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Evaluation of Work-Life Balance, Welfare and Satisfaction with Employee Loyalty at Regional Public Companies (PERUMDA) Kahayangan Jember

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Abstract: The purpose of this study is to determine the influence of the work-life balance variable on Employee Loyalty, the influence of the Welfare variable on Employee Loyalty and the influence of the Welfare variable of human resource development on Employee Loyalty in Employees of the Regional Public Company (PERUMDA) Kahyangan Jember. This research uses a quantitative approach, which means research that aims to determine the influence or relationship between two or more variables. The sampling technique here uses *Non-probability Sampling* with the Saturated Sampling method with a population of 51 employees in the Kahyangan Jember Regional Public Company (PERUMDA) and uses a sample of 48 people. In this study, we examine the Evaluation of Work-Life Balance, Welfare and Satisfaction with Loyalty, using a quantitative descriptive method, namely to find out whether or not there is an Evaluation of Work-Life Balance, Welfare and Satisfaction with Loyalty. The results of this study can be partially concluded that the Evaluation of Work-Life Balance, Welfare and Satisfaction has a significant effect on Loyalty.

Keywords: Evaluation of Work-Life Balance 1, Welfare 2 and Satisfaction 3 to Loyalty[4]

INTRODUCTION

An agency or company is a place where the production of goods or services occurs to be sold to the general public. The company aims to utilize human resources and natural resources to produce goods and services. In carrying out work activities of an agency or company, of course, it requires a mutual attitude towards its work environment, this is stated in employee loyalty to the company. In the face of these changes, it is important for companies to ensure that employees remain engaged and have a sense of belonging to their work environment. Job evaluation is one of the effective tools to assess and improve the factors that affect employee loyalty, such as work-life balance is a concept in which individuals can achieve harmony between their work and personal life, well-being is a condition in which employees feel good physically, mentally, emotionally, and socially at work, and job satisfaction reflects the level of satisfaction, happiness, and well-being felt by employees towards their work and the work environment in which they work .[1]

According to Dewi (2020), employee loyalty is very important for companies because it is needed, especially for the courage of employees who show devotion to the organization regardless of the company's circumstances. Based on some of the employee loyalty theories put forward by the experts mentioned above, it can be concluded that employee loyalty starts from the company's contact with employees in their comfort zone, and in the end loyalty comes from people who are willing to sacrifice to achieve the company's goals(Kustini, 2022).[3]

According to Purohit (2016), work-life balance is a situation in which individuals are able to organize and share work tasks, family life and other responsibilities by eliminating conflicts between family and work and increasing motivation, productivity and loyalty. Work-life balance is a term used to describe work-life practices that aim to support employees' needs to achieve a balance between family and work-life demands.[4].

(Zahroh, 2017) Welfare according to the Central Statistics Agency (BPS) is a situation where the physical and spiritual needs of the household are met in accordance with income. From this income level, it can describe the welfare of the community. The economic aspect is always associated with welfare, limited by one's standard of living and wealth. A person is said to be prosperous if he has a good quality or state of life, and this is always a very basic problem for every human being in the world.[5]

Kurniawan (2019) defines job satisfaction as a person's thoughts, feelings, and tendencies for action, which is a person's attitude towards his or her job. Job satisfaction is related to the emotional state of the worker, where there is or is not a meeting point between everything in the form of services provided by the worker and the level of service provided by the company. [6]

