

THE EFFECT OF COMPENSATION, WORK LIFE BALANCE, AND WORK ENVIRONMENT ON EMPLOYEE WORK LOYALTY IN TELECOMMUNICATION COMPANIES IN BANDAR LAMPUNG

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Abstract

The Covid-19 pandemic has had an impact on the business sector in Indonesia. The business sector also has an impact on telecommunications companies in Bandar Lampung which are engaged in telephone and short message services as well as internet services. This pandemic also has an impact on employees of telecommunications companies in Bandar Lampung. The impact felt by the employees themselves, such as in terms of providing compensation, regulating work life balance, and managing the work environment. This study aims to determine the effect of compensation, work life balance, and work environment simultaneously and partially on employee work loyalty at a telecommunications company in Bandar Lampung. This study uses quantitative methods with a sample of 200 respondents. Based on the test results simultaneously or partially, it is found that there is an influence that compensation, work life balance, and work environment partially affect employee work loyalty. The three variables proved to be partially influential because the value of t count $>$ t table and significance value $<$ 0.05. The results of this study also show that compensation, work life balance, and work environment simultaneously affect employee work loyalty because the value of f count $>$ f table with a significance value of $<$ 0.05.

Keywords: Compensation, Work Life Balance, Work Environment, Employee Loyalty.

1. Introduction

One way for companies to be able to compete and survive during competition with other companies is to use the resources they have, including the use of human resources or employees owned by the company. However, along with current technological developments, every company now has the desire to increase the work of each of its employees, including telecommunications companies. By increasing employee loyalty, telecommunications companies can maintain or maintain employee loyalty to the company. Telecommunications companies are the most dynamic companies. Telecommunications companies are service providers to meet telecommunications needs by using telecommunications networks [1].

Telecommunications companies in Indonesia must be able to compete with similar companies while still taking into account the risks, decisions taken, and economic conditions. However, in early 2020, the COVID-19 pandemic reached Indonesia. The pandemic has had an impact on various sectors of life such as the health sector, the education sector, the political sector, the economic sector, and the business sector, thus making the Indonesian government enforce a work-from-home (WFH) policy or regulations for carrying out office work activities at home for employees. With this policy, the activities of the Indonesian people and business sector services have shifted to the digital realm. However, it is different with the telecommunications sector (Infocom) in

Indonesia, with the current COVID-19 pandemic situation which is experiencing growth. This is evidenced by the graph of growth data in the Information and

communication sector released by the Central Statistics Agency as shown in the following figure:



Figure 1 Growth in the Information and Communications Sector

Source: [2]

The companies engaged in the telecommunications sector in Indonesia include such as; PT Telkom Indonesia Tbk, PT XL Axiata Tbk, PT Indosat Tbk, PT Smartfren Telecom Tbk, PT Jasnita Telekomindo Tbk, PT Tower Bersama Infrastructure Tbk, PT Daya Mitra Telekomunikasi Tbk, PT Sarana Menara Nusantara Tbk, PT Gihon Telekomunikasi Indonesia Tbk, and PT Protech Mitra Perkasa Tbk [3]. Bandar Lampung is the capital city of Lampung Province, there are also several telecommunication companies or cellular operators in several places such as Telkomsel Smart Office Bandar Lampung, Indosat Gallery Bandar Lampung, XL Center Bandar Lampung, Smartfren Gallery Bandar Lampung and Outlets Tri (3) Store Bandar. Lampung. Telecommunications companies or commonly referred to as cellular operators have a role in meeting customer needs by offering *voice* (telephone and messaging/SMS) and internet services (data) for the convenience of the people of Bandar Lampung in accessing all forms of information on the internet for educational, business purposes. as well as entertainment.

In carrying out operational activities, the company requires the role or contribution of its human resources. The existence of human resources or employees in the company needs to be managed properly to make a maximum contribution to the progress of the company. The contribution that the company needs from

its human resources is of course not only in the form of labor contributions but also conceptual contributions and employee loyalty to the company. The sense of loyalty possessed by employees is certainly not easy to build for the company. The company must maintain and maintain the loyalty of each employee through remuneration/reward given in the form of compensation, maintain a balance of work life for employees, and pay attention to the work environment of employees in the company. This sense of loyalty is a form of employee loyalty to the company so companies must give serious attention to employees so that employee loyalty can be maintained and maintained. Employee loyalty itself is a form of compliance and loyalty of an employee to the company in carrying out any work carried out without coercion, to complying with all company policies and regulations, and the absence of desire to move to another company even though the company is in a state of difficulty/bankruptcy. Work loyalty is the achievement of the implementation of activities/work by a person or employee to achieve organizational/company goals within a certain period [4].

