

Determinants of Employee Performance and Employee Job Loyalty as an Intervening Variable at Electronic Factory in Bekasi Indonesia

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ABSTRACT

With job loyalty acting as an intervening variable, this study attempts to examine how workload and work engagement affect employee performance at PT Emsonic Indonesia. One of the most important elements in a company's success is employee performance, but a number of issues, including excessive workloads and subpar employee loyalty, can have an impact on overall performance. Using LISREL 8.80, the study methodology employs SEM (Structural Equation Modeling) analysis to quantify both direct and indirect correlations between variables. This study used a questionnaire survey to gather data from PT Emsonic Indonesia employees who were chosen at random. The results showed that work engagement and workload significantly affected employee performance. Job loyalty did not significantly mediate the relationship between workload and performance, but it did mediate the association between work engagement and performance. These results indicate that in order to establish a work environment that fosters employee loyalty and enhances employee performance, PT Emsonic Indonesia must raise employee engagement and manage workload as efficiently as possible.

Keywords: work engagement; workload; job loyalty; employee performance

INTRODUCTION

In the midst of the era of globalization and increasingly high business competition, because a company's success is largely dependent on the caliber of its human resources, or employees, it is necessary to have competent and qualified human resources. The process of overseeing all employee-related matters within a business is known as human resource management. Human resource management encompasses all aspects of human resources. Consequently, in the field of science, an individual's leadership is a resource that must be developed, bolstered, assessed, and strengthened into a cohesive set of abilities that can have tangible and material value, according

to research by (Susanti, 2022). Employee quality has a direct correlation with a company's ability to compete with other businesses.

In the context of an ever-evolving world of work, companies are required to adapt quickly in order to remain competitive. One very important aspect in facing this challenge is improving employee performance. Employee performance refers to the actions or inactions of employees that impact their level of contribution to the organisation, as well as the amount and quality of work they do in fulfilling their assigned obligations, according to research by (Soejarminto & Hidayat, 2022). Every employee's performance is a manifestation of their actual behavior and a work product they produce in line with their position in the company's objectives. High-achieving workers foster a creative and upbeat work atmosphere in addition to increasing the company's production.

PT Emsonic Indonesia is a company that realizes the importance of improving employee performance as a strategy to compete in an increasingly competitive market. Optimal employee performance not only contributes to the productivity of the company, but also to the quality of the products produced. One important indicator in assessing production performance is the level of product quality produced. This product quality is often measured through the number of defective goods or NG Qty (Non-Good Quantity). Analyzing the factors that influence employee performance in this situation is crucial include workload, job loyalty, and work engagement. Therefore, PT Emsonic Indonesia continues to strive to improve employee performance by providing appropriate training and skills development and creating a supportive work environment to increase the level of employee engagement which leads to better results for the Company.

Table 1. Production data of PT Emsonic Indonesia

Month	Input	Output	NG Qty	NG Rate	Target
Jan	2181081	2138083	42998	2.0%	2.2%
Feb	2228151	2186584	41567	1.9%	2.2%
Mar	2887507	2837520	49987	1.8%	2.2%
Apr	2171535	2134793	36742	1.7%	2.2%
May	2835656	2776488	59168	2.1%	2.2%
Jun	2983145	2924506	58639	2.0%	2.2%
Jul	3213024	3151907	61117	1.9%	2.2%
Aug	2400345	2357167	43178	1.8%	2.2%
Sep	2758374	2713375	44999	1.7%	2.2%

Overall, the NG Qty data shows fluctuations that reflect the dynamics of employee performance at PT Emsonic Indonesia. In February (-3.33%), there was a small decrease in NG Qty, which may reflect improved work quality and efficiency. However, in March (+20.26%), NG Qty jumped sharply again, indicating the presence of high pressure, such as poorly managed workload, lack of work engagement, or disruption of stability in the production process, which negatively impacted the quality of results. Furthermore, the large drop in April (- 26.50%) reflected the success of temporary corrective measures. Unfortunately, this was short-lived as in May (+61.04%), NG Qty jumped dramatically again, possibly due to workload imbalance or lack of employee loyalty in support of company goals. In the second half of the year, NG Qty showed a small improvement in June (-0.89%) and a moderate increase in July (+4.23%), signaling efforts to improve the work system although the impact has not been optimal. The large decline in August

