



# The Effect of Workload, Compensation, and Career Development on Employee Loyalty at PT.ABC

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## Abstract

**Purpose:** This study aims to determine the relationship model of workload, compensation, and career development on employee loyalty.

**Research Methodology:** The population in this study was the employees of PT. XYZ using a multiple linear regression analysis.

**Results:** The results of the study and the hypothesis show that Workload, Compensation and Career Development influence employee loyalty simultaneously.

**Conclusions:** Workload ( $X_1$ ) does not significantly affect Employee Loyalty (Y), while Compensation ( $X_2$ ) and Career Development ( $X_3$ ) have a positive impact on loyalty. These findings suggest that enhancing compensation and career opportunities can improve employee loyalty at PT. ABC.

**Limitations:** The study is limited to PT. ABC and focuses on only three variables. Further research with additional factors and a broader sample could provide more comprehensive insights..

**Contributions:** This study contributes to the existing body of knowledge by providing empirical evidence on how workload, compensation, and career development impact employee loyalty in the Indonesian context. The findings offer practical insights for managers at PT. ABC to improve their policies on workload management, compensation structures, and career development programs to foster higher employee loyalty.

**Keywords:** *Burden Work, Compensation, Development Career, Loyalty Employee, Workload*

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## 1. Introduction

Most companies today are still implementing work-from-home policies as Large-Scale Social Restrictions remain in effect. Companies are required to grow or maintain their customer base. The talent within the company must also be nurtured. With the help of technology, it is hoped that employee development systems can run smoothly and maintain employee loyalty (Howe et al., 2020). Human Resources are a key component in realizing an organization's vision and mission. HR is a key asset in carrying out company activities. They have goals, desires, thoughts, statuses, and feelings that fulfill their needs. They also have heterogeneous educational backgrounds, genders, and ages; therefore, they are not like money, materials, and technology, which are passive and can be completely controlled in achieving company goals (Ardillah, 2020; Rachmawati, 2014).

According to Tommy (2010), loyalty can be said to be loyalty to something, Which No only in the

form of physical loyalty but also in the form of non-physical loyalty, such as faithfulness, thoughts, and attention. Loyalty is an important aspect of every company. High employee loyalty influences the achievement of company goals. Very low loyalty will affect the failure to reach the company's objectives. On basically high employee loyalty is the most important goal for every company. According to [Masari and Nursalin \(2011\)](#), to ensure that employees have high loyalty to the company, this is done by getting attention, praising progress, transfers, salary increases, job promotions, informing employees about what is happening in the company, letting them understand how to work well, and being willing to listen to employee complaints ([Alam et al., 2020](#); [Jungert et al., 2018](#)).

Loyalty is the desire to protect and save the face of others. Fletcher defined loyalty as devotion to someone by not abandoning, defecting, or betraying others when needed ([Haryono & Sulistyono, 2020](#)). Many factors contribute to employee loyalty, including job satisfaction, compensation or incentives, effective communication, company motivation, a comfortable workplace and relationships with other employees ([Gardjito et al., 2014](#); [Permanasari, 2019](#)). Currently, the definition of employee loyalty no longer simply refers to an employee's ability to carry out their duties and obligations according to their job description, but rather to doing their best to produce the best results for the company ([Ahmadi & Sulistyono, 2019](#)).

Some of the reasons why employees leave include excessive workloads beyond normal hours or overtime, in addition to tasks that are not in accordance with the job description given at the time of recruitment ([Fauzi & Akbar, 2020](#); [Hasmin, 2016](#)). Another problem is the existence of additional tasks outside the core work, which should be done by several people; however, the work is done by only one person, and the lack of coaching or direction for the division of tasks for each employee causes stress in some employees ([Gardjito et al., 2014](#)). becomes larger because the work must be completed in time, which is determined by Other causal factors are the level of compensation or wages that are still not in accordance with the task requirements. The compensation provided has led to a decrease in work productivity ([Kahfi et al., 2017](#)). It can be said that the compensation value is still not commensurate with the level of workload experienced by the employees. Furthermore, every employee who works overtime is unpaid, except on public holidays. These factors contribute to employee disloyalty and apathy, leading to employees refusing to help others because they consider it not their job and a waste of time ([Makambe & Moeng, 2019](#); [Maulana, 2016](#)).

