The Influence of Compensation, Career Development, and Workload on Employee Loyalty at PT Konsulindo Informatika Perdana Jakarta

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Abstract

This study aims to examine the effect of compensation, career development, and workload on employee loyalty at PT Konsulindo Informatika Perdana. The research is quantitative with a descriptive approach, using 100 respondents from a population of 134 employees. The analysis includes classical assumption tests, data quality tests, correlation coefficients, multiple linear regression, and hypothesis testing. The results show that: (1) Compensation positively and significantly impacts employee loyalty (tcount > ttable, 4.260 > 1.660, significance < 0.05); (2) Career development also has a positive and significant effect on loyalty (tcount > ttable, 3.927 > 1.660, significance < 0.05); (3) Workload positively affects loyalty (tcount > ttable, 2,030 > 1,660, significance < 0.05); (4) All three factors together positively influence loyalty (Fcount > Ftable, 22.119 > 2.70, significance < 0.05). The combined factors explain 39.0% of the variation in employee loyalty.

Keywords: Compensation, Career Development, Workload, Employee Loyalty.

INTRODUCTION

Loyalty is an emotional thing, because a company can pay an employee a salary, but it cannot necessarily buy their loyalty. Companies that are able to employ employees with high loyalty are very profitable. However, for employees, the conditions of the company where they work are not always as they wish. This causes dissatisfaction and greatly affects employee performance. Employee loyalty to the company is also questioned. Employees who have high loyalty are not those who spend a lot in the company and often work overtime, nor are they seen from how long the employee has worked. Someone who has worked for years in the company is seen as the most loyal employee. While in practice and reality, many employees have long work periods but low performance.

Employee loyalty is no longer just the ability of employees to complete their tasks and obligations according to their job description, but also how employees carry out their tasks optimally to get the best results for the company. If there are other obligations that must be done and outside the agreement, then there must be additional compensation or benefits, for example if you have to work overtime then you must get additional wages. From this point of view, employees hope that they are considered partners by the company and together with other stakeholders (customers, suppliers, shareholders, the environment and the surrounding community) are considered equal and important. Employees will only be loyal to the company they work for if they find   comfort   And   flavor safe.

In the midst of today's tight business competition, companies are required to continue to provide quality products, provide fast service, satisfactory after-sales service and at competitive prices. In the era of technology that is increasingly developing from time to time and most of the joints of human life are controlled by technology, including business people who have companies. Competition between companies is also very tight, especially companies engaged in the IT sector. In this case, a company that operates as an IT Consultant must have employees who have their own skills or abilities in the computer field. They must know the quality or poor quality technology that is good for a company or its clients. They must also be able to understand the personality and expectations of a client. An IT Consultant must also have the ability to communicate well, because this profession is very directly related to the wider

community.

With the availability of superior and competent human resources or employees in the company, it is expected to be able to maximize the company's performance so that business development can run more rapidly as an effort by the company to win the competition. The existence of quality human resources, better service from employees to consumers or company partners can be achieved. Because providing good service is a very important attraction for the company's partners concerned.

Human resource management is one of the most important elements for a business or company to run well. Without these elements or their poor quality, the company will find it difficult to run and operate properly even though other resources have been met. Human resource management plays an important role in determining the quality of human resources in a company. Human resource management will plan for the recruitment and development of human resources and conduct selection and recruitment related to the individual quality of these human resources.

Human resource management is responsible for evaluating the performance of these human resources. This human resource management function can include assessment and evaluation related to the performance given during a certain period. With evaluation, the company can ensure that each human resource carries out their respective job responsibilities. Human resource management also needs to carry out development in various forms such as training in order to improve human resource performance.

Employee loyalty is one of the important things needed by a company. Employee loyalty will be formed if the company can provide a sense of security for the employee's future, namely their career and work. If there are other obligations that must be carried out by employees and outside their working hours, then there must be additional compensation or benefits, for example if you have to work overtime, you must get additional wages and by not giving excessive workloads to employees.

According to Husein Umar (2019:40) employee loyalty is defined as a sense of belonging that is manifested in the desire to remain in the organization as a result of increased satisfaction derived from the results of the internal evaluation process. When someone joins a company, he will automatically be loyal, stay in the organization, and do his best for the organization. On the other hand, the organization is assumed to always pay attention to employee development, providing what is needed. The loyalty of employees in a company is absolutely necessary for the success of the company itself. The higher the loyalty of employees in a company, the easier it is for the company to achieve the company's previously set goals. Conversely, for organizations with low employee loyalty, it is increasingly difficult for the company to achieve the goals previously set by the company owners.

