

## The Effect of Quality Of Work Life on Employee Loyalty at Pt. X Magelang City

Bagas Prastawa Yunanto<sup>1\*</sup>, Sutarto Wijono<sup>2</sup>

<sup>1,2</sup> Universitas Kristen Satya Wacana Salatiga, Indonesia

\*Email: 802019290@student.uksw.edu, sutarto.wijono@uksw.edu

| ARTICLE INFO  | ABSTRACT   |
|---|--|
| <p><b>Keywords:</b><br/>quality of work life;<br/>loyalty ; employee.</p> | <p>To advance a company requires maximum contribution from an employee, one of the things that underlies the positive contribution of employees is Loyalty. Loyalty employees is a form of appreciation from employees for the place where they work where they feel a sense of comfort and pride in working. Loyalty can be influenced by many variables, one of that which is quality of work life. Employees with a sense of comfort, experience, satisfaction are things that trigger loyalty in employees. Employees with good quality of work life tend can make better contributions, The purpose of this study is to determine how the quality of work life affects employee loyalty at PT.X Magelang City. This research uses quantitative method with a sample of 40 employees who work at PT.X Magelang City. To measure the quality of work life variable, 8 dimensions of Walton's findings were used, while the loyalty variable used the Employee Loyalty measurement method of Dutta &amp; Dhir. In hypothesis testing, the result obtained is <math>R^2 = 17.052</math> (<math>p &lt; 0.05</math>). This finding shows that employees of PT.X Magelang company can work more optimally when they have aspects of loyalty arising from a good sense of quality of work life.</p> |

### INTRODUCTION

The transition period from the pandemic period to *the new normal* is a challenge for every company in Indonesia. Because in this transition period slowly but surely competition between companies is increasing. This makes the company have to set a strategy to be able to compete in the midst of intense global competition. One strategy that can be done by the company is to pay attention to its human resources. This is because in the world of work employees are the spearhead in the sustainability of the company because if employees have good performance, the goals of the company will also be achieved (Chikazhe *et al.*, 2020). Likewise faced by PT. X Magelang City where they encourage employees to work and have a sense of loyalty in the organization, One way that companies can do is to increase *employee loyalty*. With *employee loyalty*, employees will have a sense of responsibility for their work. While related to problems that often occur regarding loyalty to employees, this is also in line with statements made (Bisnis *et al.*, 2018) at PT. Columbindo Perdana Manado branch, who then emphasized that *employee loyalty* must be a special concern so that it must be managed properly.

Based on the results of interviews conducted by this study with several employees at PT X Kota Magelang conducted on June 7, 2023, this study suspects that there are problems related to *employee loyalty*. From the results of interviews conducted with 8 employees, there were 2 employees who said that they had low work motivation, and sometimes they tended to be less motivated at work and felt less comfortable so they often felt dissatisfied with their own performance then 3 employees also said if they had a desire to leave the company. Then 3 more people said that they feel they have full responsibility for meeting targets and feel they have a goal to continue to make their best efforts for the progress of the company so that they can feel stability at work. After being known to be related to phenomena that occur related to several problems experienced by employees, allegedly this study identified that there were problems at PT. X for *employee loyalty*

Therefore, research on employee loyalty is important to do because *employee loyalty* is an important factor for companies to increase productivity, where employees as the most important resource must be considered well

by the company. Employees who have high loyalty to work tend to always be ready to work hard and make a greater contribution to the company (Stojanovic *et al.*, 2020). In addition, *Employee Loyalty* will bring a high commitment to the company. This is because employees who are loyal to work tend to have a psychological attachment to their work so that employees will feel proud of their work and will always be willing to give their best for their work. So it is important for companies to make employees have loyalty to their work.

*Employee Loyalty* certainly has a positive impact both for the company and for the employees themselves. One of the positive impacts of *employee loyalty* for the company is to minimize *turnover intention* in the company (Iddagoda & Opatha, 2020). Then *employee loyalty* can also increase the productivity of the company. This is supported by research conducted Darmawan *et al.* (2020) Which says that *employee loyalty* makes employees always focus on work and company success, so that employees will devote all their abilities, energy, and time to supporting the company.