(-29.35%) indicates success in improving employee engagement or balancing workloads, which resulted in better production quality. However, the small increase in September (+4.22%) indicates that there are still challenges in maintaining consistent performance. These fluctuations illustrate that work engagement, workload, and job loyalty play an important role in determining employee performance and production quality. Companies need to focus on improving employee engagement and managing workload effectively to ensure stability and sustainability of optimal performance.

In "The effect of workload and working hours on employee performance at PT Grup Global Sumatera" in the National Journal of Marketing & HR Management Vol. 2, No. 2, Alpin Neksen et al. (2021) found that workload affects employee performance. In her 2019 paper "The influence of Workload on Employee Performance through Work-Life Balance (Case study of PT. Telkom Indonesia Regional V)" in the Journal of Management Science Volume 7, Number 1, Siti Nurwahyuni claims that workload does not affect employee performance.

Syamsir et al.'s 2024 JIDE: Journal of International Development Economics study "The effect of work involvement, supervision, and job characteristics on employee performance at the Molawe class I port organising unit office" found that employee engagement increased productivity. Journal of Business Management and Entrepreneurship, Volume 1, Issue 4, claims that Dede Indra Taufik Hidayat et al. (2019) found no correlation between employee engagement and work performance.

In PROFIT: Journal of Business Administration, Vol. 17, No. 1, Ahmad Maulana Rahmansyah et al. state that job engagement affects employee loyalty and performance (2023). Meanwhile, in the Journal of Management Science Volume 1 No. 2, with the title THE EFFECT OF EMPLOYMENT MOTIVATION, COMPENSATION, WORK CONDITIONS AND WORK ENGAGEMENT ON WORK Loyalty at PT. TOTOISAN JAYA MOJOKERTO, written by Mimin Rikasari (2021), it is said that work involvement has no effect on work loyalty.

The author will perform a research method study titled Analysis of The Effect of Work Engagement and Workload on Employee Performance with Employee Job Loyalty as an Intervening Variable at PT Emsonic Indonesia. Employee performance can be impacted by a number of factors, according to earlier research. According to research (Rahayu et al., 2024), job design, employee involvement, flexible work hours, and work engagement all simultaneously affect employee performance. This study will be carried out in a different industry, specifically manufacturing enterprises, while the previous study was carried out in the service sector. Furthermore, one of the factors influencing employee performance and loyalty is work engagement, according to earlier research by (Rahmansyah et al., 2023). Their study was carried out in a coffee shop, whereas this one will be carried out in a manufacturing company.

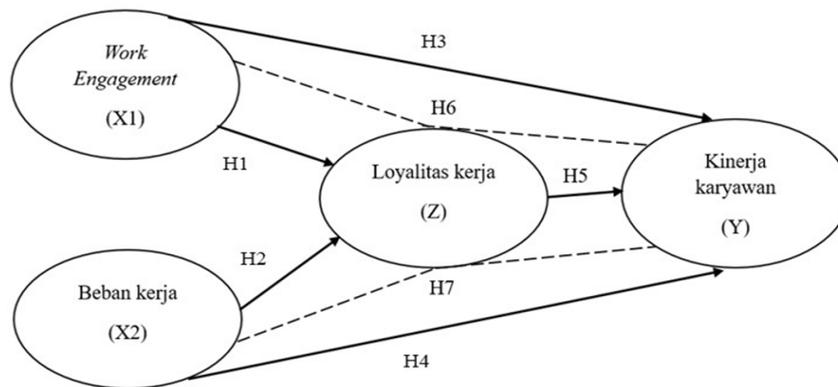


Figure 1. Research Model

(H1) Hypothesis 1:

Work Engagement has a significant influence on Job Loyalty

Work-life balance and employee engagement are important factors that influence employee loyalty and performance at coffee shops in Malang's Lowokwaru sector, according to research by (Rahmansyah et al., 2023). Another study by (Mimin Rikasari, 2021) also shows that although achievement motivation and work engagement are not always influential, working conditions and compensation have a significant impact on job loyalty. It can be concluded that work engagement contributes positively to job loyalty.

