The Impact of Working Environment on Employee Loyalties with Job Satisfaction as an Intervening Variable

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ABSTRACT:
In this dynamic era, maintaining loyal and qualified human resources is a step to increase company productivity in order to achieve set goals. Many factors affect employee satisfaction, one of which is job satisfaction. Maintaining employee loyalty by increasing the level of job satisfaction is done by creating a conducive and positive work environment. The work environment includes the physical environment, psychological environment, and social environment. This study aims to determine the effect of the work environment on employee loyalty with job satisfaction as an intervening variable. The method used in this research is review with 20 articles. Based on the results of this study, the work environment has a strong influence on employee job satisfaction. A work environment that can make employees develop optimally with appropriate rewards can increase worker satisfaction. Employee satisfaction is very influential in increasing employee loyalty to the company. Employees with high levels of satisfaction will give their energy and time for the success of the organization.

Keywords: Working Environment, Job Satisfaction, Employee Loyalties

INTRODUCTION

In running an organization, maintaining the quality of human resources who have good quality and integrity is an important factor to maintain the best performance. To get the best performance, Human Resource Management must not only be able to manage the expertise and skills of employees but must be able to create conducive situations needed to obtain optimal results in running the organization (Faisal & Naushad, 2020; Wan, 2014).

In the era of globalization where the labor market is dynamic, retaining competent employees can increase company performance and productivity to a higher level (Wan, 2014). The employee's view of the company can be a factor that encourages employees to maintain a commitment to the organization. This commitment will later become an attitude of loyalty.

Employee loyalty is formed because employees are willing to make personal sacrifices to increase ties with the company (Dlamini et al., 2022).

Factors that can affect employee loyalty can be divided into two groups, namely satisfaction factors (motivator factors) and dissatisfaction factors (Aziri, 2011; Larastrini & Adnyani, 2019; Polatcan & Cansoy, 2019; Rajput et al., 2016). Satisfifaction factors include factors needed as a source of triggering employee loyalty such as appreciation, emotion, responsibility, challenges, and self-achievement. Meanwhile, dissatisfiers include salary, wages, company rules, interpersonal relationships, job satisfaction and work environment (Hermawan & Riana, 2014; Kullab, 2017; Reed & McDermott, 2020; Sainju et al., 2021).

Work environment is an important factor that can affect employee loyalty. A good physical and mental work environment is fundamental to increasing job satisfaction. A quality work environment includes several factors such as competitive salaries, trust between management and employees, equality for all parties, and reasonable workloads but still challenging and achievable. The combination of these compositions makes the work environment have the good conditions for employees. As a profit-oriented organization, it is very important for companies to create a work environment that allows employees to achieve the desired goals (Agbozo et al., 2017; Rajput et al., 2016; Raziq & Maulabakhsh, 2015; Waqas et al., 2014).

Job satisfaction is a fairly complex concept which can mean different things to different people. Job satisfaction is usually associated with motivation, but the nature of this relationship is unclear. Satisfaction no same as motivation. Job satisfaction is more attitude, state of mind. It could be, for example associated with feelings of personal accomplishment, either quantitative or qualitative (Khan et al., 2020; Khosravi et al., 2022; Kwon & Guo, 2019; Luthans, 2010; Mullins, 2005). Job satisfaction is a set of feelings and beliefs that people have about their current job. The level of job satisfaction of people can vary from extreme satisfaction to extreme dissatisfaction. In addition, accesses their work as a whole. People may also have attitudes towards different aspects of their work, such as type of work, co-workers, superiors or subordinates, and pay (Bakotic & Babic, 2013; Gad et al., 2022; Gazi et al., 2022; George et al., 2008).