Previous research conducted by Ni Putu Dian Purnamasari and Desak Ketut Sintaasih (2019) showed that compensation given by the company to its employees has an effect on employee work loyalty. Compensation can be said to be good if the salary received by employees is in accordance with the workload, they receive incentives according to work performance, receive annual holiday allowances, and receive health insurance while working. Fulfillment of good compensation will have a positive effect on employee work loyalty.

Compensation, according to Handoko in Herlianti (2020:14), is the provision of rewards to employees with financial payments as compensation for work carried out and as a motivator for carrying out activities in the future. Compensation plays an important role as a company's effort to improve employee performance. If the company can provide good compensation policies to employees, employee loyalty will increase, which in turn will improve company performance (Sunarsi, 2018).

With an adequate compensation system in the company, employee morale will increase so that the company's goals will be achieved optimally. If compensation is given correctly and

appropriately to employees, the company can maintain and retain employees for the benefit of the company itself. Many companies make compensation one of the important factors to obtain maximum benefits from the utilization of human resources they have. Career development of an employee in working in a company can increase employee work loyalty. Previous research conducted by Olivia Cornelia (2016) career development has a significant influence on employee loyalty. Career development is carried out not only oriented towards company goals alone, but also to improve employee abilities and competencies, which are beneficial for the development of the employee himself in his work. Through career development, an employee has the opportunity to increase their knowledge/experience through training and education that is useful for their future career.

Development according to Suwatno and Priansa (2016:103) can be interpreted as preparing individuals to assume different or higher responsibilities within an organization. Development is usually related to increasing intellectual or emotional abilities needed to perform better work. The implementation of development must be based on methods that have been previously determined by the company or by company consultants. This development program is determined by the person in charge of development in the company, namely the HR manager with the HR development team or division.

Career development is very much needed for a company because it has a large enough existence for the company. Because career development is a benchmark for employees in carrying out their career development. If the company does not carry out career development, the company cannot improve career development. With career development, the quality of human resources owned by the company will increase so that employees can contribute to the company more optimally.

Excessive workload can also affect employee work loyalty even though the workload is one of the targets that must be achieved by employees. Previous research conducted by Agustina Heryati (2016) found that workload has a significant effect on employee loyalty. Continuous overtime work conditions over a long period of time make employees tired both physically and mentally, becoming an employee workload. However, if the workload given is too low, employees will get bored quickly, which will reduce the efficiency of the company. So companies must be precise in implementing policies, especially in terms of giving workloads to their employees.

Antonius Rino (2020:1) explains that workload is a number of processes or activities that must be completed by a worker within a certain period of time. If a worker is able to complete and adapt to a number of tasks given, then it is not a workload. However, if the worker is unsuccessful, then the tasks and activities become a burden. If the worker's ability is higher than the demands of the job, a feeling of boredom will arise. However, conversely, if the worker's ability is lower than the demands of the job, then more fatigue will arise.

As a job demand, workload is also relevant to employee job stress. The demands of stressful job resources (e.g., workload) exceeding the individual's resources to cope with them suggests that high-demand jobs can be stressful, especially when individuals have low control over the job. Workload is the body's ability to accept work. From an ergonomic perspective, any workload received by a person must be appropriate and balanced with the physical and psychological abilities of the worker receiving the workload.

PT Konsulindo Informatika Perdana is one of the companies engaged in the field of IT service consultants that focuses on SAP implementation. One of the efforts made by the company to provide maximum service to clients or customers is through employees who have high loyalty. It is expected that employees who have high loyalty can provide performance with effectiveness and efficiency in achieving company goals. However, these efforts are not in line with the policies given by the company to employees who have such loyalty in the form of compensation or improving their work careers.

As an initial illustration, the following is the salary data given to employees of PT Konsulindo Informatika Perdana:

Table 1. Employee Salary List at PT. Konsulindo Informatika Perdana

Employee Name	Position	Amount of Wages
Employee 1	Project Manager	Rp 25,000,000
Employee 2	Project Administrator	Rp 8,000,000
Employee 3	Senior Consultant 1	Rp 22,000,000
Employee 4	Senior Consultant 2	Rp 25,000,000
Employee 5	Senior Consultant 3	Rp 28,000,000
Employee 6	Junior Consultant 1	Rp 6,000,000
Employee 7	Junior Consultant 2	Rp 8,000,000
Employee 8	Finance Staff	Rp 5,000,000
Employee 9	HR Staff	Rp 6,000,000
Employee 10	Solution Architect	Rp 15,000,000

Source: PT Konsulindo Informatika Perdana

Based on the data above, it shows that there is a fairly large gap between the salaries received by consultants or experts, with staff / head office employees. This can cause a decrease in motivation and loyalty to the company can be affected by the amount of salary received.

