

Mediation of Job Satisfaction in the Work Environment and Compensation of Employee Loyalty at PT. Anugrah Tangkas Transportindo

Adelia Tien Novianti¹, Yuni Pambreni², Yupiter Yancik³

^{1,2,3}Management, Jakarta Global University, Depok, Indonesia

ABSTRACT

Corresponding Author:

Adelia Tien Novianti
Management,
Jakarta Global University,
Depok, Indonesia

Email:
Adeliatien7@gmail.com

This research focuses on the mediation of job satisfaction on the relationship between work environment and compensation and employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. The aim of this research is to evaluate the impact of the variables studied, such as work environment, compensation, job satisfaction and employee loyalty. The research approach is quantitative using a questionnaire as a data collection instrument. The research population consisted of 168 employees, and a sample of 65 employees was selected using non-probability sampling based on the purposive sampling method. Data analysis was carried out using the classic assumption test, t test, and path analysis (Sobel test) with the help of SPSS version 26 software.

The research results show that there is a negative and significant relationship between the work environment and job satisfaction. Compensation has a positive and significant relationship with job satisfaction. The work environment positively and significantly influences employee loyalty, while compensation is negatively and significantly related to employee loyalty. Job satisfaction has a positive and significant impact on employee loyalty. Job satisfaction cannot mediate the influence of the work environment on employee loyalty. However, job satisfaction can mediate the influence of compensation on employee loyalty. In total, there are seven hypotheses tested in this research.

Keywords: Work Environment, Compensation, Job Satisfaction and Employee Loyalty.

1. INTRODUCTION

In organizational development, maintaining quality human resources who have good credibility is an important factor in maintaining their best performance. When employees show good performance, they will feel satisfaction, which ultimately makes them remain loyal to their workplace. Loyalty refers to the level of employee loyalty to the company where they work. Companies need to manage their employees effectively to ensure a high level of loyalty. Employee loyalty is very crucial for companies, because employees are the main element in company dynamics and greatly influence the continuity of the organization (Mishra et al, 2019). To maintain this loyalty, companies must pay serious attention to employee needs. If employees' basic needs are not met properly, their work morale will decrease, and loyalty to the company will also decrease.

Employee loyalty to the company is a manifestation of what the company wants to achieve their goals. According to Citra (2019), employee loyalty is the positive loyalty and dedication that an employee has towards the company where he works. When an employee has high loyalty, they not only work to meet personal needs, but also to support the company's growth and success. Meanwhile, according to Hasibuan (2019), employee work loyalty can be explained as loyalty to roles and members in allocating their thoughts and time to achieve organizational goals. Employee loyalty is an important aspect for every company, but it will not come naturally. Instead, it depends on the role played by effective leaders and management in creating employee loyalty (Mora Z et al, 2020) (Latief et al, 2019). Previous research, such as that conducted by Syardiansah (2020) and Haryati (2019), also indicated that employees who have a high level of loyalty have the ability to carry out work in

accordance with company standards, and this contributes to improving the quality of employee performance. According to Runtu (2020) emphasizes that employee loyalty is created due to several factors such as job demands, work pressure, opportunities for social interaction, understanding of work, feedback, and job suitability, all of which are connected to the benefits provided, incentives, and feelings of security and comfort in the work environment.

In an organization, the employee turnover rate is one of the important elements that influences employee loyalty (Soeghandi et al., 2019). High turnover rates create major challenges in human resource management, as these events are difficult to predict. Therefore, companies must always be ready to replace employees who leave with continuous development activities. A situation where many employees continually change jobs with a high turnover rate reflects a lack of employee loyalty to the company where they work (Ajimat, 2019). According to Insani & Frianto, (2023) the work environment is considered a key factor in forming employee loyalty towards the company. The main aim of structuring the work environment is to increase company productivity. The work environment includes all elements around workers that can influence the implementation of their duties, such as cleanliness, noise levels, lighting, and other factors (Maulana & Razati, 2019). On the other hand, poor working conditions can reduce employee loyalty, for example: lack of harmonious relationships between employees and management, between employees, and even lack of intention to move to another workplace which they believe will provide a better working environment.