*Employee loyalty* can be influenced by several factors, one of which is *the quality of work life* (fahrul, 2023). *Quality of work life* is also closely related to the concept of *employee loyalty* in organizations to regulate loyalty to employees in motivating employees and promoting the best performance of the company to increase their commitment. Employees who are satisfied with a good *quality of work life* are much more loyal and committed to the organization (Abebe, 2023). Loyalty can be built when employees have a good *quality of work life* in the workplace, this is an important factor because it is a foundation to foster the commitment that employees have so that in doing their jobs they feel more excited. This is in agreement with (Astuti, 2021) Yang argues that quality of life conditions are proven to be able to support improved performance.

Based on interviews conducted with several employees of PT X Kota Magelang, this study concluded that *the quality of work life* has an important role in *employee loyalty*. This is because *the quality of work life* is an element that makes it easier for employees to work well and makes work loyalty achieve (Wolor *et al.*, 2020). *Quality of work life* itself is often used as a reference to measure the quality of employees, With a high *quality of work life* employees have the possibility to improve their performance. Bonds that are established when employees have a high *quality of work life* tend to have high loyalty. Employees with high *quality of work life* also produce good productivity for the company. these employees also avoid negative things that can harm the company, they will appreciate the company and contribute more actively. But for employees of PT. X Magelang City after observation, they complained about problems in the office that made them feel uncomfortable. This makes them less enthusiastic in achieving work targets, as well as decreased motivation. Some of them even tend to think about finding a new place to work. Based on the phenomena already mentioned, feel if the research on *Quality of work life* and *Employee loyalty* at PT. X Magelang City is important to do.

Research on the effect of *quality of work life* on *employee loyalty* at PT. X Magelang City Supported by the results of several previous studies. As in previous studies conducted (Edwin Lau & Lau, 2019) that is, there is a positive relationship between *the Quality of work life* and the loyalty of employees, where in his research the influence of *the Quality of work life* either high or low value can help them in improving the quality of their work life. In line with this research, Aryadinata (2020) also mentioned in his research that the *quality of work life* when associated with *employee loyalty* has a positive attachment, when *the quality of work life* is met by the company for employees, loyalty to employees is also affected. But unlike the research above, there are also researchers who state that the relationship of *Quality of work life* to *employee loyalty* has no effect. Johnson (2019) states that a high quality of work life does not always guarantee loyalty to employees. Sometimes, employees who have a high *quality of work life* may remain disloyal if they don't see clear career development opportunities or if they feel undervalued. This less significant thing can usually be caused by policies that sometimes affect the work environment, so sometimes when there are inappropriate policies it can be caused by other variables that affect the relationship of *Quality of work life* to *Employee Loyalty*.

The difference between this study and previous research can be seen from the research conducted by Shohibatun Naufalia (2022) where in his research he tested the relationship between *quality of work life*, total management quality and work stress on employee loyalty, but in this study it was more specific to examine the effect of *Quality of work life* with *Employee loyalty*. In the study above, the sample used was 158 respondents in one of the companies in Surabaya engaged in the manufacture of computer accessories, while this study used samples on all employees located in one of the offices of PT. X Magelang city. The reason for the research to take research at PT. X in Magelang City because several phenomena related to *Quality of work Life* to *Employee Loyalty* were found, so this study is interested in studying more deeply related to these problems at PT. X Magelang City. Furthermore, there is a slight difference in the measuring instruments used in measuring *the Quality of work life*, where research conducted by Yudhistira Victoria *et al.*, (2017) is called a measuring instrument for the quality of

work life. From these measuring instruments, Walton (1973) took the definition of dimensions and added two other dimensions, namely supervisory and job characteristic. This study also used measuring instruments from the dimensions of Walton (1975), although in this case the research has similarities in adapting the same character, but this study uses different research references and does not add two factors as done by previous researchers because this study only takes measuring instruments to calculate the effect of *quality of work life*, while previous researchers included two factors to measure aspects of job transfer intentions. The reason this study uses this measuring instrument is because the model used by Walton has the advantage of having more dimensions so that what is raised can be directly related to employees by covering aspects of the work situation.