However, the company is not only responsible for employee welfare through providing compensation, but the company must also be able to provide an overview of career levels to all its employees through opportunities to fill a higher position, taking into account the length of service and the abilities they have.

Table 2. List of Promotions in the Last 3 Years PT. Konsulindo Informatika Perdana

Employee Name	Initial Position	Current Position
Employee 1	Finance Officer	Finance Supervisor
Employee 2	HR Officer	HR Officer
Employee 3	Project Admin	Project Admin
Employee 4	Marketing Officer	Marketing Officer
Employee 5	General Staff	General Staff
Employee 6	Management Trainee	Junior Consultant
Employee 7	Management Trainee	Junior Consultant
Employee 8	Management Trainee	Junior Consultant
Employee 9	Junior Consultant	Consultant]
Employee 10	Consultant	Senior Consultant

Source: PT Konsulindo Informatika Perdana

In the table above, it can be seen that basically the company provides opportunities for career development for its employees, but the uneven distribution of career development provided by the company to employees has an impact on employee loyalty to the company, which can cause employees to leave the company to look for new companies that pay attention to their employees' career levels. If the company is able to provide career advancement to all its employees, then the tendency is that the employee will be able to stay in the company, but on the contrary, if employees do not get opportunities for career development in their positions, then employees can leave the company and look for other jobs.

In addition, the workload given by the company is also sometimes felt heavy by employees because the work that should be completed as a team must be completed by one employee. In addition, the number of employees is lacking, when the company gets a lot of requests from clients, the quantity of work for each employee increases. The following is a list of employees along with ongoing project/client work:

Table 3. List of ongoing project work

No.	Employee Name	Position	Project/ Prospect	Status	Role	May	June	Jul	Aug	Sep	Oct	Nov	Dec
1	Employee 1	Analyst Consultant	MDR-Support	On going	Acting Manager								
			MDR-AMS	On going	Acting Manager								
			Petronas-AMS	On going	Acting Manager								
			TTL - Support	On going	BASE								
			PTMA-PTC	On going	Inductor								
			PLN-Center	On going	BASE								
			PLN BTM	On going	BASE								
			SPIE-Interfacting	On going	Integrator								
2	Employee 2	Senior Consultant	Petronas-AMS	On going	ABAP								
			PTMA-PTC	On going	ABAP								
			PLN BTM	On going	ABAP								
			Indonesian Infomedia	On going	ABAP								
3	Employee 3	Consultant	MDR-AMS	On going	ABAP								
			PLN-Center	On going	ABAP								
			PTMA-PTC	On going	ABAP								
			P1-Tax Correction	On going	ABAP								
4	Employee 4	Project Manager	Tomori supp	On going	PrjMgr								
			TIN-AMS2021	On going	PrjMgr								
			TIN-CYPRO	On going	PrjMgr								
			TIMAH-FM	On going	PrjMgr								
5	Employee 5	Senior Consultant	Tomori supp	On going	ABAP								
			TIN-CYPRO	On going	ABAP								
			TIMAH-FM	On going	ABAP								
			PLN BTM	On going	ABAP								

Based on the data, there are many project works done by one employee in 1 month, meaning that the employee works on several projects at once in one month. This makes employees have to work extra to be able to complete their work, even some employees have to work overtime to complete work to meet their client's requests.

The following is data related to employee conditions at PT. Konsulindo Informatika Perdana:

Table 4
Employee Conditions at PT. Konsulindo Informatika Perdana

Number of employees	2017	2018	2019	2020
EmployeeStill	145	141	138	134
Employee Turnover	3	9	20	25
PercentageTurnover	2%	6%	14%	19%

Source: PT Konsulindo Informatika Perdana

Based on the table above, it can be seen that employee turnover at PT. Konsulindo Informatika Perdana for the last 4 (four) years has experienced a significant increase each year, such as in 2018 which increased by 4% from 2017, while in 2019 there was an increase of 8% and in 2020 there was an increase of 5%. This is due to several factors such as: the compensation given by the company to employees is still not in accordance with the workload targeted by the company and the uneven career development of employees causes employee loyalty to decrease. If this happens continuously, it is possible that it can reduce employee work loyalty. If work loyalty has decreased, employees will tend to show a lack of enthusiasm for

work, of course this will affect the company's performance.