Job satisfaction is an emotional state where he views the work he is doing is pleasant or not. If someone feels satisfied with doing his job so far, then that can be a motivation for him to stay and survive in that position (Nurhayati et al., 2016). Job satisfaction is an employee's sense of accomplishment and success at work. Generally considered direct. It is related to productivity and personal well-being (Agbozo et al., 2017; Anastasiou, 2020; Pandey & Khare, 2012). Job satisfaction means you enjoy your job and hope your efforts are rewarded. Profession Satisfaction Means More Enthusiasm and Happiness in his job. Job satisfaction is important Generates recognition, revenue, promotion, etc. Complete other objectives that lead to thrills (Rajput et al., 2016).

Many opinions explain that job satisfaction reflects the aggregate level of net workers' prospects and they stay true to their jobs. Employees want some other benefits along with their work such

as promotion, salary, autonomy, etc. These benefits and their range of preferences it may be different for each job but if these benefits remain unfulfilled then their level of satisfaction decrease and lead to withdrawal behavior (Waqas et al., 2014).

Job satisfaction can be caused by many factors, one of which is a supportive work environment. Employees who are satisfied with their jobs and a conducive work environment can increase work loyalty to achieve company goals. This shows that job satisfaction can be an indicator that influences employee loyalty. One's job satisfaction can be achieved due to good working environment conditions. Therefore, this study will review the influence of the work environment condition on employee loyalty.

METHOD

The research method used in this journal is the literature review. The literature review method is the process of obtaining information relevant to the topic being studied through various sources such as journals, books, or writings related to the topic being reviewed (Oakley, 2002). These reviews and points will then be aggregated based on predetermined criteria to answer the research questions. In this method, clear and systematic findings will be used to minimize the subjective judgment of the author (Citra, 2019; Le et al., 2021; Polatcan & Cansoy, 2019; Setia et al., 2022).

RESULT AND DISCUSSION

According to (Raziq & Maulabakhsh, 2015), work environment consists of two broad dimensions such as work and context. Work includes all the different characteristics of work such as work performance and efficiency, including tasks such as work tasks training, management of work-related activities, sense of work, work versatility, and intrinsic value of work. Many studies focused on the internal part of job satisfaction. The results showed that there is a positive relationship between the work environment and the internal part of job satisfaction. In addition, they described another dimension of job satisfaction called context, which includes physical working conditions and social working conditions. Many studies showed that there is a positive relationship between the work environment and the internal part of job satisfaction. In addition, they described another dimension of job satisfaction called context, which includes physical working conditions and social working conditions.

According to (Polatcan & Cansoy, 2019), The work environment refers to a workplace where it can encourage or discourage employees. The work environment can be divided into three types; physical, psychological and the social work environment.

The physical work environment can be interpreted as the work environment where work is carried out including layout, temperature, ventilation, machinery, lighting and others. Other

aspects such as sound, heat, and lighting have been shown to influence the psychological processes of workers, both directly and indirectly (Al-Anzi, 2009; Ramli, 2019; Valldeneu et al., 2021).

The psychological work environment can be interpreted as elements of the work environment related to worker behavior. This element includes three types of psychological phenomena, namely affect (emotions, moods, psychological condition, affective disorders), cognition (attitude and decision-making), and behavior (effectiveness, absenteeism, motivation). So, the work environment can be interpreted as the characteristics of the work environment that affect employees' feelings (Polatcan & Cansoy, 2019).

The social work environment can be linked to relationships in the work system. Things that include the social environment of work, namely the style of communication, the relationship between superiors and subordinates, relations between co-workers, and everyone's cooperation to help each other. A progressive work environment can be achieved if there is respect for personnel at every level of the company. This is very important for the company's operations. This respect in a broad sense also includes issues such as discrimination, segregation based on gender, age, and political roles in the work environment. The manager's role is needed as a facilitator to create a good social work environment in order to avoid work barriers and increase employee productivity (Amible & Kramer, 2011).

