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The Effect of Perceived Organizational Support and Work Life Balance on Employee Job Loyalty at PT Alamjaya Wirasentosa

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ABSTRACT

Human resources are a supporting factor in achieving organizational goals and also the most valuable asset in the organization. Good human resource management will be advantageous to the business. Human resources have a very important role in the wheels of industry and organization because human resources are the main driving force for all resources in an industry and organization. This study's research methodology is quantitative research with an associative approach. Sampling was done through simple random sampling technique with 68 respondents as samples. The investigation's findings demonstrate that the variables of perceived organizational support and work life balance have a significant effect on employee job loyalty and all independent variables simultaneously affect employee job loyalty. The coefficient of determination test shows that there is a fairly close relationship between perceived organizational support and work life balance on employee work loyalty with an R value of 0.653. Through the adjusted R square value, it is also recognized that the variable between perceived organizational support and work life balance contributes 40.9%, to the remaining employee work loyalty variable of 59.1% which is influenced by other variables not discussed in this study.

Keywords: Perceived Organizational Support, Work Life Balance, Employee Job Loyalty

ABSTRAK

Sumber daya manusia adalah faktor penunjang untuk mencapai target organisasi dan juga aset paling berharga dalam organisasi. Sumber daya manusia dikelola secara baik dapat berpengaruh positif untuk perusahaan dan mempunyai peran sangat utama untuk roda industri dan organisasi dikarenakan sumber daya manusia tersebut sebagai penggera penting untuk semua sumber daya yang dimiliki sebuah industri dan organisasi. Penggunaan bentuk penelitian pada penelitian ini yaitu penelitian kuantitatif dengan pendekatan asosiatif. Pengambilan sampel diterapkan dari metode *simple random sampling* dengan 68 responden yang dijadikan sampel. Hasil penelitian yang dilakukan menunjukkan bahwa variabel *perceived organizational support* dan *work life balance* memberi pengaruh signifikan pada loyalitas kerja pegawai dan seluruh variabel bebas secara simultan mempengaruhi loyalitas kerja karyawan. Uji koefisien determinan menampilkan adanya hubungan yang cukup erat dari *perceived organizational support* dan *work life balance* pada loyalitas kerja karyawan bernilai R sebanyak 0,653. Dari nilai adjusted R square diperoleh variabel dari *perceived organizational support* dan *work life balance* menghasilkan kontribusi senilai 40,9%, pada variabel loyalitas kerja karyawan dengan sisa sebanyak 59,1% ditentukan dari pengaruh variabel lainnya yang tidak dikaji pada penelitian ini.

Kata Kunci: Dukungan Organisasi yang Dirasakan, Keberimbangan Kehidupan Kerja, Loyalitas Kerja Karyawan

1. Introduction

Human resources are considered as the company's main assets, where these assets can provide the best abilities, be able to work with enthusiasm and foster employee work loyalty to the company, which of course the employees themselves also have expectations of their welfare to the company. According to Barus & Siregar (2023) HR is the main element for organizations compared to other elements such as capital, technology, and money because humans themselves will control it. Employee work loyalty is very important in a company, because employee work loyalty can shape how long employees stay working in the company. The greater the number of workers who high job loyalty, the more productive the company or organization will be.

Employee work loyalty does not only come from personal employees but can also be improved by the company. The way that PT Alamjaya Wirasentosa can improve and maintain the work loyalty of its employees is by paying attention to employee welfare. The welfare provided by the company will form a perception of positive organizational support from employees towards the company and will also form a good work-life balance for employees, so this will increase employee work loyalty and productivity.

The forms of welfare provided by PT Alamjaya Wirasentosa to employees are career paths, bonuses, and salaries. Robbins (Fauzi *et al*, 2022: 60) states that the degree to which employees believe that their input is valued and that the business is concerned about their well-being is known as the perception of organizational support. Based on the observation, the career path provided by PT Alamjaya Wirasentosa is still uneven, this is evident from several workers who have contributed more than 10 years have not received a career path. The bonuses given by PT Alamjaya Wirasentosa to employees are also uneven. The bonus given by a company to its employees is a gesture of gratitude for the performance given to the company. Employees will feel more satisfied if the bonus given is in accordance with the performance that has been given to the company. Where these two things can be a tool or means to maintain the loyalty of each employee.