RESEARCH METHODS

In this study, several statistical tests were employed to analyze the impact of compensation, career development, and workload on employee loyalty at PT Konsulindo Informatika Perdana. Validity and reliability tests were conducted to ensure the accuracy of the data. Descriptive analysis was used to summarize the data, followed by correlation coefficient tests to examine relationships between variables. The study applied multiple linear regression to analyze the influence of the independent variables on employee loyalty. Additionally, classical assumption tests, including normality, autocorrelation, multicollinearity, and heteroscedasticity tests, were conducted to validate the regression model. Hypothesis testing was carried out using t-tests (for partial influence) and F-tests (for simultaneous influence), and the coefficient of determination (R^2) was used to measure how well the independent variables explain variations in employee loyalty. These methods collectively helped draw conclusions about the impact of compensation, career development, and workload on employee loyalty (Priadana & Sunarsi, 2021).

RESEARCH RESULT

1. Simple Linear Regression Test

Simple regression analysis is based on the functional or causal relationship of one independent variable with one dependent variable. The results of testing with the help of the SPSS Ver. 23 program are as follows:

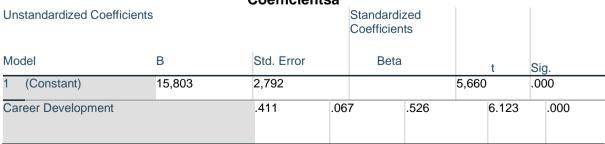**Table 5. Simple Linear Regression X1 Against Y**

Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	12,709	3.298		3,854	.000
	Compensation	.404	.066	.526	6.119	.000

a. Dependent Variable: Employee Loyalty

Source: SPPS Ver. 23 (processed data)

Based on the table above, the regression equation obtained is $Y = 12.709 + 0.404X_1$

Table 6
Simple Linear Regression X2 Against Y
Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	15,803	2,792		5,660	.000
	Career Development	.411	.067	.526	6.123	.000

a. Dependent Variable: Employee Loyalty

Source: SPPS Ver. 23 (processed data)

Based on the table above, the regression equation is $Y = 15.803 + 0.411X_2$

Table 7. Simple Linear Regression X1 Against Y
Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	26,867	2,774		9,685	.000
	Workload	.178	.082	.213	2.161	.033

a. Dependent Variable: Employee Loyalty

Source: SPPS Ver. 23 (processed data)

Based on the table above, the regression equation is $Y = 26.867 + 0.178X_3$

2. Multiple Linear Regression Test

Multiple linear regression is used to determine the influence or relationship between independent variables $(X)_1$, X_2 and X_3) to dependent variable (Y). The test results using the SPSS Ver. 23 program are as follows:

Table 8. Multiple Linear Regression Test
Coefficientsa

Mode l		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2,624	3.898		.673	.502
	Compensation	.288	.068	.371	4.260	.000
	Career Development	.272	.069	.344	3.927	.000
	Workload	.135	.067	.160	2,030	.045

a.   Dependent Variable: Employee Loyalty

Source: SPPS Ver. 23 (processed data)

From table 4.21 above the obtained equation or regression model is
$Y = 2.624 + 0.288X_1 + 0.272X_2 + 0.135X_3$

3. Hypothesis

a. t-test (partial)

The t-test is used to determine whether or not the partial influence of an independent variable on a dependent variable is significant, namely by comparing the t_{count} with t_{table} with significance = 5%. The following is a partial test presented by the author using the SPSS For Windows Ver. 23 program:

Table 9 t-Test (Partial)
Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2,624	3.898		.673	.502

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Compensation	.288	.068	.371	4.260	.000
Career Development	.272	.069	.344	3.927	.000
Workload	.135	.067	.160	2,030	.045

Dependent Variable: Employee Loyalty

Source: SPSS. Ver. 23 (processed data)

1) Compensation (X1) on Employee Loyalty (Y)

The test results show t count of 4.260 with a significance value of 0.000 and t table of 1.660. Because t count > t table (4.260 > 1.660) and significance < 0.05 (0.000 < 0.05), it can be concluded that compensation has a significant effect on employee loyalty.

2) Career Development (X2) on Employee Loyalty (Y)

The results of the analysis show t count of 3.927 with a significance value of 0.014 and t table of 1.660. Because t count > t table (3.927 > 1.660) and significance < 0.05 (0.014 < 0.05), it can be concluded that career development has a significant effect on employee loyalty.