Based on the explanation above, this study decided to conduct a study entitled "**The Effect of Quality Of Work Life on Employee Loyalty**". Based on the background described above, this study formulates the formulation of the problem in this study is "Is there an Effect of Quality of Work Life affecting Employee Loyalty of PT. X Magelang City. The purpose of this study is to determine the effect of Quality of Work Life on Employee loyalty of PT. X Magelang City. The benefits of this research are aimed at the development of psychology in general, especially in the field of industrial & organizational psychology related to Quality of Work Life and employee loyalty. Used as a reference to PT. X Magelang City in order to maximize employee potential and increase employee loyalty through quality of work life. As well as being a reference for employees of PT. X Magelang City so as to improve the quality of work life and employee loyalty of PT. X Magelang City.

The hypothesis of this study is:

H0: There is no significant effect of quality of work life on employee loyalty of employees working at PT. X Magelang City.

H1: There is a significant influence of quality of work life on employee loyalty of employees working at PT. X Magelang City.

## METHOD

In research on the relationship between Quality of Work Life and Employee Loyalty, it uses quantitative research methodology through a scientific approach that uses objective measurements and statistical analysis that is useful to answer research questions and to test hypotheses. The research model used is Regression which is used to determine how much influence between Quality of Work Life and Employee loyalty.

This study took the population contained in PT. X Magelang City with 40 people. The sample used was all employees with a total of 40 employees of PT. X Magelang City, In this sampling the researcher took the Saturated Sampling Technique from the Arikunto method (2012) if the population is not more than 100 people, then the total number of samples is taken. The method used in collecting data in this study is by using questionnaires. In this study using the Likert scale, the Likert scale is a method used in measuring psychological attributes on a given question by providing options to agree or disagree with respondents (Supratiknya, 2014). In the questionnaire that has been prepared there are 4 options that respondents can choose from in answering questions, namely:

1. Very Appropriate, this answer explains that the statements in the questionnaire have a very high level of suitability or match with the conditions experienced.
2. Accordingly, this answer explains that the statements in the questionnaire have a degree of suitability or match that corresponds to the conditions experienced.
3. Not Appropriate, this answer explains that the statements in the questionnaire are not in accordance with the conditions experienced.
4. Very Inappropriate, this answer explains that the statements in the questionnaire are considered very incompatible with the conditions experienced.

This study uses two variables, namely the Free Variable or Variable X, and the Dependent Variable or Variable Y. For the Free Variable in this study is Quality Of Work Life While the Dependent Variable is Employee Loyalty. As for answering this research, the measuring tool used for Quality of Work Life is to adapt the 8 Dimensions that have been quoted from Walton (1975), while for Employee Loyalty the measuring instrument used is the method of measuring Employee Loyalty by (Dutta & Dhir, 2021) where in the study it is explained about several indicators that affect the loyalty owned by employees so that it can be used to measure how big the level is loyalty that exists in the employees themselves.

Tabel 1. Blueprint Quality Work Life

| Indicator                      | Favorable | Unfavorable | Sum |
|--------------------------------|-----------|-------------|-----|
| Adequate and Fair compensation | 1,2       | -           | 2   |
| Safe and Healthy environment   | 3,4,5     | -           | 3   |

|                               |          |   |    |
|-------------------------------|----------|---|----|
| Development of human capacity | 6,7,8    | - | 3  |
| Growth and security           | 9,10     | - | 2  |
| Social integration            | 11,12    | - | 2  |
| Constitutionalism             | 13,14,15 | - | 3  |
| Total life space              | 16,17    | - | 2  |
| Social relevance              | 18,19    | - | 2  |
| Total                         |          |   | 19 |

Table 2. Employee Loyalty Blueprint

| Indicator           | Favorable   | Unfavorable | Sum |
|---------------------|-------------|-------------|-----|
| Sense of Ownership  | 1,2,3,4,5,6 | -           | 6   |
| Trust               | 11,12,13    | 10          | 4   |
| Willingness to Stay | 8,9         | 7           | 3   |
| Total               |             |             | 13  |

Data analysis in this study decided to use a simple linear regression method that can be used to find the relationship between quality of work life as an independent variable and employee loyalty as a dependent variable. To calculate data analysis, it is done using the SPSS statistics 23.0 program.

