positive and significant effect on employee loyalty at PT. Kebun Teh in Region W. This indicates that the better the work environment, the higher the employee loyalty to the company. Work-life balance also has a positive and significant effect on employee loyalty at PT. Kebun Teh in Region W, suggesting that an optimal work-life balance will enhance employee loyalty to the company. Employee engagement has a positive and significant effect on employee loyalty at PT. Kebun Teh in Region W. This indicates that when employees take pride in their work at the company, their loyalty increases. Based on the results of the study, several suggestions are offered for PT. Kebun Teh in Region W. First, improve communication between employees by encouraging the active role of superiors in providing guidance. Second, the company can support work-life balance by encouraging employees to engage in positive activities outside of work and offering appreciation. Third, to enhance employee engagement, the company can organize Outbound Training, create open discussion forums, provide further training, show concern, motivate innovation, and prioritize employee health and welfare to improve work enthusiasm and foster better interactions.

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