(H2) Hypothesis 2:

Workload significantly effects on employee loyalty

According to research by (Febriana & Kustini, 2022), excessive levels of job pressure have a major detrimental effect on employee loyalty. But according to a study by (Andinni & Harun, 2024), PT X employees' loyalty is not much impacted by workload. Workload can influence job loyalty based on certain working situations, notwithstanding the inconsistent outcomes.

(H3) Hypothesis 3:

Work Engagement has a significant influence on Employee Performance

Employee performance at the Molawe Class I Port Operator Unit Office is positively and significantly impacted by job engagement, according to research by (Syamsir et al., 2024). At PT PLN Kawangkoan, another study by (Wokas et al., 2022) demonstrated that employee performance is enhanced by job engagement. We may conclude that enhancing employee performance is significantly influenced by work engagement.

(H4) Hypothesis 4:

Workload has a significant influence on Employee Performance

Workload, support from coworkers, and stress all have an impact on employee performance at PT Bank Central Asia KCU Rawamangun (Saulina Batubara & Abadi, 2022). Workload also significantly improves employee performance (Andriani et al., 2023) according to other research. Performance may be enhanced when work is organized and controlled.

(H5) Hypothesis 5:

Job Loyalty has a significant influence on Employee Performance

(Maulida & Askiah, 2020) show that job loyalty has a significant effect on employee performance at PT Mahakam Berlian Samjaya. Research by (Mandiangan et al., 2023) also supports that job loyalty improves employee performance at PT BPR Prisma Dana Manado. In conclusion, job loyalty can be an important factor in improving employee performance.

(H6) Hypothesis 6:

Job Loyalty mediates Work Engagement on Employee Performance

According to study by (Puspita et al., 2018), job loyalty strengthens the link between work engagement and employee performance, and work engagement mediated by loyalty has a large influence on employee performance.

(H7) Hypothesis 7:

Job Loyalty mediates Workload on Employee Performance

At PT Pelindo IV, studies conducted by (Kolibu & Dewi, 2023) show that job loyalty mediates the link between workload and employee performance. In some work contexts, job loyalty might amplify the positive impact of workload on performance.

METHODS

A quantitative research design using structural equation modelling (SEM) is used to analyse direct and indirect connections between variables. The following indicators are referenced in the research items for each variable in the data collecting questionnaire: Employee performance is measured by Quantity (Quantity), Quality (Quality), Effectiveness (Effectiveness), Timeliness (Timeliness), Independence (Independence) and Work commitment according to Robbins and Judge (2013) in (Nazwirman Nazwirman, 2019). Employee work loyalty is measured by Obedience, Dedication, Responsibility, Ability to obey and Honesty according to Jun Cai & Shin in (Saputra & Rizky Mahaputra, 2022). work engagement is measured by Actively participating in work, Showing work, Punctuality, Effectiveness, Independence and Work commitment according to Istijanto in (Widyawati & Karwini, 2018). Employee workload is measured by targets to be achieved, working conditions, time use and work standards according to Putra in (Hartoyo & Arsyad, 2021).

In this study, the population taken was all employees of PT Emsonic Indonesia in the Production Unit section, totaling 328 people. The sample calculation is carried out using the Slovin Formula, which is a formula used to determine the sample size (number of respondents) of a large and diverse population. The Slovin formula helps ensure that the sample taken can represent the population as a whole, so that the analysis results can describe the population well. The Slovin formula is expressed as:

$$n = \frac{N}{1 + Ne^2}$$

Description:

n = Required sample size

N = Population size (328 people)

e = Margin of error (5% or 0.05)

By entering the population value and margin of error into the formula, the following calculation is obtained:

$$n = \frac{328}{1 + 328(0.05)^2}$$
$$n = \frac{328}{1 + 328(0.0025)}$$
$$n = \frac{328}{1,82}$$
$$n = 180,21$$

180 responders are needed (rounded up). SEM will be used using LISREL 8.80 to process the data.

