

Job Satisfaction, Work Stress, and the Work Environment: Their Impact on Employee Loyalty at a Container Depot Company in Central Sulawesi

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ABSTRACT

Job satisfaction, job stress, and work environment influence employee loyalty in Central Sulawesi container depot employees partially and simultaneously. The type of research used is quantitative research with a survey method. The data used in this study are primary data obtained from distributing questionnaires directly to respondents and secondary data. The population in this study were employees of the Central Sulawesi container depot company consisting of 3 companies with a total of 57 employees. The number of samples in this study was 57 respondents who were conducted using saturated sampling techniques. The analysis method used is multiple linear regression analysis using the SPSS version 25.0 program. The results of this study indicate that job satisfaction, job stress, and work environment simultaneously influence employee loyalty. Partially, job satisfaction does not influence employee loyalty. Partially, work stress does not influence employee loyalty. Work environment partially influences employee loyalty.

INTRODUCTION

Companies must have the ability to remain resilient in the face of intense competition in the business world. To meet these competitive demands, each company must have several supporting factors, one of which is human resources. Companies must be able to produce high-quality employees through rigorous recruitment and selection processes to produce reliable employees who can help the company achieve its goals.

Employee loyalty is one of the things companies hope to instill in all their employees. Employee loyalty has a significant impact on the company's sustainability in every aspect of its operations. Employee loyalty is highly influential and has a significant impact on the company. The level of employee loyalty can be influenced by several factors. These factors will drive employee attitudes and actions toward loyalty to their workplace.

Job satisfaction is also a contributing factor to fostering employee loyalty to their workplace. Employees who are satisfied with what the company provides will naturally feel enthusiastic, and this fosters a sense of loyalty that will grow toward the company.

Beyond salary satisfaction, job stress can also cause mental and emotional unrest in individuals. Employee stress that doesn't receive a proper solution or solution can lead to frustration. When this level of frustration reaches a point where an employee feels uncomfortable, it can hinder the sense of loyalty that every company expects from its employees. Employees also crave a work environment that facilitates their work through a supportive environment. A positive work environment and adequate facilities will ensure employees feel comfortable in carrying out their work activities, fostering loyalty to their workplace.

Container companies are among those that desperately need employees with high levels of loyalty. Containers are essential for facilitating the distribution of goods to multiple locations, often with high volumes. The existence of container companies, as providers of container storage and heavy equipment services for containers, requires employees with high levels of loyalty to their work.

Companies with highly loyal employees will undoubtedly benefit greatly, as their loyalty will ensure their work is completed efficiently and on time. Employee loyalty can also be influenced by several important factors. Therefore, each company must be skilled and competent in determining all policies to be implemented, especially those concerning human resources.

LITERATURE REVIEW

Theory of planned behavior

1. Attitude Towards the Behavior

Attitude toward behavior is a process that describes how a person evaluates a behavior, whether positive or negative. Ajzen (Jogiyanto, 2007) states that attitude toward behavior encompasses how a person evaluates and assesses the behavior, whether positive or negative. If an employee understands the

feedback they receive when they are loyal to their job, this will undoubtedly trigger their loyalty to their workplace.

2. Subjective Norm

Subjective norms are situations where social pressure from others can influence an individual's ability to perform a behavior. Jogiyanto (2007) states that a person's perspective on what others believe can influence their intention to perform or not perform the behavior being considered. If an employee around them is stressed about the work assigned by the company, this will affect the level of perseverance of other employees, which will directly impact loyalty.

3. Perceived Behavior Control

Perceived behavioral control (PBC) is a factor that explains an individual's opinion when performing a particular behavior. According to Ajzen (Jogiyanto, 2007), perceived behavioral control is how a person feels when performing a certain behavior, regarding its difficulty or ease. Behavioral control is an individual's view or perception related to what they believe about the support or obstacles in performing a behavior.

Individuals who feel satisfied with the work they are currently doing and with a work environment that supports their work process will definitely increase their sense of loyalty to the company where they work.

Employee Loyalty

According to Hasibuan (2014), loyalty is an element used to assess employees, including their loyalty to their job, position, and organization. Loyalty itself originates from the word "loyal," meaning faithful. In this context, employee loyalty refers to how loyal the employee is to the company where they work. This loyalty is not only about physical loyalty to the company, but also about loyalty in a personal sense. his thoughts and attention to his work.

