



## **The Effect of Career Development and Work Environment on Employee Loyalty with Work Satisfaction as Intervening Variables**



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### **Keywords**

*Career Development;*

*Work*

*Environment;*

*Job*

*Satisfaction;*

*Employee*

*Loyalty;*

### **Abstract**

The purpose of this study is to determine the effect of career development and work environment on employee loyalty with job satisfaction as an intervening variable. The method used quantitative method with the type of expansion. The population in this study were all employees of PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch- Indonesia. The sample method used probability sampling with sampling techniques using simple random sampling. The data analysis method used structural equation modeling analysis with the help of the Amos software program. The results showed that career development, work environment had a significant positive effect on job satisfaction and employee loyalty, job satisfaction had a significant positive effect on employee loyalty, and job satisfaction proved to be an intervening variable influencing career development and work environment on employee loyalty at PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch.

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### **1. Introduction**

Human Resource (HR) development is a way for the organization to be able to maintain the working existence of all organizational components. An organization must be able to optimize the ability of its human resources so that the achievement of targets can be accomplished, but it is not simple it requires a good understanding of the organization, there needs to be a mature development strategy so that the HR of an organization is used as needed.

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Based on state owned BUMN statistics 2018, the total assets of Pelindo I (Rp. 14 trillion), Pelindo II (51.43 trillion), Pelindo III (29 billion), and Pelindo IV (8.6 trillion), from the 4 Ports in Indonesia which has the largest total assets is PT Pelabuhan Indonesia II (Persero). PT Pelabuhan Indonesia II (Persero) has 12 Port Branches in Indonesia and one of them is the Port of Tanjung Priok Branch which is demanded to provide world-class port services to service users. Many changes made by the company aim to increase the commitment and loyalty of workers so as to provide confidence for business partners and service users on port services. As one of the largest ports in Indonesia, the company continues to carry out transformations that lead to the realization of the company's Vision and Mission.

PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch is a corporation with more than 500 employees in 7 sections spread in the Tanjung Priok Branch. Like a large family, Tanjung Priok Branch employees dynamically collaborate and work together in running the company. Maintaining employee loyalty is not an easy thing. This is because in an organization, human resource management must be done well in order to achieve goals effectively and be able to maintain potential human resources so that it does not have an impact on the movement of employees in the company. Events that often occur are a variety of difficult employee behavior prevented from happening. One form of employee behavior is the desire to stop which results in the employee's decision to leave his job.

Based on data from employees resigning at PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch, it was also shown from data on the number of employees leaving in 2015 until 2018, here it is:



Figure 1. Employee Turnover Graph

Based on the data in Figure 1, it can be seen that there are data of employees who resigned in the period of 2015 to 2018 at PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch. This indicates the existence of factors why the employee is not loyal to the company. In the view of employees to work more loyal the company must also ensure job satisfaction of its employees. If the employee is filled with dissatisfaction with the received impact on the company will be very negative meaning that if the problem of job satisfaction can not be resolved properly it can reduce employee work loyalty. Job satisfaction is a major factor for improving and maintaining overall organizational results and job loyalty with efficient services and better performance (Waqas et al., 2014).

Another factor that also influences loyalty is career development. Few companies plan and develop employee careers with clear, measurable bases and considerations. Promotion or promotion in a company is something that usually happens. This is a form of career development

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(Yuliyanti, D Susita, A Saptono, J Susono, A Rahim)

carried out by the company to its employees. Career development is certainly something that every employee wants because generally the higher a position is, the more prosperous their lives will be. Imagine if the company did not carry out a career development process, surely the employees would lower their loyalty to the company and actually hurt the company itself.

Besides the factors that influence loyalty is the work environment. Comfort and cleanliness in the work environment are important factors that can influence employees in completing work assignments. A comfortable and appropriate work environment will encourage employees to work as well as possible, it will expedite the company's production process (Febry Ramadhani, 2016). An uncomfortable work environment will cause passive employees. A pleasant work environment will be created due to the condition of everything in the work environment. Many researchers have shown that employees prefer a safe and comfortable work environment. Indicators of the work environment are cleanliness, comfort, safety, and good relations between employees (Sutanto & Perdana, 2016).

In previous studies with the title "Antecedents Variable Of Employees Loyalty" Analyzing the effect of satisfaction on the leader, compensation and work environment on the loyalty of PT. ISS employees in Surabaya. The research proves that satisfaction with leaders, compensation and work environment has a positive and significant effect partially and simultaneously on employee loyalty (Sutanto & Perdana, 2016). Research with the title "Determinants of Working Environment, Employee Loyalty and Employee Turnover of ICT-SME Industry" proves that there is a significant relationship between variables, job security and work environment shows employee performance in making comfortable and happy, ultimately arising to make employees become loyal (Kullab & Kassim, 2017).