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Working conditions play a great role in employee performance. Employees working in difficult working conditions, working conditions are an important factor affecting job satisfaction, therefore employees in difficult working conditions are dissatisfied with this factor. To improve the satisfaction of employees working in. difficult working conditions, management needs to improve working conditions. This makes them as satisfied as those who work in normal working conditions and in return, their overall performance improves. According to (Lokuwaduge &

Heenetigala, 2017; Wieckardt et al., 2022), working conditions consist of space, equipment, and other related environmental features, type of work, and business practices that facilitate the organization. The second theory of the two factors, known as hygiene, may not be motivating but can generate dissatisfaction if ignored. The work atmosphere makes people happy that do their best to maximize performance.

The term job satisfaction refers to the attitudes and feelings that people have about their jobs. A positive and positive attitude towards work indicates satisfaction. A negative and unfavorable attitude toward work indicates job dissatisfaction (Kerschen et al., 2006). There are many factors that influence job satisfaction. In study by (Frempong et al., 2018) stated there are four main factors that are believed to be very important in relation to job satisfaction:

1. Satisfaction and Reward Recognition
Reward and recognition are one of the most influential factors in motivating employees. motivator/satisfier becomes inspiration employees to show attitudes towards job performance to achieve results. Benefits workers receive after completing their work are included as a reward. It is emphasized the relationship between organizational success as a consequence of employee job satisfaction. (Khuong & Tien, 2013; Prabhakar, 2016), also identified rewards and recognition as key factors that can be proven to affect employee job satisfaction.

2. Satisfaction and Employee Participation in Decision Making
Decision-making can be the emotional and physical involvement of employees that involves employees' intellectuals. Employee participation, especially involvement in joint decision-making, has been shown to have a positive relationship with positive work attitudes and employee commitment. A positive relationship between employee participation and affective commitment, note the positive effect of participation on job satisfaction, changing certain personality characteristics of employees.

3. Satisfaction and Work Environment
The environment in which a person dedicates himself also plays an important role in employee job satisfaction. The workplace environment in this content is generally referred to as the "work environment," conditions". Working conditions such as ventilation, lighting, equipment, space, and other related environmental features, number of jobs, and institutional facilities. Several other studies also analyzed the effects of lighting, air quality, and other parameters on physical health such as fatigue, headaches, pain, eye and nose, throat, and skin irritation (Lokuwaduge & Heenetigala, 2017; Wieckardt et al., 2022).

4. Satisfaction and Empowerment of Employee
Employee empowerment has become a common study between employees and business owners. Due to the high level of multinational competition nowadays, employers are concentrating more on empowering employees. Aspects of relationships and a sense of belonging as a means to provide knowledge, facts, and authority to colleagues. Everyone associated with the business believes that the people they employ are a competitive advantage for the organ. Empowerment

includes giving employees the freedom action to make decisions about how they go about their daily activities (Carless, 2004; Haas, 2010).

The importance of job satisfaction is particularly evident when one considers the many negative consequences of dissatisfaction, such as lack of loyalty, increased absenteeism, increased accidents, etc. There are three important characteristics of job satisfaction (Gad et al., 2022). First, organizations must be guided by human values. Such organizations are oriented toward the fair and respectful treatment of employees. In such cases, the evaluation of job satisfaction can be a good indicator of the efficiency of the employee. High job satisfaction can be a sign of the good emotional and mental state of employees. Second, the behavior of the employee, depending on their level of job satisfaction, affects the business and operations of the organization. It can be concluded that job satisfaction leads to positive behavior and conversely, job dissatisfaction leads to negative employee behavior. Third, job satisfaction can be an indicator of organizational performance. Job satisfaction ratings can be used to identify different levels of satisfaction in different organizational units, but they can in turn be a good indicator of which organizational unit should make performance-improving changes (Aziri, 2011)

Studying job satisfaction at work is a fairly complex concept because it is always related to aspects of relational psychology and the perceptions of many people at work. According to the study by (Khuong & Tien, 2013), which yielded the significance and coefficient between each independent variable and employee job satisfaction, we can see that three out of five independent variables in the research on job satisfaction are directly influenced by employees. One of the job satisfaction variables in number three is the work environment variable. Working conditions, work design, rewards and recognition, information and communication are factors that lead to job satisfaction, which leads to better loyalty (Prabhakar, 2016).