### 1. Classical Assumption Test

Classical Assumption Test is carried out before conducting further analysis, Classical assumption test is used with the aim of ensuring that the classical assumptions of the regression model can meet the requirements or not. In the classical assumption test there are several tests used, such as the following:

#### a. Normality Test

The Normality Test is one of the tests used as an evaluation on data in the regression model that will be observed in the category of normal distribution or not. In this method, histogram test techniques, Normal P-Plot graphs, and Kolmogorov Smirnov's O-S test are used to test normality. This test is used as a way of testing whether the data distribution matches the normal distribution.

#### b. Heteroscedasticity Test

Heteroscedasticity test is a test performed to determine if there are inconsistent fluctuations of different residuals in the regression model. Homoscedasticity occurs when the residual variance between two observations remains unchanged. In contrast, heteroscedasticity occurs when the residual variants differ.

#### c. Multicollinearity Test

The Multicollinearity Test is used to find out and evaluate how the independent variable has a linear relationship or not. Tolerance and variance inflation factor (vif) used in testing suspicion. The assumption of tolerance and variance inflation factor (vif) can be expressed assuming multicollinearity occurs if vif > 10.00 and tolerance 0.10, while assumptions assuming multicollinearity do not occur if vif 10.00 and tolerance 0.10.

### 2. Linearity Test

Linearity test Is a statistical procedure used to ensure that the two variables continui, where the related variable is independent or quality of work life and also the dependent variable loyalty has a linear relationship or not. The purpose of using linearity tests is to produce valid or appropriate assumption results. The test technique used is the Anova Test, which uses independent variables as factors and predictors that function to influence the dependent variable. In the point of syncification, the number <0.05 means that there is no linear relationship in the two variables, while if >0.05 it can be said that there is a similarity to the linear relationship that exists in the two variables. In this research calculation took a way by using SPSS statistics 23.0.

### 3. Hypothesis Test

Hypothesis Test is used in helping make a decision to test the truth of a claim, this test is also used to find out the relationship between two variables. As research material, simple linear regression tests, simultaneous F tests, and hypotheses in this study were tested using partial t tests. In this research calculation took a way by using SPSS statistics 23.0.

## RESULTS AND DISCUSSION

### A. Descriptive Statistical Results

1. Variabel Quality Of Work Life

After going through data processing on the Quality of work life scale which was processed using the help of the IBM SPSS Statistics 23.0 program. for windows. In the data processing that has been done, a standard deviation of 5.972 was found, a maximum value of 74, a minimum value of 53, a mean value of 65.35, a median value of 67.00, a mode value of 71. Then in testing reliability on the Quality of Work Life variable questionnaire, an alpha value of >0.800 was obtained. Therefore, from these results, it can be concluded that the variable Quality of Work Life is declared reliable. The IBM SPSS Statistics 23.0 for Windows program is used as a scaled processing process on Quality of work life, which is based on results. Based on the processing of data results, it was found that the standard deviation was 5.972, the highest value was 74, the base value was 53, the average value was 65.35, the middle value was 67.00 the mode value was 71. Then the alpha value obtained from the reliability test of the quality of work life variable is greater than 0.800. As a result, these findings suggest that the work-life quality variable questionnaire is credible.

Table 3. Variable Reliability Quality of Work Life

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| ,902             | ,901   | 19         |

2. Variabel Employee Loyalty

After going through data processing on the scale of loyalty to employees that has been done through the help of the IBM SPSS Statistics 23.0 program. For Windows found standard deviation 3.849 highest value 47, base value 33, average value 41.58, middle value 43.00, mode value is 43. Furthermore, results were also obtained at an alpha value of >0.800. So from these results it can be concluded that the questionnaire from the Employee Loyalty variable is declared reliable.