Many employees have worked for decades but still hold regular staff positions, while newly recruited employees with only a bachelor's degree can hold Store Manager positions. Furthermore, career development is still based on performance appraisal. This gap in career development leads to many employees being left behind ([Prentice et al., 2020](#)). No loyal to company. Furthermore, the compensation obtained by employees greatly influences the decline in employee loyalty because employees make statements that the compensation received is still considered inadequate owing to the mismatch between the amount of work and the compensation received. Employees require additional benefits to increase their loyalty ([Panchali & Seneviratne, 2019](#)).

From the known phenomena, it can be concluded that forming good employee loyalty requires a workload that aligns with the job specifications of the employee, ensuring that the workload is not excessive and that it aligns with the employee's time capacity and performance. Furthermore, loyalty can be demonstrated by providing good compensation to ensure employee well-being and motivation to increase productivity ([Maulana, 2016](#)). Employees contribute to achieving the company's goals. Career development must be enhanced. Companies create career opportunities not only by acquiring competency requirements but also by building employee work experience to help improve the company's effectiveness and efficiency in maintaining good human resources, thereby fostering employee loyalty and maintaining organizational stability ([Bahadur et al., 2020](#)).

## 2. Literature Review

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### 2.1 Work Load

Workload is a process of analyzing the time used by a person or group of people in completing the tasks of a job (position) or group of positions (work unit) carried out under normal circumstances/conditions” (Kurnia, 2010). According to Kurnia (2010), workload analysis is a process to determine the number of working hours used or needed by people to complete a job. something work in time certain, or with say other analysis burden purposeful work to determine How many amount personnel And How many amount not quite enough answer or burden Work Which appropriate delegated to a officer (Heard et al., 2018; Mohanavelu et al., 2020).

According to Lai and Marrone (2012), the analysis burden work identifies a good number of employees and qualified employees required to reach the organization’s objective. According to Kurnia (2010), understanding the burden of work is a group or a number of activities that must be completed by an organizational unit or holder position in terms of time.

According to Danang (2012), work burden is work which can cause tension in a person, leading to stress. Matter this can caused by by level skill the demands are too high, the work speed may be too high, the work volume may be too much and so on. Based on theories obtained from expert opinions, in conclusion, burden work is the determination of the amount of work hours for employees to finish work and burden work as work that is too much, which causes tension or stress at work.

### 2.2 Definition Compensation

According to Gaol (2014), compensation is a matter that is accepted by employees, whether in the form of money or not, as a reply service given to the employee for their contribution to the organization. According to Hasibuan (2013), compensation is all income that shapes money, goods directly, or no direct income received by employees as a reward for what is given to the company. According to Samsudin (2010) and Sudiardhita et al. (2018), compensation is reward service or reply service which given by company to the workforce work, because for power work the has give donation power and thought for the sake of company progress use reach objective which determined. The giver work must rather competitive with a number of types of compensation for interesting and maintain employee which competent (Darma & Supriyanto, 2017; Reddy, 2020).

Dessler (2011), compensation employee (employee compensation) covering all forms of payment provided to employees and arises from their employment relationship. Employee compensation has two components main, that is payment financial direct or direct financial payments (wages, wages, incentive, commission and bonus) and payment financial no direct or indirect financial payments (allowance financial like insurance and holiday which paid by giver work) (Tomic et al., 2018).

Based on the theories of each expert, it can be concluded that compensation is a reward given for employee contributions to the organization. Compensation has both direct and indirect financial components. Direct financial compensation includes wages, salaries, incentives, and bonuses, whereas indirect financial compensation includes allowances and insurance (Ketut Dewi Sumaryathi & Gusti Ayu Manuati Dewi, 2020).