Based on pictures and research by (Raziq & Maulabakhsh, 2015), the work environment and job satisfaction have a positive relationship. The research states that the work environment plays a vital role in achieving job satisfaction. Regression analysis shows the effect of the work environment on job satisfaction of 13.2%. Work environment factors include working hours, safety and security, employee relations, employee appreciation, and management influence on employee job satisfaction. In the long term, improving the work environment can affect employee commitment and loyalty. This happens because management who is aware of the importance of the work environment makes employees feel that they have the convenience of working in a relaxed and stress-free environment and can decrease performance.

Research by (Susita et al., 2020), also states a positive correlation between work environment and employee loyalty. A good work environment is a place where employees show positive results in facing new challenges. The better the work environment in the company, the more employee loyalty will also increase. Several other studies that support this theory are studies conducted by (Amanah et al., 2015; Kullab, 2017; Maineldi et al., 2014). Increased loyalty is also a good indicator of job satisfaction in the organizational environment.

This result is also supported by the study of (Rajput et al., 2016), where the work environment factor became an important factor in the loyalty of employees with a variance of 10.273%. The main elements of this factor are. Relations with colleagues (0.794), fair evaluation of work (0.602) and working time (0.472).

According to (Al-Anzi, 2009), the work environment greatly influences employees in terms of their level of employment, level of innovation, collaboration with other employees, level of attendance and loyalty, and commitment to how long they can stay at work. Then several factors related to the work environment such as interesting and enjoyable division of tasks, opportunities for employees to develop their abilities to the fullest, company information and authority regarding work facilities and equipment that are used properly, friendly and reliable co-workers, opportunities to observe work and clear responsibilities (Chandrasekar, 2011; Ramli, 2019).

A study by (Prabhakar, 2016) states that despite the many aspects of work, few increase satisfaction. According to these studies, workplace support and job quality account for 70 percent of job satisfaction factors. Therefore, the improvement of the working environment must be considered, because it negatively affects the loyalty position of employees in the future organizational cultural environment. The result also shows that workload, stress, overtime, fatigue, and boredom are factors that increase job dissatisfaction. Thus, the above literature review proves the hypothesis that the Work Environment has an effect on the job satisfaction and loyalty of employees.

Employee loyalty is also influenced by how the company meets the needs of employees. Fulfillment of these needs can be said to be the fulfillment of job satisfaction, which means it will also have a positive effect on increasing loyalty among employee (Ardana, 2012). There are usually three types of employee loyalty to consider: affective loyalty, normative loyalty, and continuance loyalty. Affective loyalty relates to when an employee feels a deep enough emotional connection with the organization, normative loyalty is a kind of loyalty that arises when employees feel indebted to something for the company, and continuity loyalty comes as a result of the fact when employees don't have the opportunity to find work elsewhere (Aziri, 2011).

Therefore, improving the work environment needs to be a concern for organizational owners. Improving the work environment can decrease some of the productivity barriers such as complaints and absenteeism. The quality of the physical work environment can affect the ability to recruit and retain human resource talent in an organization (Wu & Kao, 2022a, 2022b). Uncomfortable people in the work environment can result in low performance and high absenteeism. Behavioral factors that include attachment, productivity, morale, and comfort levels are part of behavior that can affect the work environment psychologically. If employee performance is good, the company will be able good condition (Ramli, 2019).

CONCLUSION

Work environment is an important factor that determines employee job satisfaction. The work environment can include the state of the physical, psychological and social environment where

employees work. The better the domain, the more job satisfaction can increase. Increased job satisfaction affects employee loyalty to the company. Therefore companies need to know the conditions of the work environment to achieve goals.

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