Table 4. Variable Reliability of Employee Loyalty

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| ,805             | ,805   | 13         |

**B. Assumption Test Results**

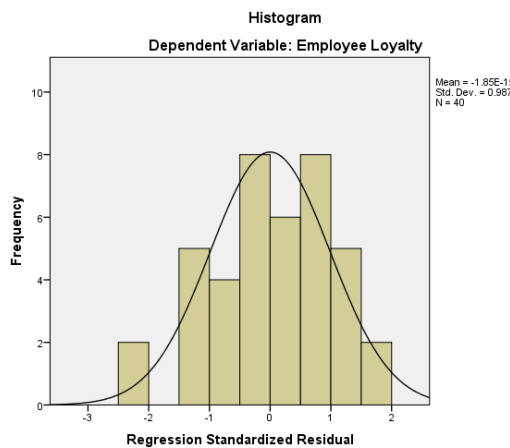
1. Normality Test

This test is used to evaluate whether the data is from a normal distribution. Tests were performed using histogram test, NP-Plot graph, and Kolmogorov-Smirnov test. The test results are as follows:

a. Histogram Test

Based on the figure below, it is stated that the histogram chart below has a normal distribution. This can be said because the graph is shaped like a bell. So that on the chart it can be said to be appropriate and normal so that it meets the conditions of normality.

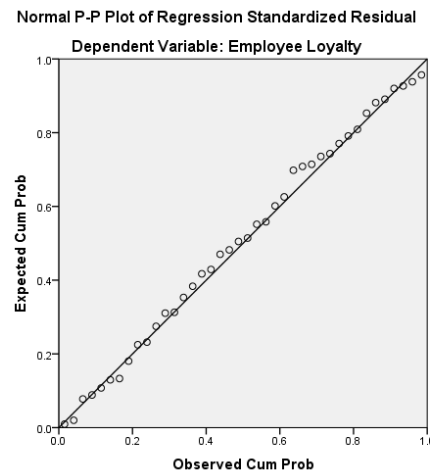
Figure 1. Histogram Chart



b. Uji Normal P-Plot

Normal P-Plot Graph Has a meaning on the condition of the normality assumption test that the assumption is said to be fulfilled when the points on the plot can follow the diagonal line well, while when the distribution on the item is not in the direction of the diagonal line and far from the diagonal line it can be said if the item does not meet the conditions of the normality assumption test. The distribution of items follows diagonal lines in both directions, as in the graph below. So that the distribution can be interpreted as meeting the requirements of the normality assumption test because it has a normal distribution.

Gambar 2. Grafik NP-Plot of Regression Standardized Residual



c. Uji Statistics Sample Kolmogorov Smirnov

The Kolmogorov-Smirnov Sample Statistical Test is part of the classical assumption test, where this test is used in research to determine whether residual values are normally distributed or not. Where according to Ghozali (2018) the normality test is used as a tester whether in the regression model, confounding variables or can be called residuals have a normal distribution. The correct regression model has a normally distributed residual value with the provision that if the Significance value is  $>0.05$ , then it can be said that the residual value is normally distributed. If the Significance value  $<0.05$ , then it can be said that the residual value is not normally distributed. Based on the Normality Test, it is known that if the significance value is  $0.200 > 0.05$ , it can be concluded that the residual value is normally distributed.

Tables 5. Uji O-S Kolmogorov-Smirnov

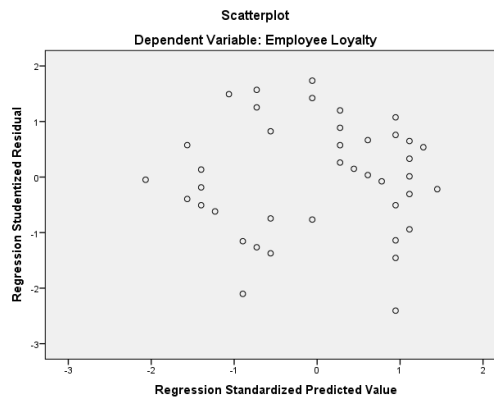
| One-Sample Kolmogorov-Smirnov Test |                |  | Unstandardized Residual |
|------------------------------------|----------------|--|-------------------------|
| N                                  |                |  | 40                      |
| Normal Parameters <sup>a,b</sup>   | Mean           |  | .000000                 |
|                                    | Std. Deviation |  | 3.19781620              |
| Most Extreme Differences           | Absolute       |  | .075                    |
|                                    | Positive       |  | .045                    |
|                                    | Negative       |  | -.075                   |
| Test Statistic                     |                |  | .075                    |
| Asymp. Sig. (2-tailed)             |                |  | .200 <sup>c,d</sup>     |

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

2. Heteroskedasticity Test

The heteroskedasticity test is used to determine whether the residual variance of a regression model from one observation to the next is different. In addition, homoscedasticity is referred to as heteroscedasticity if the results differ from each other. The graph in the image below shows if the dots are spread out above. This can lead to the conclusion that the regression model used does not show heteroscedasticity.