From the above explanation, the need for research to prove scientifically about the influence of career development, work environment and job satisfaction on loyalty to employees of PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch.

Based on the background of the problems outlined above, the problem that occurs is the existence of a low level of employee loyalty caused by career development factors that do not have clear career pattern procedures and decreased levels of employee job satisfaction with their work due to unfavorable work environment. Therefore, the formulation of the problem of this study is "How does the influence of career development and work environment on employee loyalty with job satisfaction as an intervening variable on the employees of PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch performance.

## **2. Material and Method**

This study used a quantitative method with the design of Expansionation (explanatory research) which is a study that aims to explain the influence of the variables studied by conducting an analysis process to conduct a hypothesis test (Singarimbun & Effendi, 2011). Data is taken based on questionnaire as a data collection tool with cross sectional. According to (Notoatmodjo, 2002) cross sectional study is a study that studies the dynamics of the correlation between risk factors with effects and with an approach, observation or by collecting data at a particular moment.

## **3. Discussion**

### ***The Effect of Career Development on Employee Loyalty***

Career Development is proven to have a significant positive effect on Employee Loyalty. This is supported by the acquisition of CR values of 2,942 and significant 0.003 <0.05. A positive

value estimate indicates that the higher Career Development will have an impact on increasing employee loyalty.

The results of this hypothesis support research conducted by Majid et al (2017) who found that career development had a significant positive effect on employee loyalty, where the better the concept of career development owned by the company, the higher the employee loyalty. The same thing was found by Kiruthiga and Magesh (2015) that career development has a significant impact on employee loyalty. A good career development in order to develop a personal career must be done to achieve certain levels so that employees will have greater responsibilities in the future. Employees must be trained to reduce and eliminate bad habits or to practice new skills that will improve performance so that employee loyalty is expected to increase (Harlie, 2012). This is in accordance with the opinion of Uthiyasuriyan et al (2017) that career development is the most important factor in influencing employee loyalty because it can provide a large number of opportunities for employees to obtain adequate knowledge and experience.

### ***Effect of Work Environment on Employee Loyalty***

The Work Environment is proven to have a significant positive effect on Employee Loyalty. This is supported by the acquisition of a CR value of 2.144 and a significance of 0.032 <0.05. A positive value estimate indicates that the higher the Work Environment will have an impact on increasing employee loyalty.

The results of this hypothesis support research conducted by Kiruthiga and Magesh (2015) showing that the work environment has a significant impact on employee loyalty. The same result was also shown by Kullab et al (2017) that the work environment had a significant positive effect on employee loyalty, where the better the concept of career development owned by the company, the higher the employee loyalty.

### ***Effect of Job Satisfaction on Employee Loyalty***

Job Satisfaction has been proven to have a significant positive effect on employee loyalty. This is supported by the acquisition of a CR value of 2.961 and a significant 0.003 <0.05. A positive value estimate indicates that the higher Job Satisfaction will have an impact on increasing employee loyalty.

The results of this hypothesis support research conducted by Waqas et al (2014) which shows that there is a positive and strong relationship between job satisfaction and loyalty. Waqas et al (2014) also explained that the factors that most influence job satisfaction are appreciation and recognition, workplace environment and empowerment. The same results are also shown by research conducted by Uthiyasuriyan et al (2017) and Talwar et al (2017) that the results obtained indicate that there is a positive correlation between various components of employee satisfaction and employee loyalty. . Inantra et al (2013) added that the results of his study confirm the predicted value of job satisfaction regarding the level of loyalty there is a relatively strong significant relationship between job satisfaction and loyalty.

### ***Effect of Career Development on Job Satisfaction***

Career Development is proven to have a significant positive effect on Job Satisfaction. This is supported by the acquisition of CR values of 2,961 and significant 0.005 <0.05. A positive value estimate indicates that the higher Career Development will have an impact on increasing Job Satisfaction.

The results of this hypothesis support research conducted by Onsardi et al (2017) which

shows that there is a direct positive effect between career development on job satisfaction. Research conducted by Rahman and Syahrizal (2018) also shows that career development has a positive and significant influence on job satisfaction. Kaya and Ceylan (2014) revealed that career development programs have a partial effect on employee job satisfaction, organizational commitment affects job satisfaction directly and positively, and career development programs in organizations affect the level of employee job satisfaction. Jusuf et al (2016) argue that career development has a very important position towards the organization in increasing ability and adapting to changes in a competitive environment.