RESULTS AND DISCUSSION

Measurement Model Analysis

In this study, reliability and validity were assessed using measurement model analysis. A Confirmatory Factor Analysis (CFA) technique was employed for the validity development test. CFA is used to select a number of indicators or variables that will form a construct. In the process, two criteria are used: first, the variables must have a Standardized Loading Factor (SLF) ≥ 0.7 , and second, the $|t|$ value must be ≥ 1.96 (at a significance level of $\alpha = 0.05$) (Wijanto, 2008). However, related to SLF, there is another view, as suggested by Igbaria et al. (1997), which states that an SLF with a value ≥ 0.50 is still acceptable.

Structural Model Analysis

All of the theories proposed in the previous chapter are also tested in this investigation. The goal of the structural model analysis is to ascertain whether the latent variables in the research model are related to each other. Structural model analysis uses the overall model fit test (GOF) and the structural model fit test, which contains measurement model fit test steps. The Goodness Fit of Statistics (GOF) value is the result of this appropriateness test. In contrast, the structural model appropriateness test is conducted by evaluating the significance of the evaluated coefficient.

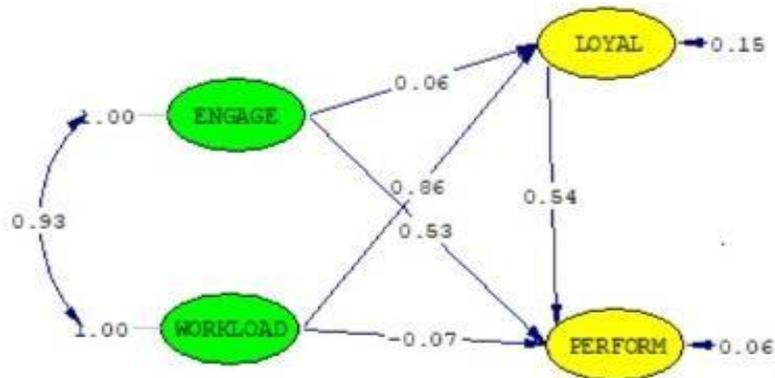


Figure 2. Structural Model (Standardized)

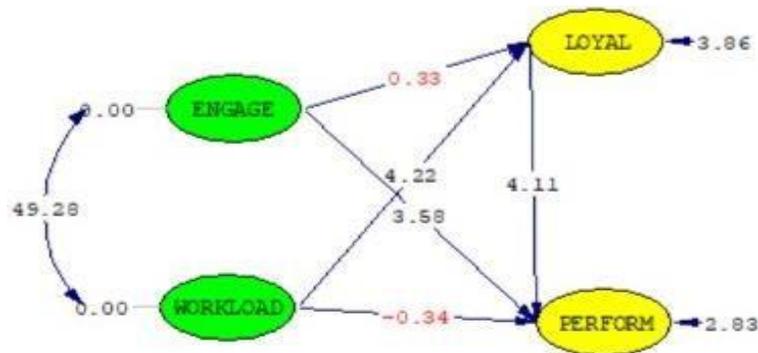


Figure 3. Structural Model (T-Value)

As shown by calculations and data processing, there is a link between the independent and dependent variables in figures 2 and 3. Table 2 shows the T-Value and results of analysing latent variable associations or trajectory significance. A trajectory coefficient is significant if its T-Value is greater than 1.96 and unimportant if it is less.

Table 2. Significance between Variables

Cross Structure	tvalue	Table	Test Results
Work Engagement => Work loyalty	0.33	1.96	Not Significant
Work Engagement => Employee performance	3.58	1.96	Significant
Workload => Work loyalty	4.22	1.96	Significant
Workload => Employee performance	0.34	1.96	Not Significant
Work loyalty => Employee performance	4.11	1.96	Significant

Table 3. Cross Structural Direct and indirect Mediation Variables on employee performance

Cross Structure	Direct	Indirect	Test Results
Job Loyalty to Employee Performance through Work Engagement	$(0.53)^2 \times 100 = 28,09\%$	$0.53 \times 0.54 \times 100 = 29,00\%$	TL > L (Mediating)
Work loyalty to Employee performance through Workload	$(0.07)^2 \times 100 = 0,49\%$	$0.07 \times 0.54 \times 100 = 3,78\%$	TL > L (Mediating)

Based on calculations and data processing, Work Engagement is not significant to work loyalty, while Work Engagement to employee performance is significant, Workload to work loyalty is significant. Workload is not significant to employee performance, while Loyalty to employee performance is significant.