In supporting the creation of loyalty or a sense of loyalty of an employee to the company, an award is needed for the achievement of work performance and productivity from the company employees in the form of

compensation. Compensation is a cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance and high employee productivity [5]. Compensation is also defined as the remuneration received by employees from the company for their work which can be valued in money and has a tendency to be given regularly [6]. In addition to compensation during this pandemic, what employees experience is a change in their work-life balance. Work-life balance is an emotional factor for every company employee regarding feelings and self-expression towards work, family, and personal [7]. This is supported by research conducted [8] which suggests that in addition to money, employees are also looking for a good balance between life and work. Work-Life Balance is also often interpreted as an effort to create and maintain a supportive and healthy work atmosphere, which will allow employees to have a balance between work and personal responsibilities and thereby strengthen employee loyalty [9]. Employee loyalty to the company is certainly not only influenced by compensation and work-life balance but is also influenced by the work environment. The work environment also has a significant influence on the company's operations. According to [10] the work environment is the social, psychological, and physical life in the company that affects workers in carrying out their duties. The work environment includes the workplace, facilities, work aids, lighting, room comfort, and tranquility in the working relationship between employees [11]. The work environment is also defined as an atmosphere of conditions that exist in the workplace which can be in the form of workspace and layout, facilities and infrastructure, and working relationships with colleagues [12]. When the work environment can create a relaxed atmosphere, it will create a good work climate and increase the efficiency of an employee's work because it operates without interruption [9].

With the support of previous research related to the Effect of Work Environment, Work Stress, and Compensation on Employee Loyalty [4] with research results showing that the work environment has a positive and significant

effect on employee loyalty, work stress has a negative and significant effect on employee loyalty and compensation has a positive and significant effect on employee loyalty. Then research related to the Effect of Job Satisfaction, Work Environment, and Work-Life Balance on Employee Loyalty [9] with the results showing that job satisfaction has a positive effect on employee loyalty, the work environment has a positive effect on employee loyalty and work-life balance has a positive effect on employee loyalty.

2. Literature Review

Compensation

Compensation is a cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance and high employee productivity [5]. Compensation is the result obtained as a form of compensation or remuneration provided by the company to employees for their contribution to the company or organization [10]. Compensation is also defined as something that is received by employees as a substitute for their work for the company, both salaries, incentive wages, bonuses, premiums, insurance treatment, and others [13]. The indicators of compensation variables in this study are salaries and wages, incentives, facilities, and allowances [13].

Work-Life Balance

Work-life balance is a condition in which employees can organize and divide between work responsibilities, personal life, and family life and other responsibilities so that there is no conflict between family life and work career as well as an increase in motivation, productivity, and loyalty to work. [11]. Work-life balance is also defined as work-life balance which refers to the relationship between work and non-work aspects of an individual's life where achieving a satisfactory work-life balance is understood as a limitation on one side (work) to have more time on the other [14]. Indicators of work-life balance, among others, are the balance of time,

balance of involvement, and balance of satisfaction [15].

Work Environment

The work environment is everything that is around employees that can affect employees in carrying out their work [9]. The work environment is the work facilities and infrastructure around employees who are doing their jobs that can affect the implementation of their work [11]. The work environment can also be interpreted as conditions that exist in the workplace which can be in the form of workspace and layout, facilities and infrastructure, and working relationships with colleagues [12]. Indicators of the work environment include the workplace, facilities and work aids, cleanliness, lighting, tranquility, and work relations [11].

Employee Work Loyalty

Work loyalty is the achievement of the implementation of activities/work by a person or employee to achieve organizational/company goals within a certain period [16]. Loyalty in the organization is needed so that employees can work for themselves and work in teams for the common interest of members of the organization which in turn can influence employees to choose to work overtime, work on weekends and move to other locations to be loyal to their work [17]. Loyalty is also referred to as the ability of an employee to the company to obey, implement and practice all regulations that are obeyed with full awareness and responsibility at work [7]. Variable indicators of employee work loyalty include obeying regulations, having responsibility for the company, willingness to work together, sense of belonging to the company's existence, and having harmonious interpersonal relationships [4].