Figure 3. Heteroskedasticity Test Results



3. Multicollinearity Test

The multicollinearity test is a test used to determine whether the independent variables of the regression model are correlated. In the multicollinearity test, the results can be known from the value of Variance Inflation Factor (VIF). It does not show any correlation between independent variables if the VIF value is less than 10.00 and the tolerance is greater than 0.01. A tolerance value of 1,000 (more than 0.100) and a VIF value of 1,000 (less than 10.00) were obtained from the results of the multicollinearity test. From the findings that have been done, it can be concluded that between the variables of Employee Loyalty and independent variables are not correlated.

Table 7. Multicollinearity Test Results

| Model |                      | Collinearity Statistics |        |
|-------|----------------------|-------------------------|--------|
|       |                      | Tolerance               | BRIGHT |
| 1     | (Constant)           |                         |        |
|       | Quality of Work Life | 1,000                   | 1,000  |

4. Linearity Test

Linearity test is a test used with the aim of knowing whether Quality of Work Life and Employee Loyalty variables have a linear relationship or not. In the research conducted, the F test was used to perform a linearity test. After going through the calculation of data on the processed linearity test, it is known that the value of F Linearity is 17.530 (p 0.05). After these results are found, it can be concluded that Quality of work life and Employee Loyalty have a linear relationship.

Table 6. Linearity Test Results

|                        |                |                          | Sum of Squares | Df | Mean Square | F      | Sig. |
|------------------------|----------------|--------------------------|----------------|----|-------------|--------|------|
| Quality Of Work Life * | Between Groups | (Combined) Linearity     | 342.975        | 16 | 21.436      | 2.100  | .051 |
| Employee Loyalty       |                | Deviation from Linearity | 178.960        | 1  | 178.960     | 17.530 | .000 |
|                        | Within Groups  |                          | 164.015        | 15 | 10.934      | 1.071  | .429 |
|                        | Total          |                          | 234.800        | 23 | 10.209      |        |      |
|                        |                |                          | 577.775        | 39 |             |        |      |

C. Hypothesis Test Results

In this study, the hypothesis was tested in order to find out that the Quality of work life affects the variable Employee loyalty. This hypothesis testing is performed with a T test, a regression test with a significance value of F, and a simple linear regression analysis test. The calculations used are with the help of the Windows version of the IBM SPSS Statistics 23.0 program.

1. Simple Linear Regression Test Results

In order to find out the direction of the relationship between simple linear regression testing, a simple linear regression test was used with the result  $R = 0.557$ . Next, the result of  $R^2 = 0.310$ . So through this calculation, it can be explained that the variable quality of work life has an influential role in loyalty by 31.0%, while 69.0% is influenced by other factors that are not studied.

Table 9. Simple Linear Regression Test Results

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .557a | .310     | .292              | 3.240                      |

a. Predictors: (Constant), Quality Of Work Life

b. Dependent Variable: Employee Loyalty

2. Simple Regression Test Results Sign. F value

Significance Test is a test used with the intention of determining the level of regression significance. Through the tests that have been done, it was found that the number contained in the F score was 17.052 with a significance level of 0.000 (<0.05). Through these results, it can be explained that Quality of Work Life has a significant effect on Employee Loyalty.

Tableau, 10. Hasil Uji Anova

| Model        | Sum of Squares | Df | Mean Square | F      | Sig.  |
|--------------|----------------|----|-------------|--------|-------|
| 1 Regression | 178.960        | 1  | 178.960     | 17.052 | .000b |
| Residual     | 398.815        | 38 | 10.495      |        |       |
| Total        | 577.775        | 39 |             |        |       |

a. Dependent Variable: Employee Loyalty

b. Predictors: (Constant), Quality Of Work life

3. Test T Results (Partial)

The T test is used with the intention of knowing that there is an influence or not of each of the Quality of work life variables partially on the Employee Loyalty variable. In the results of the simple linear regression coefficient test above, a regression coefficient value of 4.129 (p<0.05) was obtained. Through the results found, it can be concluded that the Quality of work life has an influence on Employee Loyalty.