In Jember Regency, there are Public Companies The Kahyang Plantation Area (PDP) is a Regionally Owned Enterprise (BUMD) owned by the Jember Regency Government since 1969 which is engaged in the field of Plantations, in carrying out its mission, the position of PDP is a regional company whose existence is under the control of the Jember Regency Government, said the Regent.[7]. The location of the Jember Kahyangan Plantation Regional Company is on Jalan Gajahmada No. 245 Jember. The status of PDP Kahyangan Jember (BUMD) is in accordance with Regional Regulation No. 1 of 1969 dated February 12, 1969. The Kahyangan Jember Plantation Regional Company is engaged in the plantation sector consisting of 5 plantations with a total HGU area of 4,278.2164 Ha, namely in Sumbertenggulun, Tanggul District covering an area of 470.1220 Ha, Sumberpandan, Sumberbaru District covering an area of 848.6900 Ha, Gunung Pasang Panti District covering an area of 1,069.5714 Ha, Kalimrawan Silo District covering an area of 385.2630 Ha, and Sumberwadung Silo District covering an area of 1,026.7000 Ha. The following is the area of plantation planting area managed by PDP Kahyangan Jember.

General Plantation Area (PERUMDA) Kahyangan Jember. Employee loyalty at PDP Jember is still arguably below standard where employees are often absent during working hours, many of the employees are also not working fully both in the office and in the field, and employees are still unable to work well as a team/group due to the lack of interaction and communication between individuals.

The lack of employee loyalty in a company can be caused by various factors. Some of the backgrounds that may affect the lack of employee loyalty include: Job dissatisfaction, Career uncertainty, Dissatisfaction with management Work balance - Bad life.

Therefore, I want to conduct research at PRUMDA, PRUMDA) Kahyangan Jember Kahyangan Jember with the title "**Evaluation of Work-Life Balance, Welfare, and Satisfaction with Employee Loyalty at the Kahyangan Jember Plantation Regional Public Company (PERUMDA)".**

METHOD

According to Nursalam (2020), research design is a research strategy in identifying problems before the final planning of data collection or can also be defined as the structure of the research to be carried out. The research design used in this study is a quantitative design. According to Sugiono (2018), quantitative design is a systematic, factual, and accurate description of an activity in a certain area. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses. Other opinions according to [8] that the descriptive research design is used to explain or explain the variables studied and look at the relationship and dependence of variables on their sub-sub-variables.

Population, Sampling, Sampling

The population in this study is the Company General Plantation Area (PERUMDA) Kahyangan Jember, Kaliwates District, Jember Regency with a total of 50 respondents. This number is obtained from the results of observations and interviews with employees at the Company General Plantation Area (PERUMDA) Kahyangan Jember. According to Sugiyono (2018), the sample is part of the number and characteristics that the population has. The entire object/subject (population) can be used as a research sample, provided that the subjects are less than 100 so that the research is called a population study (saturated sample). The sample used in this study was all employees in Regional Public Companies (PERUMDA) as many as 48 respondents. [9]

Test Data Instruments

According to Sugiyono (2017), an instrument is a tool used to measure natural and social phenomena that are specifically observed. The instrument used to obtain data in this study is a questionnaire. There are two ways in terms of Data Instrument Testing, including:

Validity Test

Validity is defined as a measure of how robustly a test tool performs its measure function. The test model uses the Pearson Correlation approach to test the validity of the questionnaire statements.[10]

Reliability Test

If validity has been obtained, then the researcher must also consider the measurement of reliability. Reliability shows in the sense that an instrument is trustworthy enough to be used as a data collection tool because the instrument is already baked. Reliability testing aims to determine the consistency of the measurement results of the variables. A questionnaire is said to be reliable if a person's answer contains a statement that it is consistent from time to time.[11]

Multiple Linear Regression Analysis

Multiple linear regression is used for studies that have more than one independent variable. According to Ghozali (2018),[12] Multiple linear regression analysis is used to determine the direction and how much influence the independent variable has on the dependent variable. The results of the multiple linear regression analysis will test how much institutional ownership, profitability, leverage, and company size influence tax avoidance.