Hypothesis Formulation

Relationship Compensation on Employee Loyalty

Compensation is a reward for services to employees for all work done by the employee [4]. Providing the right compensation will

increase employee loyalty, through compensation the organization or company can maintain its human resources [17]. This assumption is supported by [17] which shows the results that compensation has a significant effect on employee loyalty. In addition, research conducted by [18] shows that compensation has a significant positive effect on loyalty to health workers in Nigeria. This the results of previous studies which show that compensation has a positive and significant effect on employee work loyalty, the researchers propose a hypothesis:

H1: Compensation has a positive and significant effect on Employee Loyalty in Telecommunication Companies in Bandar Lampung

Relationship Work-Life Balance on Employee Loyalty

Work-Life Balance is a moving focus on work and family, which includes the various demands of employees' work and other lives [19]. Work-Life Balance is also often interpreted as a balance or process in preserving harmony in life that involves the efforts of many employees and the organization where employees work to understand each other and have respect for each other in the workplace [20]. This assumption is supported by research conducted by [21] that Work-Life Balance has a positive influence on employee work loyalty. In addition, it is also supported by [9] which shows that Work-Life Balance has a positive effect on employee work loyalty at Puri Raharja General Hospital. Thus the results of previous studies show that Work-Life Balance has a positive and significant effect on employee work loyalty, the researchers propose a hypothesis:

H2: Work-Life Balance has a positive and significant effect on Employee Work Loyalty at Telecommunication Companies in Bandar Lampung

Relationship Work Environment on Employee Loyalty

The work environment can be interpreted as the atmosphere of the workplace environment where employees carry out their daily work [4]. The work environment is also often interpreted

as everything that is around employees while working, both physical and non-physical, either directly or indirectly that can affect employees when carrying out their work [10]. This assumption is supported by [22] which shows that the work environment has a positive effect on employee loyalty. In addition, it is supported by [4] that the work environment has a positive and significant effect on employee loyalty at Inna Bali Heritage Hotel. Thus the results of previous studies show that the work environment has a positive and significant effect on employee work loyalty, the researchers propose a hypothesis:

H3: Work Environment has a Positive and Significant Effect on Employee Loyalty in Telecommunication Companies in Bandar Lampung.

Relationship of Compensation, Work-Life Balance, and Work Environment on Employee Loyalty

Compensation in a company is considered very important to fulfill employee rights [5]. Providing the right compensation will increase employee loyalty, through compensation the organization or company can maintain its human resources [17]. In addition to

compensation, another factor that affects employee work loyalty is the work-life balance of employees. Work-life balance is a moving focus on work and family, which includes various demands of employees' work and other lives [19]. Not only do compensation and work-life balance have an effect on the employee but the work environment also influences employee work loyalty. The work environment can be interpreted as the atmosphere of the workplace environment where employees carry out their daily work [4]. The above assumption is supported by [7] that there is a significant influence between compensation and work-life balance on employee loyalty. In addition, it is also supported by [4] which shows the results that the work environment has a positive and significant effect on employee loyalty at Inna Bali Heritage Hotel. Thus the results of previous studies show that compensation, work-life balance, and work environment have a positive and significant effect on employee work loyalty, the researchers propose a hypothesis:

H4: Compensation, Work-Life Balance and Work Environment Influence on Employee Loyalty in Telecommunication Companies in Bandar Lampung.

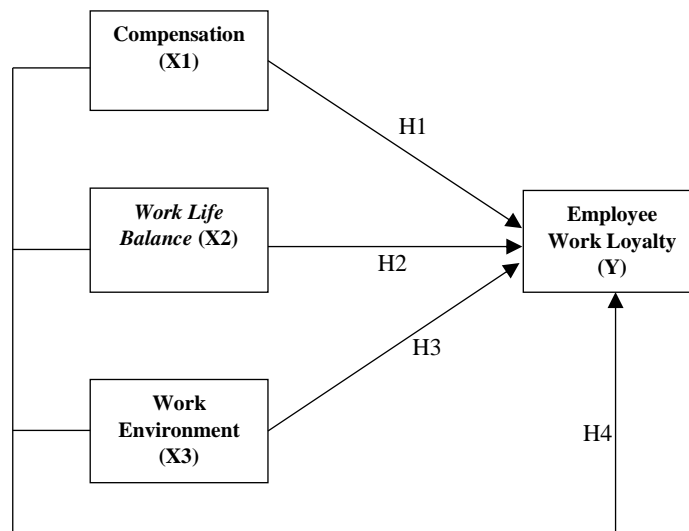


Figure 2. Thinking Framework

3. Research Method

This research uses quantitative methods. The research method is a research method based on the philosophy of positivism (phenomenon), which is used to examine certain populations or samples and collect data using research instruments which are then analyzed quantitatively to test predetermined hypotheses [23].