Based on calculations and data analysis, work loyalty mediates Work Engagement on employee performance and work loyalty buffers workload on employee performance.

1. Direct and Indirect Effects of Work engagement on employee performance

- a. Work engagement directly impacts employee performance by $(0.53)2100 = 28.09\%$.
- b. The indirect effect, through job loyalty, is $0.53 \times 0.54 \times 100 = 29.00\%$.
- c. Work loyalty is a mediating variable based on the greater indirect effect than direct effect.

2. Direct and indirect effects of workload on employee performance

- a. Workload has a direct effect of 0.49% on employee performance.
- b. The indirect effect of $0.07 \times 0.54 \times 100 = 3.78\%$.
- c. Since the indirect effect is greater than the direct effect, the loyalty variable is a mediating variable.

Discussion

Work engagement giving a Positive and Significant Effect on Employee Performance

The tcount value is larger than the ttable value, $3.58 > 1.96$, with a large influence of 0.53 or 53%. Effectiveness best represents this influence; thus, the effect is significant. Work engagement has a favorable and significant effect on employee performance, supporting Hypothesis 1 (Ha) is accepted. Employee performance is influenced by work engagement, according to respondents' perceptions.

The research shows that job engagement improves PT Emsonic Indonesia employee performance. Job engagement positively and significantly affects employee performance at the Molawe Class I Port Operator Unit Office, according to (Syamsir et al., 2024).

Workload Has No Positive and Insignificant Effect on Employee Performance

Results of respondents' varied description perception analysis The impact of workload on employee performance at PT Emsonic Indonesia is negligible, as the tcount value is less than the ttable ($-0.34 < 1.96$, -0.07 or 7%). Hypothesis 2 (Ha) is rejected since workload partially does not improve employee performance.

Thus, this study shows that workload does not improve employee performance at PT Emsonic Indonesia. This study supports (Nurwahyuni, 2019), which found no link between workload and worker performance. Employees now have a duty to do their tasks.

Work engagement has a positive and insignificant effect on job loyalty

Based on the results of the analysis of respondents' perceptions of the description of the Work engagement variable, it does not affect employee work loyalty at PT Emsonic Indonesia, seen from the tcount value is smaller than the ttable, which is $0.33 < 1.96$ with a large influence of 0.06 or 6%, so it can be said to be insignificant. Thus, Work engagement is partially proven to have a positive and insignificant effect on job loyalty or in other words that Hypothesis 3 (Ha) is rejected.

The study found no significant positive influence of work engagement on job loyalty at PT Emsonic Indonesia. This study agrees with (Mimin Rikasari, 2021). which discovered that job participation and accomplishment motivation had no effect on work loyalty, while competence and working circumstances had a substantial impact.

Workload Has a Positive and Significant Effect on Job Loyalty

Based on the analysis of respondent's perceptions, the workload variable affects job loyalty at PT Emsonic Indonesia. This is indicated by the tcount value greater than the ttable, namely $4.22 > 1.96$ with a large influence of 0.86 or 86% and the indicator that best reflects it is the use of time. Therefore, it can be concluded that workload is partially proven to have a positive and significant influence on job loyalty, or in other words, Hypothesis 4 (Ha) is accepted.

Therefore, the fact that the research findings were able to demonstrate that workload significantly and favorably affects PT Emsonic Indonesia workers' job loyalty. The findings of this study are consistent with a study (Chen et al., 2018) that found that employee loyalty at PT Cendana Teknika Utama is significantly and favorably impacted by workload.