A safe and healthy work environment can also reduce the number of days employees are absent, increase their commitment, and reduce claims recovery. And it can improve the company's image and make the company more attractive to potential qualified employees. All this contributes to increasing productivity and quality of labor. Employees who have a high level of loyalty to their work tend to have positive interpersonal relationships with their coworkers and superiors. Apart from the factors already mentioned, there are several other elements that can influence the level of employee loyalty, and one of them is the compensation system (Mashiro, 2022).

Compensation is an important element that can encourage employee loyalty to the company (Malik et al, 2019). This compensation reflects concrete efforts made by the company to support employees and their families. The Company strives to provide compensation in a fair manner through a transparent compensation management system. This effort is not only based on length of service, but also refers to various other factors that form the basis of company compensation management. One strategy used is to provide incentives and benefits to employees so that they feel appreciated in proportion to their contribution to the company's success. According to the Decree of the Minister of Manpower and Transmigration (Kepmenakertrans) No. KEP./49/MEN/2004 on April 8 2004 Concerning Provisions for Wage Structure and Scale (Kurniawan, 2019) that wages are the rights of workers/laborers which are received and expressed in the form of money as compensation for employers or employers to specified workers/laborers and paid according to a work agreement, agreement or statutory regulations, including allowances for workers/laborers and their families for work and/or services that have been or will be performed. In conclusion, companies strive to retain employees by paying special attention to their loyalty. This is also supported in previous research through suggestions (Seputro, n.d. 2019) where he suggested creating new findings on variables that influence employee loyalty.

The work environment and compensation can influence job satisfaction, because satisfied employees tend to be more creative, making the organization able to compete with other organizations. According to Pradipta & Suwandana (2019), employee satisfaction reflects the positive and negative evaluations that employees make of their work, such as achievement and success in work tasks. A high level of satisfaction is reflected in employees who feel happy and comfortable in the work environment, and feel appreciated through the rewards given for the efforts they make. Based on research by (Rizana et al, 2020), it was concluded that the level of employee job satisfaction is positively correlated with their level of loyalty to the organization. In other words, the more satisfied employees are with their work results, the higher their level of loyalty to the organization.

The research will later be aimed at employees of PT Anugerah Tangkas Transportindo Cengkareng Jakarta, founded in 2000. This company focuses on export, import and domestic forwarding services. As part of the ATT Group, PT Anugerah Tangkas Transportindo Cengkareng Jakarta is a provider of integrated logistics solutions. With more than 20 years of experience in the logistics industry, logistics companies certainly have sufficient human resources to help create shipping documents until delivery is carried out.

However, there is a phenomenon of employee loyalty at PT PT Anugerah Tangkas Transportindo Cengkareng Jakarta, employee turnover will increase in 2023 in all aspects. This could possibly happen due to the lack of environment and compensation from the company so that employees feel there is no job satisfaction. Therefore, the work environment and compensation have a very important role because they both have a big impact on employee loyalty. This employee loyalty will in turn have an impact on the company's revenue in achieving its goals. The following is employee turnover data:

Tabel 1. Turnover Data at PT Anugrah Tangkas Transportindo Cengkareng Jakarta 2021 - 2023

No	Year	Number of employees	Number of employees leaving	Percentage out
1.	2021	180	21	12,38%
2.	2022	169	27	17,36%
3.	2023	175	29	18,06%

Source : PT Anugrah Tangkas Transportindo Cengkareng Jakarta

From table 1.1, PT Anugrah Tangkas Transportindo Cengkareng Jakarta Currently, the company has 146 employees at the end of 2023. This number has increased in the previous two years, namely in 2020 with 159 employees and in 2021 with 142 employees. The increase in the number of employees reflects the company's growth and efforts to improve quality. However, data shows significant fluctuations in employee turnover rates every year. Over the last three years, in 2020 there were 21 employees who left with a turnover rate of 12.38%. In 2022, the number of employees leaving will increase to 27 with a turnover rate reaching 17.36%. In 2023, as many as 29 employees will leave with a turnover rate of 18.06%. The turnover data can be calculated as a percentage of employee turnover rate at PT Anugrah Tangkas Transportindo Cengkareng Jakarta using the LTO (Labor Turnover) formula. Gillies (in Ningsih, 2019) stated that employee turnover is considered normal if it is in the range of 5-10% per year. If it exceeds 10% per year, it is considered high. Challenges arise when the level of desire to move (turnover intention) is high, especially for probationary employees and contract employees, which can cause employee turnover problems. Liana (2022) Turnover Intention refers to a person's intention or desire to leave their job after being accepted as an employee at a company. High turnover rates can have a negative impact on organizational stability and require effective human resource management strategies to overcome this problem.