Population and Sample

In this study, the population used were all employees of telecommunications or cellular operators in Bandar Lampung. The sampling technique in this study is non-probability sampling. Non-probability sampling is a sampling technique that does not provide equal opportunities for each element of the population to be a sample [23]. With the sampling using purposive sampling. Purposive sampling technique is a sampling technique with certain considerations where the sample is selected subjectively because the researcher has understood the information obtained from a particular target group which is considered to have a close relationship with the population criteria, namely as follows:

1. Employees of telecommunications companies with a list of shares of the best telecommunication company in 2022 (Telkomsel, Indosat, XL, Smartfren) [24].
2. Employees who have worked in the company for at least 1 year.

The sample size is taken using the Roscoe theory or formula, which is a minimum of 5 and a maximum of 10 times the number of indicators (independent variable indicator + dependent variable indicator). The sampling size in this study is based on the number of populations that are not known for certain and also the limitations of researchers in obtaining data on employees of telecommunications companies in Bandar Lampung so that the sample size in this study is the number of indicators as many as 18 indicators multiplied by 10 (18 x 10), which is 180 which then rounded up to 200 samples.

Data Collection Technique

The sample data collection technique used in this research is to use a questionnaire technique using Google Forms. The questionnaire is a data collection technique by giving a set of questions or statements to respondents to answer related to research variables conducted by researchers [23].

The answer choices for each statement in the questionnaire use a Likert scale consisting of 5 (five) levels of answers. The Likert scale is used to measure or analyze data related to the attitudes, opinions, or perceptions of a person or group toward a phenomenon [23].

Analysis Methods

The data analysis technique in this study uses three independent variables and one dependent variable which will be processed using the Statistical Product and Service Solution s(SPSS) version 26 using the t hypothesis test, f hypothesis test, multiple linear regression analysis, and the coefficient of determination R^2 .

The validity test aims to determine the validity of the questionnaire instrument used in data collection [23]. The questionnaire instrument is declared valid if the value of r count $>$ r table. The formula for finding the r table: $Df = N - 2$
 $N =$ Number of samples

The reliability test aims to find out how far the measurement results remain consistent when measuring 2 (two) or more times on the same symptoms using the same measurement tool [23].

A multiple linear regression test is a regression that has one dependent variable and two or more independent variables [23]. Multiple linear regression analysis aims to determine the effect of two or more independent variables on the dependent variable either partially or simultaneously. Multiple linear regression model equation [23]:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y = Employee Work Loyalty
 a = Constant

$\beta_1, \beta_2, \beta_3$ = Multiple Regression Coefficient
 X_1 = Compensation
 X_2 = Work-Life Balance
 X_3 = Work Environment
 e = Error

1. **Dependent variable:**
 - Employee Loyalty (Y)
2. **Independent variable**
 - Compensation (X_1)
 - Work-Life Balance (X_2)
 - Work Environment (X_3)

T Test is a hypothesis test of the relationship between two variables if there are controlled variables [23]. T-test serves to test the effect of the independent variables individually on the dependent variable. The basis for decision-making on the T-test is if $t \text{ count} > t \text{ table}$ then there is a significant effect between the independent variables on the dependent variable. T table formula:

T table = $n - k - 1$
 n = Number of samples
 k = Number of independent variables

The F test is a hypothesis test used to determine the effect of independent variables simultaneously on the dependent variable [23]. The decision-making of the F hypothesis test is if $f \text{ count} > f \text{ table}$ then there is a significant effect between the independent variables on the dependent variable. Formula f count:

$Df_1 = k - 1$
 $Df_2 = n - k - 1$
 $Df = \text{Degree of freedom}$
 k = Independent and dependent variables
 n = Number of sample.