### 2.3 Definition Development Career

Corenelia (2016) stated that "individual work history, sequences of and patterns in occupations and work positions and upward progress in an occupation or in life generally." A career is a person’s work history, a series and pattern of work. Job position, as well as advancement in work or life. Meanwhile, Ivancevich (2013) states that a career is a pattern of experience related to work (for example, position work, job obligations, decision, and subjective interpretation of incidents related to work) and activities throughout

the range of time of someone's life. According to the second expert, a career is a perception of personal attitude and behavior, which is related to activity and experience in the range of life and a person's goals in the future. According to [Marwansyah \(2010\)](#), a career is a pattern of activities and experiences related to work (for example, position, tasks in position, decisions, and subjective interpretations about events related to work) throughout someone's working life. The development career has been defined by a number of experts, including:

Davis and Werther argue that career development is the self-development activity undertaken by a person to realize their personal career plans ([Marwansyah, 2010](#)). According to Jackson and Vitberg, a formal development career is an approach that done organization for ensures that a person with the right qualifications and experience is available at the right time ([Marwansyah, 2010](#)).

Based on understanding on, career development is a business that is organized and planned, which consists of an activity or process that is structured and produces lead come back business planning career between employees and the organization. In a career development system, employees are responsible for planning career, whereas organization responsible answer to management career ([Akhigbe & Ifeyinwa, 2017](#)).

#### 2.4 Loyalty Employee

[Bayu \(2012\)](#) and [Darmawan et al. \(2020\)](#) states that loyalty is being loyal to something with the flavor of love; thus, a person with a high sense of loyalty feels no need to get a reward for doing something for someone else or the company place where he/she puts his/her loyalty. According to [Hasibuan \(2011\)](#), faithfulness is reflected by the willingness of employees to protect and defend the organization inside and outside of work from undermining others. No, there is no responsible answer. The taller the loyalty of employees in an organization, the easier it is for the organization to achieve the goals set previously by the organization owner ([Dhir et al., 2020](#); [Phuong & Tran, 2020](#); [Stojanović et al., 2020](#)). Conversely, when employee loyalty is low, it is more difficult for the organization to achieve the goals set by the owners ([Khuong & Linh, 2020](#); [Kot-Radojewska & Timenko, 2018](#)).

Based on the expert opinion theory above, it can be concluded that employee loyalty is loyalty. Employees expect rewards for their contributions do activities work to the company, which are given for the sake of the organization's progress.

#### 2.5 Framework Conceptual

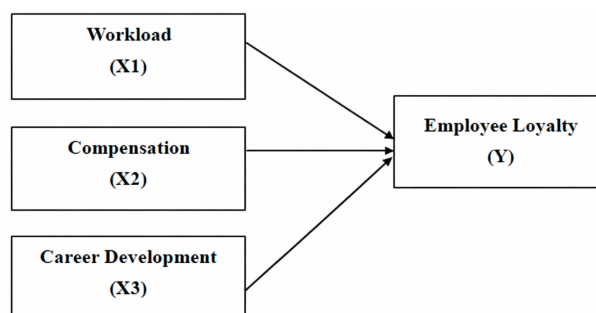


Figure 1. Framework Conceptual

Based on Figure 1, Workload ( $X_1$ ), Compensation ( $X_2$ ), and Career Development ( $X_3$ ) are independent variables, while Employee Loyalty ( $Y$ ) is the dependent variable. These three factors are expected to influence Employee Loyalty. Specifically, workload, compensation, and career development opportunities are considered key determinants in fostering employee loyalty within an organization.

### 3. Methodology

This research process began with identifying problems in the location to be used as the research site, formulating the identified problems, gathering theoretical foundations to strengthen the variables, developing data collection methods, developing instruments, and determining the statistical testing techniques to be used. This process was conducted from July to August 2020. This research was conducted at PT.ABC (Sugiyono, 2010, 2015).