3) Workload (X3) on Employee Loyalty (Y)

The results of the analysis show t count of 2.030 with a significance value of 0.045 and t table of 1.660. Because t count > t table (2.030 > 1.660) and significance < 0.05 (0.045 < 0.05), it can be concluded that workload has a significant effect on employee loyalty.

b. F Test (Simultaneous)

The F test is used to determine whether the influence of independent variables simultaneously on the dependent variable is significant or not, namely by comparing the F_{count} with F_{table} with a significance level = 5%. The test results are simultaneous are as follows:

Table 10 F Test (Simultaneous)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	362,114	3	120,705	22.119	.000[b]
	Residual	523,886	96	5.457		
	Total	886,000	99			

Dependent Variable: Employee Loyalty

Predictors: (Constant), Workload, Compensation, Career Development

Source: SPSS Ver. 23 (processed data)

Based on the table above, the F value is obtained$_{count}$of 22.119 and a significance value of 0.000 and F_{table}2.70. F value$_{table}$obtained F value$_{Fable}$of 2.70. Because F_{count}> F_{table}(22.119 > 2.70) and a significance value of < 0.05 (0.000 < 0.05), so it can be concluded that simultaneously compensation, career development and workload have a significant effect on employee loyalty.

4. Coefficient of Determination Test

The coefficient of determination is used to see how much influence each independent variable has on the dependent variable. This determination coefficient test can be seen in the following table:

Table 11. Coefficient of Determination Test

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.639ª	.409	.390	2.33605

Predictors: (Constant), Workload, Compensation, Career Development
Dependent Variable: Employee Loyalty
Source: SPSS Ver. 23 (processed data)

Based on table 4.24 above, the Adjusted R-Square value of 0.390 is obtained from the employee loyalty variable. So it can be concluded that the compensation, career development and workload variables affect employee loyalty by 39.0%, while the remaining 61.0% is influenced by other factors not explained in this study.

DISCUSSION

1. **The Influence of Compensation on Employee Loyalty of PT. Konsulindo Informatika Perdana**

   The results of the partial test (t-test) show that compensation has a significant effect on employee loyalty, with a t-count value of 4.260 and a t-table of 1.660, and a significance of 0.000 <0.05. This shows that increasing compensation has the potential to increase employee loyalty. These results are in line with research conducted by Ni Putu Dian Purnamasari and Desak Ketut Sintaasih (2019) which found that compensation has a positive effect on employee loyalty at Bellevue Heritage Villas Nusa Dua.

2. **The Influence of Career Development on Employee Loyalty at PT. Konsulindo Informatika Perdana**

   The results of the partial test (t-test) show that career development has a significant effect on employee loyalty, with a t-count of 3.927 and a t-table of 1.660, and a significance of 0.000 <0.05. Research by Amirah Hanin et al. (2016) also shows that career development has a positive effect on employee loyalty at Radar Bromo Probolinggo, strengthening this finding.

3. **The Influence of Workload on Employee Loyalty at PT. Konsulindo Informatika Perdana**

   Workload has a significant effect on employee loyalty with a t-value of 2.030 and a t-table of 1.660 and a significance of 0.000 <0.05. Research by Agustina Heriyati (2016) also shows that workload has a significant effect on employee loyalty at PT Pupuk Sriwidjaja Palembang, which reflects the importance of workload management in increasing loyalty.

4. **The Influence of Compensation, Career Development and Workload on Employee Loyalty at PT. Konsulindo Informatika Perdana**

   Simultaneously, the three variables—compensation, career development, and workload—have a significant effect on employee loyalty. The F test shows Fcount 22.119 > Ftable 2.70, with a significance of 0.000 < 0.05. Research by Layla Hafni and Nur Seri (2017) also supports this finding, which shows that compensation has a significant effect on employee loyalty at PT Wirakencana Sugihindah Sehati Pekanbaru.

CONCLUSION

Based on the results of the study on the effect of compensation, career development, and workload on employee loyalty at PT Konsulindo Informatika Perdana, it can be concluded that the three variables have a positive and significant effect on employee loyalty. The results of the t-test show that compensation, career development, and workload individually have a significant effect on loyalty, with a significance value of less than 0.05. In addition, the F test shows that the three variables simultaneously also have a significant effect on employee loyalty. Based on the results of the determination coefficient test, it can be concluded that these three variables affect employee loyalty by 39%, while 61% is influenced by other factors. Therefore, the company is expected to continue to improve compensation policies, career development, and workload management to improve employee loyalty and performance.

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