Work life balance must be considered by companies to create employee loyalty. The results of research by Kabir & Rahman (2019) state that employee loyalty to a company depends on the *work life balance* opportunities provided by the company to employees. So that *work life balance* is crucial to be considered by the company. Based on observations at PT Alamjaya Wirasentosa Tanjung Morawa, researchers found that some employees could not divide their time spent on personal and professional matters on the grounds that their vacation days were used to complete work. This can be seen from some employees who work on holidays.

Thus, to increase employee work loyalty, PT Alamjaya Wirasentosa must pay more attention to the welfare of its employees both in terms of economy and working hours. Based on this description, the goals of this study include to (1) Analyze the effect of *perceived organizational support* on employee work loyalty, (2) Analyze the effect of *work life balance* on employee work loyalty, (3) Analyze the effect of *perceived organizational support* and *work life balance* on employee work loyalty at PT Alamjaya Wirasentosa.

2. Literature Review
2.1 Human Resource Management

Human resources are a supporting factor in achieving organizational goals and also the most valuable asset in the organization. According to Siburian & Siregar (2023), human resource management is one of the capitals and plays an important role in achieving company goals, therefore companies must manage human resources as well as possible. As stated to Hasibuan (2017: 10) Human Resource Management is both the art and science of controlling the relationship and function of labour to successfully and economically support the achievement of the objectives of the business, the workforce, and society. Planning, organizing, directing, regulating, hiring, developing, paying, integrating, maintaining, disciplining, and ending labour relations are the various aspects of human resource management.

2.2 Perceived Organizational Support

According to Kinicki and Fugate (2016: 55) perceived organizational support is an indication of how much employees believe that the organization genuinely cares about their well-being and that their efforts are valued. Another name for it is "perceived support from the organization." Then as stated to Robbins & Judge (2015: 47) Perceived organizational support is the degree to which people think that companies appreciate their work and are concerned about their well-being. The benefit of perceived organizational support is that the organizational support provided such as compensation, promotion, training, and security at work will be perceived by employees as a form of organizational concern for employee welfare. Thus, the support provided will be reciprocated by employees in the form of trust and increased performance and loyalty at work.

2.3 Work Life Balance

According to Fisher and Bulger, 2009 (Wardani & Firmansyah, 2021: 7) work life balance is the rivalry between the time and energy that each person uses to fulfil various tasks in their lives. Matakena et al (2023) stated that work life balance, or the balance between life and work, refers to a state in which individuals can manage and allocate their responsibilities between their work, family life, and other commitments without creating conflicts between family life and career. Then according to Schermerhorn (Ganapathi & Gilang, 2016: 507) states that work life balance is the capacity to oversee one's personal and family needs in addition to the responsibilities of one's job. According to Lazar (Pengemanan et al, 2017), work life balance has five benefits for the company, namely reduced employee absenteeism and tardiness, improved productivity, work achievement and employee loyalty achieved, increased customer satisfaction, reduced employee turn-over.

2.4 Employee Job Loyalty

According to Utomo (Harahap *et al*, 2021: 46) employee loyalty is a person's devotion to anything that extends beyond bodily allegiance and includes non-physical devotion to ideas and care. Zahra & Siregar (2023) state that if employees feel satisfied and happy with work and the company, there will be a sense of maintaining commitment in employees to the company. A sense of commitment in employees will affect employee work loyalty to the company. High employee work loyalty in a company is not created just like that, there are several aspects in it that can realize employee work loyalty. According to Agustini (Juwita & Khalimah, 2021: 10), the aspects of employee loyalty are divided into three, namely the existence of employee motivation or encouragement to continue being a part of the group, a strong desire from within employees to try their best to advance the company, and there is full trust and acceptance of company values.