The coefficient of determination is used to determine how much the ability of the independent variable can explain the dependent variable. The value of the coefficient of determination ranges from 0-1, the closer to number 1 the value of the coefficient of determination is, the stronger the independent variable can explain the dependent variable [23].

Operational Variables

Operational variables are a complete set of instructions on what to observe and measure a variable or concept to test the perfection of research [23]. Operational variables in this study are:

4. Results and Discussion

Results Validity Test

The value of the r table is generated from the degree of freedom (df) = $n - 2$, which is $200 - 2 = 198$, so that the r table at a significance level of 5% is 0.1166.

Table 1 Results of the Compensation Validity Test

Variable/ Indicator Code	R Count	R Table	Value Sig.	Information
X1.1	0,418	0,1166	0,00	Valid
X1.2	0,662	0,1166	0,00	Valid
X1.3	0,668	0,1166	0,00	Valid
X1.4	0,372	0,1166	0,00	Valid
X1.5	0,619	0,1166	0,00	Valid
X1.6	0,641	0,1166	0,00	Valid
X1.7	0,637	0,1166	0,00	Valid
X1.8	0,647	0,1166	0,00	Valid
X1.9	0,307	0,1166	0,00	Valid
X1.10	0,629	0,1166	0,00	Valid
X1.11	0,762	0,1166	0,00	Valid
X1.12	0,782	0,1166	0,00	Valid
X1.13	0,642	0,1166	0,00	Valid
X1.14	0,765	0,1166	0,00	Valid

Source: Data processed with SPSS 26, 2022

Table 2. Results of Work-Life Balance Validity Test

Variable/ Indicator Code	R Count	R Table	Value Sig.	Information
X2.1	0,756	0,1166	0,00	Valid
X2.2	0,811	0,1166	0,00	Valid
X2.3	0,775	0,1166	0,00	Valid
X2.4	0,821	0,1166	0,00	Valid
X2.5	0,681	0,1166	0,00	Valid
X2.6	0,855	0,1166	0,00	Valid
X2.7	0,696	0,1166	0,00	Valid
X2.8	0,772	0,1166	0,00	Valid
X2.9	0,721	0,1166	0,00	Valid

Source: Data processed with SPSS 26, 2022

Table 3. Validity Test Results of Work Environment

Variable/ Indicator Code	R Count	R Table	Value Sig.	Information
X3.1	0,798	0,1166	0,00	Valid
X3.2	0,824	0,1166	0,00	Valid
X3.3	0,776	0,1166	0,00	Valid
X3.4	0,494	0,1166	0,00	Valid
X3.5	0,836	0,1166	0,00	Valid
X3.6	0,843	0,1166	0,00	Valid
X3.7	0,717	0,1166	0,00	Valid

Source: Data processed with SPSS 26, 2022

Table 4. Validity Test Results of Employee Loyalty

Variable/ Indicator Code	R Count	R Table	Value Sig.	Information
Y.1	0,695	0,1166	0,00	Valid
Y.2	0,793	0,1166	0,00	Valid
Y.3	0,828	0,1166	0,00	Valid
Y.4	0,798	0,1166	0,00	Valid
Y.5	0,831	0,1166	0,00	Valid
Y.6	0,771	0,1166	0,00	Valid
Y.7	0,712	0,1166	0,00	Valid
Y.8	0,673	0,1166	0,00	Valid
Y.9	0,748	0,1166	0,00	Valid
Y.10	0,761	0,1166	0,00	Valid
Y.11	0,661	0,1166	0,00	Valid

Source: Data processed with SPSS 26, 2022

Reliability Test Results

The test results can be said to be reliable if the value in Chronbach's Alpha column is greater than 0, 60 [23].

Table 5. Reliability Test Results

Chronbach's Alpha	N of Items	0,60	Information
0,958	41	0,60	Reliable

Source: Data processed with SPSS 26, 2022

Multiple Linear Regression Analysis Test Results

In this study, multiple linear regression analysis was used to determine the effect of independent variables, namely compensation, work-life balance, and work environment.