The work environment refers to all the equipment, materials, and surrounding situations in which a person works. This includes work methods and arrangements both individually and in groups. The work environment involves creating a safe and comfortable atmosphere for employees by providing work safety facilities and tools, keeping the workplace clean, and increasing employee morale in every activity. With adequate conditions, work productivity can be increased significantly (Sari et al, 2020).

From the picture seen, it can be concluded that the overall situation at PT Anugrah Tangkas Transportindo Cengkareng Jakarta can be considered good, with each part having its own special area. However, when the researchers conducted an in-depth survey, there were several rooms that were considered inadequate because the air temperature felt uncomfortable, sometimes even too hot. Apart from that, there are also problems related to inadequate lighting and noise from other divisions. This is caused by an air circulation system that is not optimal, not all work spaces use air circulation and employees are not focused on working because of noise.

Table 2. PT Anugrah Tangkas Transportindo Cengkareng Jakarta Work Environment Facilities in 2023

No	Facility	Quality	
		Good	Not good
1.	Lights in the room	√	
2.	air conditioning	√	
3.	Printers		√
4.	Sterilizer	√	
5.	Tables and chairs		√

Source: data from Source: PT Anugrah Tangkas Transportindo Cengkareng Jakarta

There is a phenomenon based on the data provided for work environment facilities at PT Anugrah Tangkas Transportindo Cengkareng Jakarta in 2023, which can be seen by the presence of several facilities that are rated "Poorly Good" such as Printers, Tables and Chairs, this can cause discomfort for workers in the

work environment PT Anugrah Tangkas Transportindo Cengkareng Jakarta. The data above was obtained by direct observation at PT Anugrah Tangkas Transportindo Cengkareng Jakarta with permission from the local HRD. This discomfort can affect employee productivity and well-being. To create comfort in the workplace, it is important to maintain physical infrastructure such as cleanliness, adequate lighting, good air ventilation and a comfortable office layout. Facilities such as pleasant music can also add to comfort. In addition, organizational management must encourage employee initiative and creativity. According to (Andarsari and Setiadi 2023) Cleanliness is part of the work environment. It may not have the potential to motivate directly, but if ignored, it can cause dissatisfaction. A positive work atmosphere can make employees feel happy and motivated to provide their best performance.

Factors that support productivity are also based on the compensation that employees receive. Through direct interviews with HRD PT Anugrah Tangkas Transportindo Cengkareng Jakarta regarding compensation, overtime pay is only given to courier positions, employees in other positions are not given overtime pay, therefore this can be the cause of decreased employee loyalty. In research conducted by Mapparenta (2023), compensation is not significant with employee loyalty. Therefore, researchers intend to conduct research on whether compensation has an effect on employee loyalty.

Table 3. Data that affects compensation at PT Anugrah Tangkas Transportindo Cengkareng Jakarta

No	Performance	Form of compensation	Problem
1.	Exceed sales targets	Get bonuses and incentives	No problem
2.	Good performance	Bonus	Bonus payments are not made every year.

Source: data from Source: PT Anugrah Tangkas Transportindo Cengkareng Jakarta

In the table above, it is revealed that one of the compensation problems faced is the uncertainty of bonus payments, which are not made every year. This creates dissatisfaction among employees, making them feel underappreciated and less motivated. High performing employees may feel disappointed that their hard efforts are not recognized with appropriate bonuses. Additionally, this uncertainty can also create anxiety in the work environment, with employees wondering when bonuses will be paid, creating unnecessary tension and worry. According to Muguongo et al, (2019), compensation plays an important role in determining the level of employee job satisfaction. Compensation has a positive effect on job satisfaction, which means that the greater the compensation provided by the company, the higher the employee's job satisfaction. Several previous studies have linked these two variables and found that compensation was found to be a factor that has a positive and significant effect on job satisfaction, among others (Ketutdewisumaryathi & Gustiayumanuatidewi, n.d.-a, 2020) (Kencana & Surya, 2023)

If the company's conditions and treatment of employees are not supportive, then high employee loyalty will not develop by itself. When a company faces a situation where employee loyalty is low or decreasing, it is appropriate for the company to carry out internal reflection on the factors that could be the cause. The increase in turnover this year is related to job satisfaction, indicating that job satisfaction can influence how loyal employees are to the company. A person's job satisfaction is often influenced by good working environment conditions. Researchers conducted research on this topic because they were interested in the phenomena mentioned previously and wanted to gain a deeper understanding of the work landscape that will be faced in the future. Therefore, this research will investigate how job satisfaction mediates in the work environment and compensation on employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta.