3. Method

Researchers use quantitative research methods with an associative approach. As stated to Sugiyono (2021: 14) quantitative research methods can be understood as positivist research techniques applied to certain individuals or samples; sampling strategies are typically random, data is gathered utilizing research tools, and data analysis is quantitative or statistical and is done to test predefined hypotheses. The reason researchers use quantitative research is because researchers want to test the relationship between the dependent variable and the independent variable using numbers and statistics. All employees of PT Alamjaya Wirasentosa were involved in this study. Simple random sampling technique was used in the sampling process, and 68 employees participated as respondents. The researcher collected secondary data from related documents and primary data from 68 respondents who filled out the questionnaire directly.

4. Result and Discussion
I. Instrument Test

Instrument test is a tool used to measure questionnaire statements or questionnaires used by the author to look into the effects of work-life balance and perceived organizational support on employee job loyalty at PT Alamjaya Wirasentosa. This study uses two forms of testing, namely the validity test and the reliability test.

1) Validity Test
a. Perceived Organizational Support (X1)

Table 1 Perceived Organizational Support (X1)

Statement	r_{count}	r_{table}	Information
The company is very concerned about my welfare such as providing appropriate salaries, vacation days, and training.	0,479	0,2012	Valid
The company provides facilities and infrastructure that support my work.	0,429	0,2012	Valid
The company appreciates my hard work in completing the job well and maximally.	0,580	0,2012	Valid
The company accepts my criticism and suggestions.	0,440	0,2012	Valid
My work is greatly helped by the technology that is always updated.	0,775	0,2012	Valid

The company is always ready to give workers who are impacted by a calamity financial and dietary support.	0,582	0,2012	Valid
The company gives me a bonus if I complete my work well.	0,506	0,2012	Valid
The company gives me promotion opportunities	0,280	0,2012	Valid

Source: Results of Primary Data Processing (2024)

Considering the aforementioned test findings, all statement items on the Perceived Organizational Support (X1) variable have r_{count} scores exceeding the value of 0.2012. Referring to these results, the 8 statements contained in the Perceived Organizational Support (X1) variable are appropriate to be utilized as tools for measuring the variables in this study since they are valid.

b. Work Life Balance (X2)

Table 2 Work Life Balance (X2)

Statement	r_{count}	r_{table}	Information
I always arrive and leave on time according to the designated hours.	0,390	0,2012	Valid
Completing work on my days off does not disrupt my life.	0,341	0,2012	Valid
I can manage my time between work and personal life.	0,531	0,2012	Valid
I am satisfied with the company's working hours policy.	0,539	0,2012	Valid
I feel satisfied with what I get while working.	0,302	0,2012	Valid
I am satisfied with my involvement in my work and personal life.	0,399	0,2012	Valid

Source: Results of Primary Data Processing (2024)

Considering the aforementioned test findings, all statement items on the Work Life Balance (X2) variable have a score of r_{count} values exceeding the value of 0.2012. Referring to these results, the 6 statements contained in the Work Life Balance (X2) variable are appropriate to be utilized as tools for measuring the variables in this study since they are valid.

c. Employee Job Loyalty (Y)

Table 3 Employee Job Loyalty (Y)

Statement	r_{count}	r_{table}	Information
I always obey the rules and regulations applied by the company.	0,518	0,2012	Valid
I always try to do my work more than the standards given by the company.	0,476	0,2012	Valid
I complete the assigned tasks in a timely and satisfactory manner.	0,479	0,2012	Valid
I dare to take risks for my actions.	0,484	0,2012	Valid
I always try to give my best ability and expertise beyond the provisions given by the company.	0,448	0,2012	Valid
I always strive to help advance the company by achieving the company's vision and mission.	0,549	0,2012	Valid
I never abuse the authority that I have.	0,568	0,2012	Valid

I always submit and report tasks to my superiors without any addition or fabrication.	0,688	0,2012	Valid

Source: Results of Primary Data Processing (2024)

Considering the aforementioned test findings, all statement items on the Work Loyalty variable (Y) have a score of r_{count} values exceeding the value of 0.2012. Referring to these results, the 8 statements contained in the Work Loyalty variable (Y) are valid so that they are suitable to be used as instruments for measuring variables in this study.