Table 6. Test Results of Multiple Linear Regression Analysis

Variabel	Koefisien Regresi (B)
Konstanta (a)	5,167
Kompensasi (X1)	0,183
Work Life Balance (X2)	0,186
Lingkungan Kerja (X3)	0,835

Source: Data processed with SPSS 26, 2022

From the results of the multiple linear regression analysis above, it can be used to construct multiple linear regression equations, namely:

$$Y = 5.167 + 0.183(X1) + 0.186(X2) + 0.835(X3) + e$$

The equation can be interpreted as follows:

1. Constant (a)

The constant value of the employee loyalty variable is 5.167. This means that employee work loyalty without being influenced by the compensation variable, work-life balance, and work environment constant value will remain at 5.167, or if the regression coefficient value of the compensation variable, work-life balance, and work environment is 0 then the value of the employee loyalty variable will remain valuable or influential of 5.167.

2. Regression Coefficient (X1)

Compensation has a positive influence on employee work loyalty of 0.183 which means that every one percent increase in compensation variable will increase employee loyalty by 0.183, so it can be interpreted that when there is an increase in compensation of 0.183 then will be followed by an increase in employee loyalty by 0.183 or 18.3%.

3. Regression Coefficient (X2)

Work-life balance has a positive influence on employee work loyalty of 0.186, which means that every one percent increase in the work-life balance variable will increase employee work loyalty by 0.186, so it can be interpreted that when there is an increase in work-life balance of 0.186 it will be followed by an increase in employee loyalty by 0.186 or 18.6%.

4. Regression Coefficient (X3)

The work environment has a positive influence on employee work loyalty of 0.835, which means that every one percent increase in the work environment variable will increase employee work loyalty by 0.835, so it can be interpreted that when there is an increase in the work environment of 0.835, it will be followed by an increase in employee loyalty by 0.835 or 83.5%.

T Test Results (partial)

The t-test is used to show how much the independent variable individually affects the dependent variable [23]. The t table value is obtained from the calculation:

$T \text{ table} = n - k - 1$

$T \text{ table} = 200 - 3 - 1$

T table = 196 (so the t table value for 196 with a probability value of 0.05 or 5% is 1.65267).

Table 7. T-Test Results

Variable	T Table	T Count	Sig.
Compensation	1,65267	4,531	.000
Work-Life Balance	1,65267	2,492	.014
Work Environment	1,65267	8,489	.000

Source: Data processed with SPSS 26, 2022

1. T-test results of the compensation variable show that the value of t count (4,531) > t table (1.65267) with a significance value of 0.000 <0.05. It can be seen that compensation partially has a positive and significant effect on employee work loyalty at telecommunications companies in Bandar Lampung.
2. The results of the T-test of the work-life balance variable show that the t-count value (2.492) > t table (1.65267) with a significance value of 0.014 <0.05. It can be interpreted that the work-life balance partially has a positive and significant effect on employee work loyalty at telecommunications companies in Bandar Lampung.
3. The results of the T-test of the work environment variable show that the t-count (8.489) > t-table (1.65267) with a

significance value of 0.000 <0.05. It can be interpreted that the work environment partially has a positive and significant effect on employee work loyalty at telecommunications companies in Bandar Lampung.

F Test Results (simultaneous)

The F test is a hypothesis test to determine the effect of the independent variable simultaneously on the dependent variable [23]. By calculating the value of the f table obtained from:

$Df1 = k - 1 = 4 - 1 = 3$

$Df2 = n - k - 1 = 200 - 3 - 1 = 196$ (So the value in the distribution of f table for Df1: 3 and Df2:196 with probability of 0.05 or 5% is 2.65).

Table 8. F Test Results

F Count	F Table	Sig.
166,097	2,65	0,000 ^b

Source: Data processed with SPSS 26, 2022

F test results show that the calculated f value (166.097) > F table (2.65) with a significance value of 0.000 <0.05, the hypothesis in this study has been proven and supported so that it can be concluded that compensation, work-life balance, and work environment simultaneously have a significant effect on employee work loyalty at telecommunications companies in Bandar Lampung.

Coefficient of Determination Test Results (R²)

The coefficient of determination test (R²) used to determine how strong the influence of independent variables, namely Compensation, Work-Life Balance, and Work Environment can explain the dependent variable, namely Employee Work Loyalty.

Table 9. Coefficient of Determination Test Results (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.718	.713	3.580

Based on data processed with SPSS software, the value of determination R^2 it shows that the value of the coefficient of determination R Square is 0.718, which means that it is closer to the value of 1, meaning the stronger the independent variable can explain the dependent variable. This shows the Adjusted R Square value of 0.713, which means that the independent variable affects the dependent variable by 71.3% while the remaining 28.7% is explained by other variables outside of this study.