2. LITERATUR REVIEW

The grand theory used for this research is management, the middle theory is human resources (HR) and the applied theory is work environment, compensation, job satisfaction and employee loyalty.

a. Work Environment

The work environment, according to Kasmir (2019), refers to the atmosphere or conditions around the workplace, including work space, layout, facilities and interactions with co-workers. Meanwhile, according to Afandi (2021), the work environment includes all elements around employees that can influence the implementation of their duties, such as air conditioning, adequate lighting, and other factors. According to Sedarmayanti (2019), work environment indicators include: lighting, air temperature, noise and facilities

b. Compensation

Compensation refers to all forms of financial returns and benefits received by employees as part of their employment relationship (Akbar 2021). Providing satisfactory compensation for employees can have a positive impact on the company, while poor compensation management can have a negative impact on the organization. According to Hasibuan (2019), there are several compensation indicators that are important in the context of human resource management in companies. These compensation indicators include: Salary, Bonuses, Intensives, and allowances.

c. Job satisfaction

According to Handoko (2019), job satisfaction refers to employees' opinions about the extent to which they feel happy or unhappy with their work. This is reflected in the positive behavior of employees towards their work and work environment. According to Afandi (2021), there are several factors that can be indicators of job satisfaction, namely: Job, wages, supervisors and co-workers.

d. Employee Loyalty

According to Hasibuan (2019), employee work loyalty can be explained as role and member loyalty in allocating their thoughts and time to achieve organizational goals. Loyalty also includes maintaining company confidentiality and avoiding actions that are detrimental to the organization while they work there. According to Saydam in Pitoy (2020), there are several indicators of loyalty which include: Obedience, responsibility, devotion and honesty.

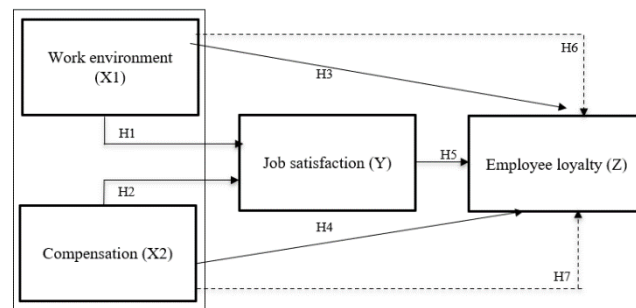


Figure 1. Conceptual framework

3. RESEARCH METHOD

The object of this research is PT Anugrah Tangkas Transportindo Cengkareng Jakarta, especially permanent employees. The data sources used by researchers are primary data sources, primary data was obtained through questionnaires as research. This research uses primary data, because the data was taken in this research by distributing questionnaires which were filled in directly by employees of PT Anugrah Tangkas Transportindo Cengkareng Jakarta. This research is quantitative research using a non-probability sampling method by applying purposive sampling as the research sample. The number of samples used was 65 out of 168 employees of PT Anugrah Tangkas Transportindo. With sampling criteria using Slovin.

Data collection techniques in this research are as follows: Observation, interviews, and questionnaires. Hypothesis testing

This research uses the t test to analyze existing hypotheses. The t statistical test basically shows how far the influence of individual independent variables is in explaining variations in the dependent variable. The t statistical test has a significance of 5%. This research uses mediating variables which ultimately uses path analysis with the Sobel test.