### 4. Results and Discussion

#### 4.1 Results

##### 4.1.1 Results Test Regression Linear Multiple

Table 1. Results Test Regression Linear Multiple

Model	Variabel	Unstandardized		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,782	5,791		,826	,411
	Burden Work	,101	,062	,101	1,617	,110
	Compensation	,314	,098	,269	3,199	,002
	Career Development	,865	,111	648	7,796	,000

Dependent Variable: Employee Loyalty

Source: Result Processing Data SPSS 23

Based on Table 1, the formula for the multiple linear regression equation for the independent variables (Workload, Compensation, Career Development) on the dependent variable (Employee Loyalty) is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 4,782 + 0.101X_1 + 0.314X_2 + 0.865X_3 + e$$

From the equality mathematical regression linear multiple, the following can be concluded:

1. The constant of 4.782 is the intersection of the regression line with the Y-axis, which shows the Employee Loyalty of PT. ABC when the independent variables, namely workload ( $X_1$ ), compensation ( $X_2$ ), and Career Development ( $X_3$ ), are equal to zero (0).
2. The Workload variable ( $X_1$ ) has a positive regression coefficient, meaning that if the workload variable ( $X_1$ ) increases by one unit, then the Employee Loyalty of PT. ABC will experience an increase in the value of the regression coefficient, namely 0.101, assuming that other independent variables remain constant.
3. The Compensation variable ( $X_2$ ) has a positive regression coefficient, meaning that if the compensation variable ( $X_2$ ) increases by one unit so Loyalty Employee PT. ABC will experience an increase in the value of the regression coefficient, which is 0.314, with the assumption that other independent variables remain constant.
4. The Career Development variable ( $X_3$ ) has a positive regression coefficient, meaning that if the Career Development variable ( $X_3$ ) increases by one unit, Employee Loyalty at PT. ABC will experience an increase in the value of its regression coefficient, namely 0.865, assuming that other independent variables remain constant.

#### 4.1.2 Test Coefficient Determination ( $R^2$ )

The coefficient of determination is used to determine the influence of independent variables on the dependent variable.

Table 2. Results Test Coefficient Determination ( $R^2$ )

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,846 <sup>a</sup>	,716	,7055	,7731	,878

a. Predictors: (Constant), BK, K, PK

b. Dependent Variable: LK

Source: Result Processing Data SPSS 23

Based on Table 2, the results of the coefficient of determination adjusted  $R^2$  are 0.705, which means 70.5%, which means that the contribution of Employee Loyalty can be explained by the three independent variables, namely Workload, Compensation, and Development Career. The remaining 29.5% is explained by other variables not examined in this study.

#### 4.1.3 Test Accuracy Model (Test Statistics F)

The test statistic F indicates whether the independent variables in the model have a joint influence on the dependent variables.

Table 3. Results Test Accuracy Model (Test Statistic F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6392,646	3	2130,882	63,937	,000 <sup>b</sup>
	Residual	2532,904	76	33,328		
	Total	8925,550	79			

a. Dependent Variable: LK

b. Predictors: (Constant), BK, K, PK

Source: Result Processing Data SPSS 23

Based on Table 3, the probability value of sig 0.000 means that the probability value is less than 0.05; therefore, the model is accepted, and it can be concluded that Workload, Compensation and Career Development together have an effect on Employee Loyalty.

#### 4.1.4 Test Accuracy Significance Partial (T-Test)

The t-statistic test indicates the extent to which an explanatory or independent variable individually explains the variation in the dependent variable. Decision-making can be performed by considering the probability. If the probability/significance is  $> 0.05$ , then  $H_0$  is accepted, and  $H_a$  is rejected. If the probability/significance is  $< 0.05$ , then  $H_0$  is rejected, and  $H_a$  is accepted.