Table 10. Test T Results (Partial)

| Model |                      | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|-------|----------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                      | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)           |                             |            |                           | 3,18  | .00  |
|       | Quality Of Work Life | 18,136                      | 5,699      |                           | 2     | 3    |
|       |                      | .359                        | .087       | .557                      | 4,129 | .000 |

a. Dependent Variable: Employee Loyalty

From the results of the equation obtained in the table above, it can be written in the regression equation as follows:

$$Y = 18.136 + 0.359$$

In the regression equation above, it can be explained that the Quality of work life has a fixed value of 18.136 if all independent variables with the model that has been formed are zero, where if other factors outside the model are considered constant. This can be said after looking at the regression equation above. The constant value is 18.136. The quality of work life coefficient of 0.359 shows that the value or score on Employee Loyalty will increase by 31.0% with every one percent increase in Quality Of Work Life.

**Discussion**

This research was conducted with the intention to determine whether there is an influence of Quality of Work Life on Employee Loyalty of employees working at PT. X Magelang City. The results of calculating regression analysis simple linear regression analysis in this study obtained the result of R2 value = 17.052 p <0.05 So these results mean that Quality of Work Life has a significant influence on Employee Loyalty. There are several reasons that make the results of the study have a significant influence. First, most employees consider that quality of work life has an important role for employees in increasing employee loyalty, this is in line with the findings of Budiani (2017) who states that high Quality of Work Life in the workplace has positive implications for the company

because it will increase loyalty to employees, where employees who have high quality of work life aspects tend to be more loyal and progress-oriented company because it always does its work responsibly. Second, most employees realize that Quality of Work Life is very helpful for them in increasing employee loyalty, this statement is supported by findings from Bekti (2018) which states that good quality of work life can improve various aspects such as the emergence of motivation, high enthusiasm at work, a conducive work atmosphere, which increases employee loyalty. So that there is a significant influence between the quality of work life and employee loyalty.

Then with a good quality of work life, employees will feel more comfortable because they will also have a feeling that their rights are valued, so this fosters a commitment to the company that makes them more loyal and passionate so that they can contribute positively while working. In line with the findings of Nurlaila (2020) who said that a good quality of work life can make employees work efficiently. This means that employees who have a good quality of work life are able to work well so that they can affect the company positively. So that employees will tend to be more loyal to the company because they have a goal to work correctly for the company.

Quality of Work Life can also improve the ability and quality of employees to continue working because quality of work life contains aspects of opportunities to develop various kinds of skills in the work done. Employees who feel they have the opportunity to develop new skills are more satisfied with their jobs, as well as more likely to be more loyal, and more likely to stay with the company Salazar (2011). While employees who lack in the level of quality of work life will tend to be employees who lack motivation, determination, and discipline. They do not have dedication to work and the company, they tend to have behaviors that are not beneficial to themselves and the company, such as coming to work not on time, working not according to procedures, and not focusing on their work.

## CONCLUSION

Quality of work life Has a significant influence on Employee Loyalty at PT X Kota Magelang, through the results shown through data analysis and research findings that have been conducted related to the quality of work life and employee loyalty. Based on the findings that have been studied, Employee Loyalty will increase along with the increase of Quality of Work life for their work. Based on the results and discussion above, there are several suggestions proposed by this study. Some suggestions for the company, especially for the management are also expected to provide opportunities for each employee to be able to show the Quality of work life at work in order to increase employee loyalty, This can be done through consultation and focus group discussion. For employees, being able to take advantage of opportunities and learn to achieve quality of work life can be done with group discussion, with this method can spur the improvement of aspects of the quality of work life owned by employees in order to work optimally. For future researchers, it is hoped that in the future they can expand the scope of research by adding methods and populations by including factors related to research, as well as increasing understanding in research by digging deeper into references and related research.