4. RESULTS AND ANALYSIS

a. Validity test

In the context of research, validity measures the extent to which the instruments or questions used to collect data can reliably and accurately reflect the concept or variable being studied. This research was assisted by SPSS version 26. According to Sugiyono (2022), validity is the level of accuracy between the actual data occurs on objects with data collected by researchers. The criteria are if the calculated r value is higher (>) than the r table and is positive then the data is valid, the r table is obtained from a significance level (α) of 5% (0.05). The following are the results of the validity test that the researchers conducted:

Table 4. Validity test					
Research Variables		Item	r hitung	r tabel	Result
Work Environment (X₁)	Environment	X1.1	0,481	0.2441	Valid
		X1.2	0,489	0.2441	Valid
		X1.3	0,448	0.2441	Valid
		X1.4	0,477	0.2441	Valid
		X1.5	0,481	0.2441	Valid
		X1.6	0,504	0.2441	Valid
		X1.7	0,696	0.2441	Valid
		X1.8	0,364	0.2441	Valid
		X1.9	0,564	0.2441	Valid
		X1.10	0,358	0.2441	Valid
		X1.11	0,342	0.2441	Valid
		X1.12	0,376	0.2441	Valid
Compensation (X₂)	Compensation	X2.1	0,593	0.2441	Valid
		X2.2	0,585	0.2441	Valid
		X2.3	0,566	0.2441	Valid
		X2.4	0,409	0.2441	Valid
		X2.5	0,552	0.2441	Valid
		X2.6	0,383	0.2441	Valid
		X2.7	0,616	0.2441	Valid
		X2.8	0,566	0.2441	Valid
		X2.9	0,529	0.2441	Valid
		X2.10	0,476	0.2441	Valid
		X2.11	0,549	0.2441	Valid
		X2.12	0,502	0.2441	Valid
Job Satisfaction (Y)	Job Satisfaction	Y.1	0,774	0.2441	Valid
		Y.2	0,745	0.2441	Valid
		Y.3	0,729	0.2441	Valid
		Y.4	0,741	0.2441	Valid
		Y.5	0,790	0.2441	Valid
		Y.6	0,705	0.2441	Valid
		Y.7	0,781	0.2441	Valid
		Y.8	0,785	0.2441	Valid
		Y.9	0,307	0.2441	Valid
Employee loyalty (Z)	Employee loyalty	Z.1	0,556	0.2441	Valid
		Z.2	0,375	0.2441	Valid
		Z.3	0,670	0.2441	Valid
		Z.4	0,328	0.2441	Valid
		Z.5	0,511	0.2441	Valid
		Z.6	0,640	0.2441	Valid
		Z.7	0,662	0.2441	Valid
		Z.8	0,662	0.2441	Valid
		Z.9	0,704	0.2441	Valid

Based on table 4.1, it shows that all questionnaire items for the variables Work Environment (X₁), Compensation (X₂), Job satisfaction (Y), and employee loyalty (Z) are proven to be valid because they have an rcount value greater than rtabel (rcount>rttable).

b. Reliability test

In this study, Cronbach's Alpha was used to assess the reliability of indicators. The reliability of an indicator or statement is considered adequate if the Cronbach's Alpha value exceeds 0.60 or 60%, indicating that the instrument is reliable.

Table 5. reliability test result

No	Variable	Cronbach's Alpha value	Sig.	Information
1.	Work Environment (X_1)	0.662	>0,6	Reliabel
2.	Compensation (X_2)	0.720	>0,6	Reliabel
3.	Job Satisfaction (Y)	0.845	>0,6	Reliabel
4.	Employee loyalty (Z)	0.745	>0,6	Reliabel

Source : Data Processed by SPSS vers. 26

Based on table 4.2, it can be seen that all the variables in the research this is considered reliable because the Cronbach's alpha value is > 0.6 significance level.

c. Descriptive statistics

Table 6. Descriptive Statistical Test Results

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment (X_1)	65	31.00	56.00	48.5385	4.58965
Compensation (X_2)	65	43.00	60.00	50.6923	4.30088
Job Satisfaction (Y)	65	34.00	45.00	3.27446	3.27446
Employee loyalty (Z)	65	23.00	42.00	38.1538	3.97740
Valid N (listwise)	65				

Source : Data Processed by SPSS vers. 26

Work environment variables with a minimum value of 31.00 and value maximum 56.00, with a mean of 48.5385 and standard deviation 4.58965. The compensation variable has a minimum value of 43.00 and value maximum 60.00, with a mean of 50.6923 and standard deviation 4.30088. The job satisfaction variable has a minimum value of 34.00, a maximum value of 45.00, an average value of 3.27446, and a standard deviation of 3.27446. The employee loyalty variable has a minimum value of 23.00, a maximum value of 42.00, and a mean of 38.1538 with a standard deviation of 3.97740.

d. Classic assumption test

1) Normality test

Table 7. Normality test results

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		65
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.52403186
Most Extreme Differences	Absolute	.072
	Positive	.050
	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^a

a. Test distribution is Normal.