The multiple linear regression equation is usually expressed in the form of the following formula:

$$Y = \alpha - \beta1 \, . \, X1 - \beta2 \, . \, X2 - \beta3 \, . \, X3 - \beta4 \, . \, X4 - \varepsilon$$

Information:

Y = CETR

α = Constant

β1-4 = Regression Coefficient

X1 = Institutional Ownership

X2 = Profitability

X3 = Leverage

X4 = Company Size

ε = error

Normality Test

According to Ghozali (2021:196), the normality test aims to test whether in the regression model, the perturbating or residual variables have a normal distribution. The formula used in this normality test is the Kolmogorov-Smirnov formula with the provision that the data is normally distributed if the significance is > 0.05 and the data is not normally distributed if the significance is < 0.05.

Multicollinearity Test

The multicollinearity test is used to test whether there is a correlation between independent (free) variables in a research regression model. [13]A good regression model is one in which no correlation occurs between independent variables and is free from symptoms of multicollinearity. Knowing whether or not there is a multicollinearity phenomenon is by looking at the magnitude of the VIF (Variance Inflation Factor) value and also the Tolerance value. Tolerance measures the variability of selected variables that are not explained by other independent variables. The value used to indicate the presence of symptoms of multicollinearity is a VIF value of 0.10 (Ghozali, 2021:157).

Heterokedasticity Test

According to (Ghozali, 2021:178), the heteroscedasticity test aims to test whether in the regression model there is an unevenness in variation from residual one observation to another. In this observation, it can be done by means of the Glacier test. [14]The Glejser test is a hypothesis test to find out whether a regression model has an indication of heteroscedasticity by means of absolute regression of residues. The basis for decision-making with the glacier test is:

a. If the significance value > 0.05, then the data does not have heteroscedasticity.
b. If the significance value < 0.05, then heteroscedasticity of the data occurs.

Partial Test (t-Test)

The t-test is used to test the constant significance of each independent variable, whether the independent variable really has a partial (separate) effect on its dependent variable i.e. repurchase (Y). Hypothesis used:

a. H0 : bi = 0

This means that the independent variable has no effect on the dependent variable.

b. H1 : ≠ 0

This means that the independent variable has a positive effect on the dependent variable. The test criteria with a significance level (<) = 0.05 are determined as follows: t count < t table, then H0 is accepted t count > t table, then H0 is rejected.

Determination Coefficient Analysis

The determination coefficient essentially measures how far the model is able to explain the variation of the bound variable. The value of the determination coefficient is between 0 and 1. A small value means that the ability of independent variables to explain the variation of bound variables is very limited. On the other hand, a value close to 1 means that the free variables provide almost all the information needed to predict the variation of the bound variable.[15] The fundamental weakness of the use of the determination coefficient is that it is common to the number of independent variables that are fed into the model. Every additional independent variable must increase regardless of whether the variable has a significant effect on the bound variable (Ghozali, 2018).

RESULTS AND DISCUSSION

Validity Test

Validity is defined as a measure of how robustly a test tool performs its measure function. The validity test is determined by correlating the scores of each item. The criterion applied to measure the validity of a data is that if the r-count (correlation coefficient) is greater than the r-table (critical value), then it can be said to be valid. In addition, if the sig value is < 0.05, the instrument can be said to be valid (Ghozali, 2018).

Here is the Validity Test Table:

Table 4. 1 Validity Test

No.	Variable	R Calculate	R Table	Sig. Calculate	Sig Rating	Criterion
	Work-Life Balance (x1)					
1	X1.1	**0.754**	**0.2403**	0.000	0.05	Valid
2	X1.2	**0.748**	**0.2403**	0.000	0.05	Valid
3	X1.3	**0.674**	**0.2403**	0.000	0.05	Valid