### ***Effect of Work Environment on Job Satisfaction***

The Work Environment is proven to have a significant positive effect on Job Satisfaction. This is supported by the acquisition of CR values of 2,961 and significant  $0.005 < 0.05$ . A positive value estimate indicates that the higher Career Development will have an impact on increasing Job Satisfaction.

The results of this hypothesis support research conducted by Agbozo et al (2017) that the work environment has a significant influence on employee satisfaction. The same results were also shown by Tumboimbela (2018) and Sabei (2019) that the work environment had a significant and positive effect on job satisfaction. Jusuf et al (2016) found the work environment had a significant positive effect on job satisfaction.

### ***The Effect of Career Development on Loyalty through Job Satisfaction***

Career Development is proven to affect Employee Loyalty through Job Satisfaction. This shows that Job Satisfaction as intervening is proven to increase the influence of Career Development on Employee Loyalty.

The results of this hypothesis support research conducted by Uthyasuriyan et al (2017) which shows that Job Satisfaction in the relationship between Career Development and Loyalty where the influence of Career Development partially affects Loyalty directly and also indirectly through increasing Job Satisfaction. Abdullah et al (2009) which states that job satisfaction has a significant positive effect on employee loyalty, where the more satisfied employees are at work, the more loyal the organization will be. The results show that career development will have a significant effect on loyalty through job satisfaction so it is suspected that there is a role of job satisfaction between the relationship of career development and loyalty.

### ***Effect of Work Environment on Loyalty through Job Satisfaction***

The work environment has been proven to have an effect on employee loyalty through job satisfaction. This shows that Job Satisfaction as intervening is proven to increase the influence of the Work Environment on Employee Loyalty. The results of this hypothesis support research conducted by Waqas et al (2014) which found that the level of job satisfaction, its impact on loyalty and the factors that influence it, to assist an efficient and effective management system in developing countries. In this study explained that there is an impact of the work environment on job satisfaction, in this case the work environment and job satisfaction have a significant relationship and job satisfaction has a partial mediation on the relationship between work environment and loyalty.

#### 4. Conclusion

In accordance with the research that has been done and the discussion about the effect of career development and work environment on employee loyalty with job satisfaction as an intervening variable, several conclusions can be stated as follows:

1. Career Development has a positive and significant effect on Employee Loyalty at PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch. Companies need to develop employee careers well so that employee loyalty is maintained and is able to encourage employees to always do their best and help organizations obtain skilled and skilled personnel in carrying out their duties. As career development has increased so far, employee loyalty will increase.
2. Work Environment has a positive and significant effect on Employee Loyalty of PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch. The work environment creates positive results in facing new challenges by producing an attractive work environment. The work environment must be a place where employees enjoy and achieve organizational productivity and create employee loyalty to the organization. The more the work environment in the company increases, the employee loyalty will increase.
3. Job Satisfaction has a positive and significant effect on Employee Loyalty at PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch. Satisfied employees have high loyalty to the organization. An employee who considers himself receiving job satisfaction will increase loyalty so that it has a good impact on the organization. The higher the employee job satisfaction, the higher the employee loyalty.
4. Career Development has a significant positive effect on Job Satisfaction of PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch. A clear career development in an organization will demand technical skills and decision making as a professional career for career advancement to a profession with more opportunities for advancement so that it has a partial effect on employee job satisfaction and affects the level of employee job satisfaction. The more career development in the company increases, the employee job satisfaction increases.
5. Work Environment has a significant positive effect on Job Satisfaction of PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch. The work environment is anything or elements that can affect directly or indirectly the organization or company which will have a good or bad impact on employee job satisfaction. Increasing the work environment, employee job satisfaction is increasing.
6. Career Development has a positive and significant effect on Employee Loyalty at PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch through job satisfaction. Career development is one of the factors that can affect job satisfaction. This job satisfaction in this study was found to influence the presence or absence of employee loyalty. Job satisfaction felt by employees is a factor that determines employees to

remain loyal to the company. Enhancing career development must be able to increase employee job satisfaction so as to increase employee loyalty.

7. Work Environment has a positive and significant effect on Employee Loyalty at PT Pelabuhan Indonesia II (Persero) Tanjung Priok Branch through job satisfaction. The more the work environment increases, of course the employee loyalty also increases, on the contrary, if the lower the work environment, the lower employee loyalty will be because the employees feel comfortable and feel quite satisfied in the company. Job dissatisfaction is the cause of employees not being loyal to the organization.

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