Job Loyalty Has a Positive and Significant Effect on Employee Performance

According to respondents, work loyalty influences PT Emsonic Indonesia employees' performance. This is indicated by the tcount value greater than the ttable, namely $4.11 > 1.96$ with a large influence of 0.54 or 54% and the indicators that best reflect it are Dedication and Responsibility. Therefore, it can be concluded that work loyalty is partially proven to have a positive and significant influence on employee performance, or in other words, Hypothesis 5 (Ha) is accepted.

As a result, the research findings effectively demonstrate that PT Emsonic Indonesia employees' performance is positively and significantly impacted by job loyalty. The study's findings are consistent with those of another study (Mandiangan et al., 2023), which found that job loyalty significantly and favorably affects PT. BPR Prisma Dana Manado employees' performance.

Job loyalty mediates work engagement and employee performance

The sixth hypothesis (Ha) work engagement has a direct impact on employee performance of $(0.53)2 \ 100 = 28.09\%$. Through job loyalty, work engagement has an indirect impact of 29.00% on employee performance ($0.53 \times 0.54 \times 100$). According to the percentage results, work engagement can boost employee performance directly and indirectly through loyalty to one's employer. Work loyalty is therefore a mediating variable.

Thus, the facts of the research results successfully prove that work loyalty mediates work engagement and employee performance of PT Emsonic Indonesia. The findings of this study are consistent with research by (Puspita et al., 2018), which found that employee performance is significantly impacted by company culture and job engagement, which are mediated by employee loyalty.

Job loyalty mediates workload and employee performance

According to the seventh hypothesis (Ha), workload has a direct impact on employee performance of $(0.07)2\ 100 = 0.49\%$. Workload has an indirect impact of $0.07 \times 0.54 \times 100 = 3.78\%$ on employee performance through work loyalty. Workload can enhance employee performance both directly and indirectly through job loyalty, according to the percentage results. As a result, one mediating variable is work loyalty.

Consequently, the research findings clearly show that job loyalty acts as a mediator between employee performance and workload at PT Emsonic Indonesia. The results of the study are in line with research by (Kolibu & Dewi, 2023), who discovered that workload research significantly affects staff performance, loyalty, and performance through the Bitung Container Terminal Branch's PT Pelindo IV (Persero) loyalty facility.

CONCLUSION

- Employee performance at PT Emsonic Indonesia has been shown to be positively and significantly impacted by work engagement. This indicates that better performance can be demonstrated more successfully when employees are more engaged in their work.
- Workload partially showed no beneficial and negligible impact on PT Emsonic Indonesia employees' performance. This demonstrates that workload levels do not directly affect how well employees perform for the organization.
- It is partially established that employee loyalty at PT Emsonic Indonesia is positively and negligibly impacted by work engagement. This demonstrates that employees are more likely to be loyal if they are more involved in their work. Work engagement cannot, however, be the primary determinant of employee loyalty on its own because the effect is neither strong enough nor significant.
- It has been shown that workload significantly and favorably affects PT Emsonic Indonesia employees' loyalty. This implies that workers are more likely to stay loyal if they are given a larger burden. This demonstrates how a properly controlled workload can motivate staff to remain with the company and be more dedicated.
- The performance of PT Emsonic Indonesia personnel is positively and significantly impacted by job loyalty. This demonstrates that an employee's performance improves with their level of commitment to the organization. Workers are more likely to perform at their best and be more productive when they feel a sense of belonging and commitment to the firm.

- Since the indirect effect outweighs the direct effect, job loyalty has been shown to mediate the relationship between PT Emsonic Indonesia employees' performance and work engagement. This demonstrates that if employees feel a sense of loyalty to the organization, high levels of work engagement will enhance their performance. Strong employee loyalty increases the effectiveness of employee engagement in promoting improved performance.
- Because the indirect effect outweighs the direct effect, job loyalty has been shown to mediate the relationship between PT Emsonic Indonesia employees' performance and workload. This demonstrates that while a properly managed workload can boost worker productivity, it works best when workers are committed to the organization. The secret to enhancing the impact of burden on employees' work output is employee loyalty.

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