4	X1.4	**0.724**	**0.2403**	0.000	0.05	Valid
5	X1.5	**0.665**	**0.2403**	0.000	0.05	Valid
6	X1.6	**0.717**	**0.2403**	0.000	0.05	Valid
7	X1.7	**0.646**	**0.2403**	0.000	0.05	Valid
8	X1.8	**0.712**	**0.2403**	0.000	0.05	Valid
9	X1.9	**0.675**	**0.2403**	0.000	0.05	Valid
	Well-being (x2)					
1	X2.1	**0.709**	**0.2403**	0.000	0.05	Valid
2	X2.2	**0.754**	**0.2403**	0.000	0.05	Valid
3	X2.3	**0.747**	**0.2403**	0.000	0.05	Valid
4	X2.4	**0.720**	**0.2403**	0.000	0.05	Valid
5	X2.5	**0.703**	**0.2403**	0.000	0.05	Valid
6	X2.6	**0.735**	**0.2403**	0.000	0.05	Valid
7	X2.7	**0.745**	**0.2403**	0.000	0.05	Valid
8	X2.8	**0.722**	**0.2403**	0.000	0.05	Valid
9	X2.9	**0.739**	**0.2403**	0.000	0.05	Valid
	Satisfaction (x3)					
1	X3.1	**0.620**	**0.2403**	0.000	0.05	Valid
2	X3.2	**0.733**	**0.2403**	0.000	0.05	Valid
3	X3.3	**0.676**	**0.2403**	0.000	0.05	Valid
4	X3.4	**0.652**	**0.2403**	0.000	0.05	Valid
5	X3.5	**0.636**	**0.2403**	0.000	0.05	Valid
6	X3.6	**0.620**	**0.2403**	0.000	0.05	Valid
7	X3.7	**0.835**	**0.2403**	0.000	0.05	Valid
8	X3.8	**0.752**	**0.2403**	0.000	0.05	Valid
9	X3.9	**0.602**	**0.2403**	0.000	0.05	Valid
10	X3.10	**0.669**	**0.2403**	0.000	0.05	Valid
	Employee Loyalty (Y)					
1	Y1.1	**0.719**	**0.2403**	0.000	0.05	Valid
2	Y1.2	**0.736**	**0.2403**	0.000	0.05	Valid
3	Y1.3	**0.818**	**0.2403**	0.000	0.05	Valid
4	Y1.4	**0.818**	**0.2403**	0.000	0.05	Valid
5	Y1.5	**0.797**	**0.2403**	0.000	0.05	Valid
6	Y1.6	**0.787**	**0.2403**	0.000	0.05	Valid
7	Y1.7	**0.885**	**0.2403**	0.000	0.05	Valid
8	Y1.8	**0.853**	**0.2403**	0.000	0.05	Valid

Source: SPSS 2024 Processing Results Data

R Table: df: 48- 2 = 46 = 0.2403

Based on the table above, it was obtained that the results of the validity test were declared valid, this is because the R value of the Count > R of the table and the value of the Significance of the Count < 5%. Based on these results, the data was declared valid.

Reliability Test

The reliability test was carried out by calculating the cronbacs alpha of each item with the help of IBM SPSS version 20.0. An instrument is said to be reliable if it has a positive alpha value greater than 0.7 where the greater the alpha value, the more reliable the measuring instrument used is (Ghozali, 2018).

Here is the Reality Test table

Table 4. 2 Reality Test

It	Variable	Cronbach Alpha Values	Alpha Standard	Information
1	Work-Life Balance (x1)	**0.848**	0.7	Reliable
2	Well-being (x2)	**0.887**	0.7	Reliable
3	Satisfaction (x3)	**0.861**	0.7	Reliable
4	Employee Loyalty (Y)	**0.920**	0.7	Reliable

Source: SPSS 2024 Processing Results Data

Based on table 4.41, it is stated that all variable items are declared reliable, this is because the Cronbach Alpha value of each variable is > from the Alpha Standard (0.7). Based on this, the data is declared reliable.