Table 4. Results Test Accuracy Significance Partial (T-test)

Model	Variabel	Unstandardized		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,782	5,791		,826	,411
	Burden Work	,101	,062	,101	1,617	,110
	Compensation	,314	,098	,269	3,199	,002
	Career Development	,865	,111	648	7,796	,000

Dependent Variable: LK

Source: Result Processing Data SPSS 23

From the Table 4, the following conclusions can be drawn:

1. Test Hypothesis Burden Work To Loyalty Employee  
Based on Table 4, the probability of the workload sig of 0.110 is greater than 0.05, so Ho is accepted and Ha is rejected, so it can be stated that partially ( $X_1$ ) has no significant effect on Loyalty Employee (Y).
2. Test Hypothesis Compensation To Loyalty Employee  
Table 4, the probability of sig Compensation is 0.002, which is smaller than 0.05; therefore, Ho is rejected, and Ha is accepted. Thus, it can be concluded that partial compensation ( $X_2$ ) significantly affects employee loyalty (Y).
3. Test Hypothesis Influence Development Career To Performance Employee  
Based on Table 4, the probability of work discipline sig is 0.000, which is smaller than 0.05; therefore, Ho is rejected and Ha is accepted. Thus, it can be concluded that Career Development ( $X_3$ ) has a significant effect on Employee Loyalty (Y).

## 4.2 Discussion

### 4.2.1 Influence Burden Work to Loyalty Employee

Based on the results of the statistical hypothesis testing calculations, it can be concluded that the workload variable does not affect employee loyalty at PT. ABC. This is because workload is not an obstacle in forming employee loyalty at work, as it is the responsibility of each individual employee. PT. ABC employees experience pressure from management, which causes employees to feel anxious about completing their work. In addition, there is a lack of cooperation between the two. between individual employee This causes a decrease in employee loyalty. Results of this study similar with the research by Huda (2018), which concluded that workload has no significant effect on employee loyalty. In addition, Rahadiwati (2013) concluded that work stress and workload affect employee loyalty. was not significant for work loyalty.

### 4.2.2 Influence Compensation To Loyalty Employee

Based on the results of statistical hypothesis test calculations, it can be concluded that the compensation variable has a positive and significant effect on Employee Loyalty at PT. ABC. This shows that if the compensation owned by employees is good, it will increase and influence Employee Loyalty. The lack of compensation and appreciation received by PT. ABC employees causes employees to have a high desire to obtain other benefits outside the basic salary received. In addition, the lack of compensation received makes employees want to have additional income outside the company, which causes loyalty to decrease. The results of this study are supported by (Safitri, 2015), which states that compensation has a positive influence on employee loyalty. Another supporting study is (Rivai & Sagala, 2013), which states that compensation has the most significant influence on employee loyalty.

#### 4.2.3 Influence Development Career to Loyalty Employee

Based on the results of statistical hypothesis test calculations, it can be concluded that Career Development has a positive and significant effect on Employee Loyalty at PT. ABC. The company's lack of concern in providing... Employees have opportunities to explore their abilities and potential, and the lack of career advancement gained during their employment. Furthermore, employees disagree with the company's approach to career advancement based on the requirement for a high level of education. Many employees have worked for years without a high level of education, yet they already have extensive experience and dedication. ABC. This is in line with the results of research conducted by (Corenelia, 2016), where Career Development has a positive and significant influence on Employee Loyalty. This is similar to the research by (Rahmawati, 2013), namely that Career Development has a very significant and positive influence on work loyalty.

## 5. Conclusions

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Based on the research results and discussion in the previous chapter regarding the influence of Workload, Compensation and Career Development on Employee Loyalty at PT. ABC, the conclusions of this study are as follows:

1. Based on the results of the partial test (t-test), workload has no effect on employee loyalty. This means that workload does not become a major pressure or burden for PT. ABC employees.
2. Based on the results of the partial test (t-test), compensation affects employee loyalty. This means that employees expect better program compensation and additional rewards, such as allowances, for long-serving employees at PT. ABC so that employee loyalty can increase.
3. Based on the results of the partial test (t-test), Career Development significantly affects Employee Loyalty. This means that employees expect career opportunities and career development programs and that employees have career opportunities without the need for status or education prerequisites so that employee loyalty will increase at PT. ABC.

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## Author Contributions

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AS conceptualized and designed the study, collected data, wrote the manuscript, reviewed and approved the final manuscript for publication.

## Conflicts of Interest

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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