## REFERENCES

- Alberto, C., Ap, S., Pd, M., Dirgantara, M., Sos, S., & Si, M. (2020). Pengaruh Quality of Work Life Dan Loyalitas Terhadap Kinerja Pegawai Pada Kantor Camat Gunung Kerinci Kabupaten Kerinci. *Jurnal Administrasi Nusantara Mahasiswa (JAN Maha)*, 2(5), 127-139.
- Al-Dossary, R. N. (2022). The relationship between nurses' quality of work-life on organizational loyalty and job performance in Saudi Arabian hospitals: a cross-sectional study. *Frontiers in public health*, 10, 918492.
- Anjelika Wulan Tamba, R. J. (2018). Pengaruh Disiplin Kerja Dan Loyalitas Karyawan Terhadap Kinerja Karyawan Pada PT. Columbindo Perdana cabang manado. *jurnal administrasi bisnis*, 1-41.
- Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International review of business research papers*, 3(2), 54-68.
- Chikazhe, L., Makanyeza, C., & Kakava, N. Z. (2020). The effect of perceived service quality, satisfaction and loyalty on perceived job performance: perceptions of university graduates. *Journal of Marketing for Higher Education*, 1-18. <https://doi.org/10.1080/08841241.2020.1793442>
- Church, M. (1993). Motivation and work behavior. *Long Range Planning*, 26(1), 143. [https://doi.org/10.1016/0024-6301\(93\)90245-b](https://doi.org/10.1016/0024-6301(93)90245-b)
- Costen, W. M., & Salazar, J. (2011). The impact of training and development on employee job satisfaction, loyalty, and intent to stay in the lodging industry. *Journal of Human Resources in Hospitality & Tourism*, 10(3), 273-284.
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., ... & Issalillah, F. (2020). The

- quality of human resources, job performance and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Dutta, T., & Dhir, S. (2021). Employee Loyalty: Measurement and Validation. *Global Business Review*, 1-18. <https://doi.org/10.1177/0972150921990809>
- Edwin Lau, R. E., & Lau, E. (2019). Employee Loyalty in terms of the Quality of Work Life for employees and employees. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 23.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, 71(3), 500.
- Feldman, P. H. (1993). Work life improvements for home care workers: Impact and feasibility. *The Gerontologist*, 33(1), 47-54.
- Gazioglu, S., & Tansel, A. (2006). Job satisfaction in Britain: individual and job related factors. *Applied economics*, 38(10), 1163-1171.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2), 250-279.
- Iddagoda, Y. A., & Opatha, H. H. (2020). Relationships and mediating effects of employee engagement: An empirical study of managerial employees of Sri Lankan listed companies. *Sage Open*, 10(2), 2158244020915905.
- Jeffrey, S., Webb, A., & Schulz, A. K. (2007, July). The Use of Self-Set Goals as an Impression Management Tactic: Antecedents and Consequences. In *AAA 2008 MAS Meeting Paper*.
- Lau, T., Wong, Y. H., Chan, K. F., & Law, M. (2001). Information technology and the work environment—does IT change the way people interact at work?. *Human systems management*, 20(3), 267-279.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.
- Mosadeghrad, A. M. (2013). Quality of working life: an antecedent to employee turnover intention. *International journal of health policy and management*, 1(1), 43.
- Naufalia, S., Darmawan, D., Jahroni, J., Anjanarko, T. S., Munir, M., & Arifin, S. (2022). Pengaruh Quality of Work Life, Total Kualitas Manajemen dan Stres Kerja terhadap Loyalitas Karyawan. *Journal of Trends Economics and Accounting Research*, 2(4), 114-120.
- Pardaniningtyas, M. A., Budiani, M. S., & Psi, M. (2017). Hubungan Antara Kualitas Kehidupan Kerja Dengan Loyalitas Karyawan Pada PT. X. *Character: Jurnal Penelitian Psikologi*, 4(2).
- Powers, E. L. (2000). Employee loyalty in the new millennium. *SAM Advanced Management Journal*, 65(3), 4.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Stojanović, A., Milošević, I., Arsić, S., Urošević, S., & Mihajlović, I. (2020). Corporate social responsibility as a determinant of employee loyalty and business performance. *Journal of Competitiveness*, 12(2), 149-166.
- Walton, R. E. (1973). Quality of working life: what is it. *Sloan management review*, 15(1), 11-21.
- Wiradendi Wolor, C. (2020). The importance of work-life balance on employee performance millennial generation in Indonesia. *Journal of critical reviews*.