2) **Reliability Test**
    This study obtained the following reliability test results:

Table 4 Reliability Test

Variable	Cronbach Alpha	Constant	Reliability
Perceived Organizational Support	0,583	0,6	Reliable
Work Life Balance	0,70	0,6	Reliable
Employee Job Loyalty	0,623	0,6	Reliable

Source: Results of Primary Data Processing (2024)

In table.4 above, all questionnaire instrument data on the three variables are reliable, because all statement items have a *Cronbach Alpha* value greater than 0.6. Based on table.4, Perceived Organizational Sopport has *Cronbach Alpha* > 0.6 (0.583 > 0.6), Work Life Balance has *Cronbach Alpha* > 0.6 (0.70 > 0.6), and Employee Job Loyalty has *Cronbach Alpha* > 0.6 (0.623 > 0.6). Every variable has a *Cronbach Alpha* value > 0.6, so these variables are reliable.

II. Classic Assumption Test
    Before testing with multiple linear regression, it is necessary to test the quality of the data which is indicated by the fulfillment of a number of regression assumptions.
a. Normality Test

Table 5 Normality Test Kolmogorov-Smirnov

One-Simple Kolmogorove Smirnov		
		Standardize d Residual
N		68
Normal Parameters	Means	,0000000
	Std Deviatipn	2.39939608
Most Extreme Differences	absolute	,058
	Positive	,042
	Negative	,-058
Test Statistics		,058
asymp. Sig. (2-tailed)		,200^d

a. Test distribution is Normal
b. Calculated from data
c. Liliefors Significance Correction
d. This is the minimum amount of the true significance

Source: Results of Primary Data Processing (2024)

With a 5% significance level, the *Kolmogorov-Smirnov* normality test results show that the residual variables are normally distributed, if the *Asymp.Sig (2-tailed)* value is greater than 0.05. The known *Asymp.Sig (2-tailed)* value is 0.200. Therefore, one could argue that the study's data are regularly dispersed.
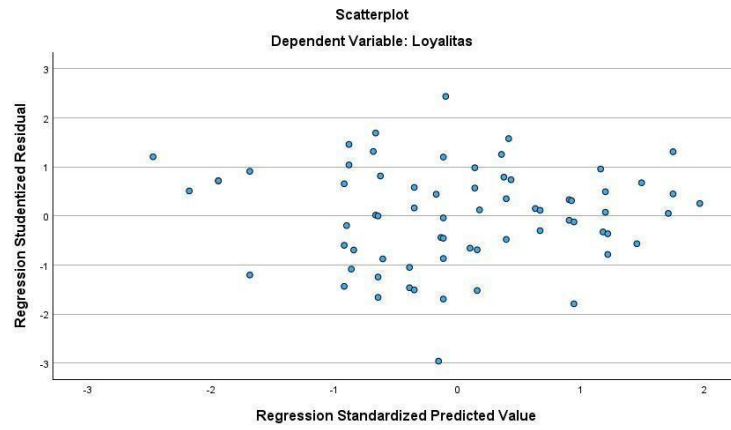
Figure 1. Graphic P-P Plot

Figure.1 above can be observed, the distribution is random and the points that vary in value from zero to create a specific pattern. Therefore, we can infer that the characteristics are met and the regression model employed there are no problems with heteroscedasticity in this study.

b. Heteroscedasticity Test

Based on this figure, it can be seen that the distribution of research data does not form a particular pattern. This means that we can conclude that the assumptions are fulfilled so that in the regression model in this study there is no heteroscedasticity and the assumptions are accepted.
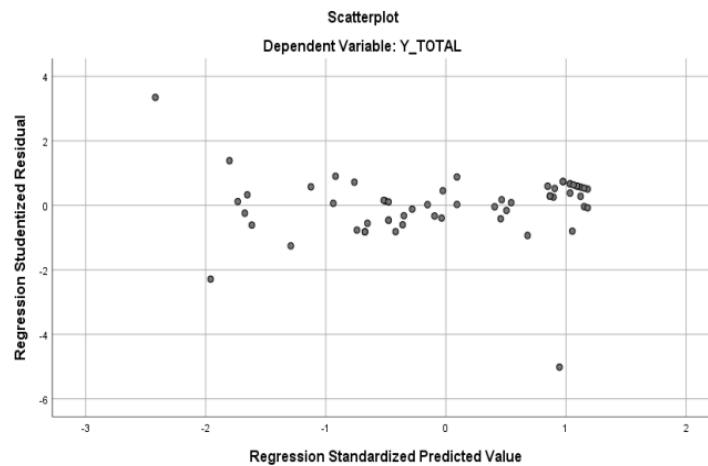