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		65
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.15315924
Most Extreme Differences	Absolute	.104
	Positive	.070
	Negative	-.104
Test Statistic		.104
Asymp. Sig. (2-tailed)		.078 ^a

a. Test distribution is Normal.

Source : Data Processed by SPSS vers. 26

Based on Table 4.4 The results of the normality test using Kolmogorov-Smirnovl in table 2 show the value of structure 1 is 0.200 and structure 2 is 0.078 with a value the significance is 0.057 so it can be concluded that the data studied is normally distributed because the significance values are $0.200 > 0.05$ and $0.078 > 0.05$.

2) Multicollinearity Test

Table 8. Multicollinearity test result

Model	Collinearity Statistics		Information
	Tolerance	VIF	
Structure 1			
Work environment (X1)	0,990	1.010	There is no multicollinearity
Compensation (X2)	0,990	1.010	There is no multicollinearity
Structure 2			
Work environment (X1)	0,854	1.171	There is no multicollinearity
Compensation (X2)	0,677	1.477	There is no multicollinearity
Job satisfaction (Y)	0,594	1.683	There is no multicollinearity

Source : Data Processed by SPSS vers. 26

Based on Table 4.5, all independent variables have a tolerance value of >0.10 and a VIF value of <10 . Thus, the conclusion obtained in this research is that there is no multicollinearity.

3) Heteroscedasticity test

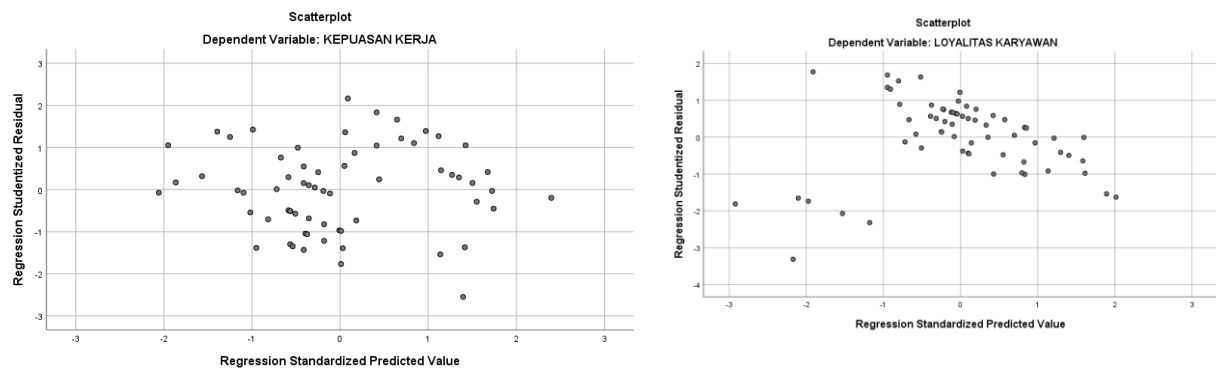


Figure 2. Heteroscedasticity test result

The image above shows the results of the heteroscedasticity test from the scatter plot. All randomly distributed points are either above or below the value 0 on the y-axis. No indication of heteroscedasticity was observed in the regression model.

e. Hypothesis testing

Table 9. t test result

Model	t	Sig.	Decision
Structure 1			
Work environment (X1)	-3.148	0.003	Significant
Compensation (X2)	5.358	0.000	Significant
Structure 2			
Work environment (X1)	5.278	0.000	Significant
Compensation (X2)	-3.371	0.001	Significant
Job satisfaction (Y)	2.599	0.012	Significant

H1: The work environment influences employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta

Based on the test results above, the influence of work environment variables (X1) on job satisfaction (Y) produces a significance value of $0.003 < 0.05$. And the work environment has a negative influence of -0.221 on job satisfaction at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. So it can be concluded that H1 has a partial effect, there is a significant influence between work environment variables on job satisfaction. The influence is negative, this proves that a bad work environment can make employees feel dissatisfied at work.