Compensation has a positive and significant effect on Employee Loyalty in Telecommunication Companies in Bandar Lampung

The results of hypothesis testing indicate that there is a "positive and significant effect between compensation and employee loyalty in Telecommunication companies in Bandar Lampung". It can be seen from the T-test results, that the value of $t^{count} > t^{table}$ ($4.531 > 1.6527$) and the significance value ($0.000 < 0.05$), so it can be concluded that the Compensation variable has a positive and significant influence on Job Loyalty. Employees at a Telecommunication Company in Bandar Lampung. The results of this study are in line and consistent with the results of research conducted by [17] that Compensation has a significant effect on Work Loyalty and research conducted by [18] which states that Compensation has a positive and significant effect on Work Loyalty of Health Workers in Nigeria.

Work-Life Balance has a positive and significant effect on Employee Work Loyalty at Telecommunication Companies in Bandar Lampung

The results of hypothesis testing are "Work-Life Balance partially has a positive and significant effect on the Employee Loyalty variable". This can be seen from the T-test results which show

the value of $t^{count} > t^{table}$ ($2.492 > 1.65267$) and the significance value ($0.014 < 0.05$), so it can be concluded that the Work-Life Balance has a positive and significant effect on Employee Loyalty in Telecommunication Companies in Bandar Lampung. The results of this study are in line and consistent with research conducted by [21] which showed the results that Work-Life Balance had a positive influence on employee work loyalty, and research conducted by [9] which showed that Work-Life Balance has a positive effect on employee work loyalty at Puri Raharja General Hospital.

Work Environment has a positive and significant effect on Employee Work Loyalty at Telecommunication Companies in Bandar Lampung

This can be proven based on the T-test results which show the $t^{count} > t^{table}$ ($8.489 > 1.65267$) and with a significance value ($0.000 < 0.05$), so it can be concluded that the Work Environment variable has a positive and significant effect on Work Loyalty. Employees at a Telecommunication Company in Bandar Lampung. The results of this study are in line and consistent with research conducted by [22] which showed the results that the work environment had a positive effect on employee loyalty, and research conducted by [4] showed the results that the work environment had a positive and negative effect on employee loyalty. significant to employee loyalty at Inna Bali Heritage Hotel.

Compensation, Work-Life Balance, and Work Environment simultaneously have a positive and significant effect on Employee Work Loyalty at Telecommunication Companies in Bandar Lampung

In this study test results are using the F test, namely "Compensation, Work-Life Balance, and the work environment simultaneously (together) have a positive and significant effect on Employee Loyalty at Telecommunication Companies in Bandar Lampung". This can be seen from the F test results which show that the $F^{count} > F^{table}$ ($166.097 > 2.65$) and with a significance value of $0.000 < 0.05$, so it can be concluded that Compensation, Work-Life

Balance, and Work Environment affect Work Loyalty. Employees at a Telecommunication Company in Bandar Lampung. The results of this study are in line with research conducted by [4] namely the Influence of Work Environment, Work Stress, and Compensation on Employee Loyalty with the results of research namely Work Environment, Work Stress, and Compensation having a positive and significant effect on Employee Loyalty at Hotel Inna Bali Heritage. then research conducted by [9] regarding the Effect of Job Satisfaction, Work Environment, and Work-Life Balance on Employee Loyalty, with the research results that simultaneously Job Satisfaction, Work Environment, and Work-Life Balance have a positive effect on Employee Loyalty at Home Puri Raharja General Hospital.

5. Conclusion

The results of research and discussion that have been put forward regarding the Effect of Compensation, Work-Life Balance, and Work Environment on Employee Work Loyalty at Telecommunication Companies in Bandar Lampung, can be concluded as follows:

1. Compensation has a positive and significant influence on Work Loyalty among Employees at a Telecommunication Company in Bandar Lampung.
2. Work-Life Balance has a positive and significant impact on Employee Loyalty in Telecommunication Companies in Bandar Lampung.
3. The work environment has a positive and significant impact on employee loyalty at a telecommunications company in Bandar Lampung.
4. Compensation, Work-Life Balance, and Work Environment have a positive and significant effect on Employee Loyalty at Telecommunication Companies in Bandar Lampung.

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