Figure 2 Heteroscedasticity Test

III. Multiple Linear Regression Analysis

Table 7 Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig _
	B	std. Error	Betas		
Constants	,355	4,983		,071	,943
X1	,528	,110	,480	4.820	<,001
X2	,568	,181	,312	3.136	,003
a. Employee Job Loyalty Variable					

Source: Results of Primary Data Processing (2024)

Based on table 7, the multiple linear regression equation is obtained as follows:
$$Y = 0{,}355 + 0{,}528\,X1 + 0.568\,X2$$
The following explanations can be used to understand the description of the equation:
1. The constant coefficient is 0.355, It implies that in the event when the Independent variables, namely

Perceived Organizational Support (X1) and Work Life Balance (X2) are 0 (zero), then the value of Job Loyalty (Y) is 0.355.

2. The employee work loyalty variable (Y) will increase by 0.528 every one unit increase..the regression coefficient of perceived organizational support (X1) is 0.528.

3. The employee work loyalty variable (Y) will increase by 0.568 every one unit increase in the work life balance variable (X2), according to the regression coefficient of work life balance (X2) which is 0.568.

IV. Hypotesis Test

a. Partial Significance Test (T Test)

Table 8 Partial Significance Test (T Test)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig _
	B	std. Error	Betas		
Constants	,355	4,983		,071	,943
X1	,528	,110	,480	4,820	<,001
X2	,568	,181	,312	3,136	,003
a. Employee Job Loyalty Variable					

Source: Results of Primary Data Processing (2024)

Table.8 presents the partial test results generated through the use of SPSS software. The results are as follows:

1. At a significance level of 0.001 <0.05, the Perceived Organizational Support (X1) and Work Loyalty (Y) variables show a positive regression coefficient value of 0.528 and a t-count value of 4.820> 1.997. these results indicate that Ha1 is appropriate.

2. The Work Life Balance (X2) variable on Job Loyalty (Y) obtained a t-count value of 3.136> 1.997, a positive regression coefficient value of 0.568, and a significance level of 0.003 <0.05. This shows that the Work Life Balance (X2) variable has a positive and significant effect on the Work Loyalty variable (y). This finding indicates that Ha2 is appropriate.

b. Simultaneous Test (F test)

Table 9 Simultaneous Test (F test)

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	287.495	2	143.747	24.223	<,001[b]
Residual	385.726	65	5.934		
Total	673.221	67			
a. Dependent Variable Employee Job Loyalty					
b. Predictors: (Constant), Perceived Organizational Support, Work Life Balance					

Source: Results of Primary Data Processing (2024)

The Fcount value obtained of 24,223 is discovered based on the outcomes of data processing in Table.9, which shows that the Fcount value is greater than the Ftable value, namely 24,223> 3.14. These results indicate that when the two independent variables, namely Perceived Organizational Support and Work Life Balance are applied simultaneously, it will have a positive and significant effect on the employee work loyalty variable (Y). Based on this, Ha3 is accepted.

c. Coefficient of Determination (R2)

Table 10 Coefficient of Determination (R2)

Summary models[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**std. Error of the Estimate**
1	,653[a]	,472	,409	2,436
a. Predictors: (Constant), Occupational Health Safety (K3), *Work Life Balance*				
b. Dependent Variable: Employee Job Satisfaction				

Source: Results of Primary Data Processing (2024)

The coefficient of determination or Adjusted R Square value shows that the employee work loyalty variable (Y) can be explained by the perceived organizational support and work life balance variables by 40.9%, while the remainder of 59.1% is affected by factors that this study did not look into.