H2: Compensation influences job satisfaction at PT Anugrah Tangkas Transportindo Cengkareng Jakarta

Based on the test results above, the influence of the Compensation variable (X2) on job satisfaction (Y) produces a significance value of $0.000 < 0.05$. And compensation has a positive influence of 0.401 on employee job satisfaction at PT Anugrah Tangkas Transportindo Cengkareng Jakarta.

H3: The work environment influences employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta

Based on the test results above, the influence of the work environment (X1) on Employee Loyalty (Z) produces a significance value of $0.000 < 0.05$. And the work environment has a positive effect of 0.502 on employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. So it can be concluded that H3 has a partial effect and there is a significant influence between work environment variables on employee loyalty.

H4: Compensation influences employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta

Based on the test results above, the influence of compensation (X2) on employee loyalty (Z) produces a significance value of $0.001 < 0.05$. And the work environment has a negative effect of -0.385 on employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. So it can be concluded that H4 has a partial effect and there is a significant influence between compensation variables on employee loyalty. The effect is negative, meaning that when the compensation given is not appropriate it will cause a decrease in the level of employee loyalty.

H5: Job satisfaction influences employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta

Based on the test results above, the influence of job satisfaction (Y) on employee loyalty (Z) produces a significance value of $0.012 < 0.05$. And job satisfaction has a positive effect of 0.416 on employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta.

So it can be concluded that H5 has a partial effect and there is a significant influence between the job satisfaction variable and employee loyalty.

f. Uji sobel

1) Structure 1

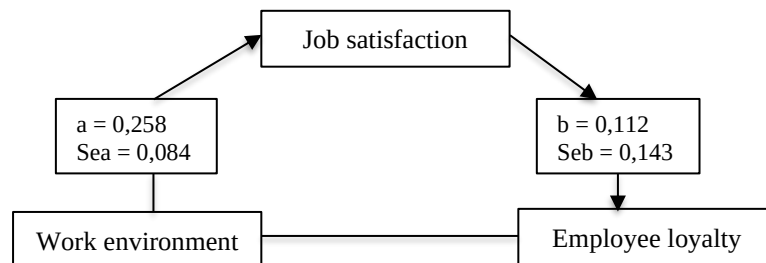


Figure 3. Mediation Path Analysis of Job Satisfaction in the work environment on employee loyalty

The mediation effect shown by multiplying the coefficients needs to be tested using the Sobel test with the following formula :

$$Z = \frac{a \times b}{\sqrt{b^2 s_a^2 + a^2 s_b^2 + s_a^2 s_b^2}}$$

$$Z = \frac{0,258 \times 0,112}{\sqrt{(0,112)^2 (0,084)^2 + (0,258)^2 (0,143)^2 + (0,084)^2 (0,143)^2}}$$

$$Z = \frac{0,0288}{0,3990} = 0,0721$$

H6: Job Satisfaction mediates the Work Environment on Employee Loyalty at PT Anugrah Tangkas Transportindo

The results of the Sobel test to determine how job satisfaction mediates the influence of the work environment on employee loyalty, obtained a Sobel value of 0.0721, Z value = 0.0721 < 1.998. This means that job satisfaction cannot mediate the influence of the work environment on employee loyalty.

2) Structure 2

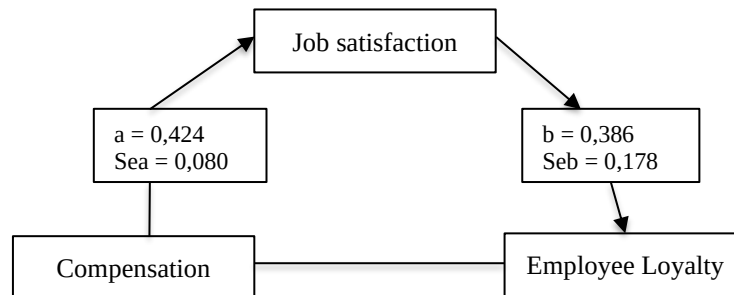


Figure 4. Mediation Path Analysis of Job Satisfaction in the work environment on employee loyalty