Normality Test

According to Ghozali (2021), the normality test aims to test whether in the regression model, the perturbating or residual variable has a normal distribution. The data is normally distributed if the significance > 0.05 and the data is not normally distributed if the significance < 0.05. Here is the Normality Test table:

Table 4. 3 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandard-ized Residual
N		48
Normal Parametersa b	Mean	.0000000
	Std. Deviation	2.88638893
Most Extreme Differences	Absolute	.053
	Positive	.050
	Negative	-.053
Test Statistic		.053
Asymp. Sig. (1-tailed)		.200c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: SPSS 2024 Processing Results Data

Based on Table 4.42 of the normality test results, it is stated that the results of the One-Sample Kolmogorov-Smirnov Test normality test are declared to be normally distributed data, this is because the significance value of > is 0.05 (5%) which is 0.200. In this case, it is concluded that the regression model of the free and bound variables has a normal data distribution.

Multicokinearity Test

The multicollinearity test is used to test whether there is a correlation between independent (free) variables in a research regression model. The value used to indicate the presence of symptoms of multicollinearity is a VIF value of 0.10 (Ghozali, 2021:157). Here is a table of Multicollinearity Tests:

Table 4. 4 Multicollinearity Test

It	Variable	VIF	Conditions VIF	Tolerance	Conditions Tolerance	Information
1	Work-Life Balance (x1)	**1.358**	10.0	**0.736**	0.10	No Multicollinearity
2	Well-being (x2)	**1.569**	10.0	**0.637**	0.10	No Multicollinearity
3	Satisfaction (x3)	**1.234**	10.0	**0.811**	0.10	No Multicollinearity

Source: SPSS 2024 Processing Results Data

Based on table 4.43, it is stated that each of the independent variables does not occur multicollinearity, it is evidenced by the VIF value of < 10 and the Tolerance Value > 0.10. Based on this, it can be concluded that all of these results do not occur multicollinearity.

Heteroscedasticity Test

According to (Ghozali, 2021), the heteroscedasticity test aims to test whether in the regression model there is an unevenness in variation from residual from one observation to another. In this observation, it can be done by means of the Glacier test. The Glejser test is a hypothesis test to find out whether a regression model has an indication of heteroscedasticity by means of residual absolute regression. Here is the Heteroscedasticity Test (Gleejser Test).

Table 4. 5 Heteroscedasticity Test (Glacier Test)

It	Variable	Sig Count	Sig Rating.	Information
1	Work-Life Balance (x1)	**0.356**	0.05	No Heteroscedasticity Occurs
2	Well-being (x2)	**0.081**	0.05	No Heteroscedasticity Occurs
3	Satisfaction (x3)	**0.086**	0.05	No Heteroscedasticity Occurs

Source: SPSS 2024 Processing Results Data

Based on table 4.44, it is stated that each variable (X1, X2, X3) does not experience heteroscedasticity, this is because from the results of the glacier test which states that the significance of the calculation of each variable is > from 0.05 (5%). Therefore, it can be concluded that the variables of Work-Life Balance (X1), Welfare (X2), and Satisfaction (X3) do not occur heteroscedasticity.

Multiple Linear Regression Analysis Test

According to Ghozali (2018), multiple linear regression analysis is used to determine the direction and how much influence the independent variable has on the dependent variable.

Here is a table of Multiple Linear Regression Tests:

Table 4. 6 Multiple Linear Regression Test

It	Criterion	Coefficient
	(Constand)	**15.541**
1	Work-Life Balance (x1)	**0.557**
2	Well-being (x2)	**0.356**
3	Satisfaction (x3)	**0.221**

Source: SPSS 2024 Processing Results Data

Y=15.541+ 0.557 (X1) + 0.356 (X2) + 0.221 (X3) +e

Based on table 4.23, the regression equation is as follows:

1. The Constant value of 15,541 indicates that if the variables of work-life balance, well-being, and satisfaction are considered constant (value 0). So, the loyalty of employees of the Kahyangan Jember Plantation Regional Public Company had a positive effect of 15,541.
2. The work-life balance variable (X1) has a positive direction towards customer satisfaction (Y) with a value of 0.557 where every addition of the work-life balance variable of 1, the quality of service will increase by 0.557. This shows that by improving a good work-life balance to employees, it will increase employee loyalty.
3. The Welfare variable (X2) has a positive direction towards loyalty (Y) with a value of 0.356 where every addition of the Welfare variable of 1, then the Welfare will increase by 0.356. This shows that by improving good welfare to employees, it will increase loyalty.
4. The Satisfaction variable (X3) has a positive direction towards loyalty (Y) with a value of 0.221 where every addition of the Satisfaction variable of 1, then satisfaction will increase by 0.221. This shows that increasing job satisfaction to employees will certainly increase loyalty.

Partial Influence Significance Test (T-Test)

The t-test is used to test the constant significance of each independent variable, whether the independent variable really has a partial (separate) effect on its dependent variable i.e. repurchase (Y). Here is the T Test (Partial)

Table 4. 7 Test T (partial)

It	Variable	T-Count	T-Table	Sig. Calculate	Sig Rating.	Hypothesis Statement
1	Work-Life Balance (x1)	**5.497**	**1.68023**	**0.000**	0.05	Accepted
2	Well-being (x2)	**2.854**	**1.68023**	**0.007**	0.05	Accepted
3	Satisfaction (x3)	**2.220**	**1.68023**	**0.032**	0.05	Accepted

Source: SPSS 2024 Processing Results Data

t:n-k:48 - 4 = 44 = 1.68023

Based on table 4.46 it is stated that:

1. The Work-Life Balance variable (X1) shows the T count > Table and the Significance of the < count 0.05. Where 5,497 > 1.68023 and 0.000 < 0.05, then H0 is rejected and H1 is accepted. So it can be interpreted that the Work-Life Balance variable affects loyalty.
2. The Welfare variable (X2) shows the T count > T Table and the Significance of the < count 0.05. Where 2.854 > 1.68023 and 0.007 < 0.05, then H0 is rejected and H1 is accepted. So it can be interpreted that Welfare affects Loyalty.
3. The Satisfaction variable (X3) shows the T count > T Table and the Significance of the < count 0.05. Where 2,220 > 1.68023 and 0.032 < 0.05, then H0 is rejected and H1 is accepted. So it can be interpreted that Satisfaction affects Loyalty.

Determination Coefficient Analysis (R2)

The determination coefficient aims to measure how far the model is able to explain the variation of dependent variables. Every additional independent variable must increase regardless of whether the variable has a significant effect on the bound variable (Ghozali, 2018). The following is a table of the Coefisiean Test of Determination (R2):

Table 4. 8 Coefisiean Determination Test (R2)

R	R-Square	Adjusted R-Square	Std Error Of The Estimate
0.674	0.455	0.417	2.983

Source: SPSS 2024 Processing Results Data

Based on Table 4.47, it is stated that the result of the determination coefficient (R2) is 0.417, this means that 41.7% of the Employee Loyalty of the Kahyangan Jember Plantation Regional Public Company is influenced by Work-Life Balance (X1), Welfare (X2), Satisfaction (X3) and the remaining 58.3% is influenced by other factors.

CONCLUSION

Based on the analysis and discussion in the study, it can be concluded that:

1. The work-life balance variable has a significant positive effect on employee loyalty in the Regional Public Company (PERUMDA) Kahyangan Jember. This can be proven by the sense of responsibility for the work owned by employees, this has a positive impact on employees so that it can improve performance that affects employee loyalty.
2. The welfare variable has a significant positive effect on employee loyalty in the Kahyangan Jember Regional Public Company (PERUMDA). This is evidenced by employees who optimize the facilities provided by the company for their work so that this can increase employee morale which can affect employee loyalty.
3. The satisfaction variable had a significant positive effect on employee loyalty at the Kahyangan Jember Regional Public Company (PERUMDA). This can be proven by good communication between employees so as to create a sense of kinship that affects employee loyalty.

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