5. Discussion

a. The Effect of Perceived Organizational Support on Employee Job Loyalty

Considering the test results conducted in the SPSS program, the Perceived Organizational Support (X1) variable on Job Loyalty (Y) has a positive regression coefficient of 0.528 and a t-count value of 4.820> 1.997 with a significance level of 0.000 <0.05. This shows that the Perceived Organizational Support (X1) variable has a positive and significant effect on the Work Loyalty (Y) variable. In the end, it was decided that Ha1 was accepted and H01 was rejected. The results showed that employees of PT Alamjaya Wirasentosa will be loyal at work based on the Perceived Organizational Support provided by PT Alamjaya Wirasentosa to its employees. Perceived Organizational Support provided by PT Alamjaya Wirasentosa is considered to have fulfilled good human resource management. So to increase employee work loyalty, as a large company PT Alamjaya Wirasentosa must be able to further improve human resource management and especially in Perceived Organizational Support to its employees. The more forms of welfare provided by PT. Alamjaya Wirasentosa to its employees, the higher the employee's work loyalty to the company.

B. The Effect of *Work Life Balance* on Employee Job Loyalty

Considering the test results conducted in the SPSS program, the Work Life Balance (X2) variable on Job Loyalty (Y) obtained a t_{count} value of 3.136> 1.997 with a significance level of 0.003<0.05 and has a positive regression coefficient value of 0.568. This shows that the Work Life Balance (X2) variable has a significant effect on the Employee Job Loyalty variable at PT Alamjaya Wirasentosa (Y). In the end, it was decided that Ha1 was accepted and H01 was rejected.

Work Life Balance in the view of employees is being able to run and divide time as an employee, namely working and being responsible for their personal life. As a large company PT Alamjaya Wirasentosa must be able to maintain Work Life Balance management and always improve its human resource management in time balance, engagement balance and satisfaction balance. The more rights PT Alamjaya Wirasentosa gives to its employees, the more loyal employees will be to the company.

C. The Effect of *Perceived Organizational Support* and *Work Life Balance* on Employee Job Loyalty

According to the results of hypothesis testing conducted simultaneously, the significance value of Perceived Organizational Support (X1) and Work Life Balance(X2) is equal to and the value of the F_{count} value obtained is 24.223, which indicates that the F_{count} value exceeds the Ftable value, namely 24.223> 3.14. The results show that the independent variables Perceived Organizational Support (X1) and Work Life Balance(X2) can have a positive and significant impact on Employee Job Loyalty (Y). In simultaneous testing, based on this theory, it can be said that the existence of Perceived Organizational Support and Work Life Balance at PT Alamjaya Wirasentosa will have an impact on increasing employee work loyalty.

The focus on Perceived Organizational Support itself is how good human resource management, providing motivation makes employees able to develop and fully utilize their potential in harmony with the company's overall goals, strategies and work plans by providing support to employees in material form. Meanwhile, Work Life Balance focuses on the balance of time between work and one's personal life so that individuals feel satisfied with all their participation. Work life balance is also a situation where a person can manage and balance their work responsibilities with other responsibilities. So that it does not cause problems that can affect work. Work life balance is about establishing and preserving a positive, healthy work environment that allows employees to balance their personal and professional obligations, which can boost employee loyalty and output.

6. Conclusion

It can be concluded that the results of this study are as follows:
1. The Perceived Organizational Support variable has a positive and significant effect on the Employee Job Loyalty variable. Based on these results, Ha1 is accepted and H01 is rejected.
2. The Work Life Balance variable has a positive and significant effect on the Employee Job Loyalty variable. Based on these results, Ha2 is accepted and H02 is rejected.

Further Research

As every study has its limitations, it is hoped that the findings can help others to learn more about work situations in real work environments. Companies are also expected to use the findings of this study as guidance and input when implementing various company policies. In addition, libraries should benefit from the scientific reading material of this research.

ACKNOWLADGMENTS

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