The mediation effect shown by multiplying the coefficients needs to be tested using the Sobel test with the following formula :

$$Z = \frac{A \times B}{\sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2}}$$

$$Z = \frac{0,424 \times 0,386}{\sqrt{(0,424)^2(0,080)^2 + (0,368)^2(0,178)^2 + (0,080)^2(0,178)^2}}$$

$$Z = \frac{0,1636}{0,0783} = 2,0893$$

H7: Job Satisfaction mediates Compensation on Employee Loyalty at PT Anugrah Tangkas Transportindo

The results of the Sobel test to determine how job satisfaction mediates the influence of compensation on employee loyalty, obtained a Sobel value of 2.0893, Z value = 2.0893 > 1.998. This means that job satisfaction can mediate the effect of compensation on employee loyalty.

e. Determination Coefficient (R^2)

The coefficient of determination R^2 fundamentally measures how well the model can explain variations in the dependent variable. The range of coefficient of determination values is between zero and one. A low R^2 value indicates that the independent variable has limitations in explaining variations in the dependent variable. Conversely, a value close to one indicates that the independent variable effectively provides almost complete information for predicting variations in the dependent variable. The results of the coefficient of determination analysis can provide an idea of how well the model can explain the observed data.

Table 10. determination coefficient result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Structure 1	.637 ^a	.406	.387	2.564
Structure 2	.549 ^a	.302	.279	3.376

Source : Data Processed by SPSS vers. 26

Based on the table, the Adjusted R square value obtained is 0.387 for structure 1, and 0.279 for structure 2. These results indicate that the independent variable influences the mediating variable by 38.7% in structure 1, while the remaining 61.3% is influenced by other variables. On the other hand, in structure 2, the independent variable influences the mediating variable by 27.9%, while the remaining 72.1% is influenced by other variables.

5. CONCLUSION

Based on the results of testing the data obtained from the questionnaire that the researcher distributed to PT Anugrah Tangkas Transportindo Cengkareng Jakarta, the following conclusions can be drawn:

- 1) The work environment has a significant negative effect on employee job satisfaction at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. This means that the work environment is proven to be

able to influence job satisfaction. The better the work environment in the company, the greater the job satisfaction of employees.

- 2) Compensation has a significant positive effect on employee job satisfaction at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. This means that compensation is proven to be able to influence job satisfaction. If the compensation provided by the company is in accordance with the work provided, employees will feel satisfied.
- 3) The work environment has a significant positive effect on employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. This means that the work environment is proven to be able to influence employee loyalty. When the work environment in a company is comfortable, the higher the level of employee loyalty to the company.
- 4) Compensation has a significant negative effect on employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. This means that compensation is proven to be able to influence employee loyalty. When the compensation provided is appropriate, employees will feel loyal to the company.
- 5) Job satisfaction has a significant positive effect on employee loyalty at PT Anugrah Tangkas Transportindo Cengkareng Jakarta. This means that job satisfaction can influence employee loyalty. If employees feel satisfied, of course the employee will show their loyalty.
- 6) Job satisfaction through the Sobel test cannot mediate the influence of the work environment on employee loyalty because the Z value $< \text{sig } 0.05$ $0.0721 < 1.9983$. This means that job satisfaction cannot influence the influence of the work environment on employee loyalty at PT Anugrah Tangkas Transportindo.
- 7) Job satisfaction through the Sobel test can mediate the effect of compensation on employee loyalty because the Z value $> \text{sig } 0.05$, $2.0893 < 1.9983$. This means that job satisfaction can influence the influence of compensation on employee loyalty at PT Anugrah Tangkas Transportindo.

Managerial implications for employees in this research that can be applied are as follows:

- 1) Companies can use the findings of this research to design more effective human resource management interventions and programs.
- 2) Managers can focus on increasing job satisfaction as a way to increase employee loyalty, which in turn can have a positive impact on overall organizational productivity and performance.

ACKNOWLEDGEMENTS

With great gratitude, I would like to present this thesis and express my special thanks to my family, especially to my parents, Mr. Didik Pramudianto and Mrs. Desti Inggar, as well as my grandmother, Darwatiningsih. Thank you for the love, prayers, support and motivation they provide, both morally and materially.

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