American Accounting Association (AAA) Committee, (Supriyono: 2016) said that human resource accounting is defined as a process of identifying and measuring human resources and communicating the information obtained to interested parties. Human resource accounting recognizes that humans are human capital or human assets. Supriyono (2016) explains that the increasingly modern nature of the economy encourages the increasing importance of human assets and human resource accounting, one of the factors in which is loyal and well-organized employees are the most important assets rather than the availability of goods.

Ikhsan and Ishak (2005) revealed that loyalty is quite effective in controlling the behavior of accountants in their workplace. Managers are keen to change employee attitudes to foster desired behavior. This means that employee loyalty can arise not only from an individual's internal awareness, but also from the company itself, through policies that can boost employee enthusiasm for their work.

Job Satisfaction

Mangkunegara (2017) states that job satisfaction is a feeling that relates to a person's emotions, whether they are supportive or unsupportive, and are

closely related to their work and their current situation. Job satisfaction emphasizes how a person feels about their current job.

Sutrisno (2009) revealed that job satisfaction has several definitions of limitations, namely the first, the definition that defines how to view satisfaction in work as a form of reaction from a very complex emotion. The reaction that arises from this emotion is a form of reaction caused by the urges, desires, demands or hopes that employees feel in doing their work which are then connected to the actual reality, so that from this it will give rise to an emotional reaction that is manifested in the form of happiness, feelings of satisfaction or feelings of dissatisfaction.

According to Silverthron (Kosasih and Kurniawan: 2019) said that companies that have employees with a high level of job satisfaction can reduce the level of employees to leave the company. Job satisfaction is also an attitude in employees about the work done in relation to the situation in the work, relationships between employees, rewards or salaries received, and all things related to psychological or physical factors of employees. Attitudes towards work will give rise to special attitudes in employees towards factors that exist in their work, adjusting themselves and social relationships of employees outside of work will give rise to their usual attitudes towards the work they face.

Work Stress

According to Handoko (2011), work stress is a state or condition that directly affects an individual's emotions, thinking, and overall well-being. Stress can originate from both work and non-work sources. Stress itself stems from a mismatch and tension between an individual and their environment. Hasibuan (2014) said that work stress can make someone very irritable, very aggressive, unable to concentrate well and can give an uncooperative nature in work to the sufferer therefore the leader of the organization or company must be aware of it as soon as possible and must be able to be addressed immediately because this can be detrimental to the company directly.

Job stress is a common aspect of the work experience, expressed as dissatisfaction with work, but also expressed in strong affective states such as anger, irritation, hostility, and frustration. Job stress is very detrimental to both employees and the organization or company involved. Employees will feel disturbed thinking and emotional instability, this also leads to employee health also declining, while the organization or company involved will feel loss due to the decline in employee performance, especially if turnover occurs due to this problem.

Work Environment

MAccording to Farida and Hartono (2016), a work environment is a condition or position where a good place, including both physical and non-physical environments, can provide a pleasant, safe, peaceful feeling, make you feel at home, and so on. Complete facilities that support the company will also increase employee work enthusiasm, which from this, the level of employee loyalty will increase towards the company.

The work environment plays a crucial role and significantly influences employee morale, yet many companies still neglect it (Widyaningrum, 2019). When employees feel comfortable and their performance improves, employee loyalty will also increase, enabling them to perform to the best of their abilities.

Schiff and Lewin (Suartana, 2010) stated that one of the important aspects of behavioral accounting is control. This control itself encompasses several components within the environment. The control environment provides the conditions for positive actions or behavior.

Positive actions and behaviors begin with establishing ethical behaviors and following the rules of a good code of ethics with the aim of creating a work environment that provides a sense of conduciveness and peace in the work environment.

Hypothesis

The hypothesis in this study is:

- a. H1: Job satisfaction, work stress and work environment have a simultaneous influence on employee loyalty.
- b. H2: Job satisfaction partially influences employee loyalty.
- c. H3: Work stress partially influences employee loyalty.
- d. H4: Work environment partially influences employee loyalty.

METHODOLOGY

This research is a survey conducted at PT Toloan on JL Bahari Pantoloan, PT. Metta Maju Perkasa (Temas Depot) on JL. Samudera Pantoloan and the Samas Container Depot on JL Trans Palu-Donggala, Central Sulawesi Province in April 2023. The types of data used in this study are quantitative and qualitative data. Data sources are primary and secondary data. Data collection techniques in this study are questionnaires, observation, interviews, literature studies, and documentation. The population in this study are employees at container depot companies in the Central Sulawesi region. The total number of employees at each container depot company in the Central Sulawesi region can be seen in the following table:

Table 1. Population List

No.	Company	Number of employees
1.	PT. Toloan	20 people
2.	Samas Container Depot	21 people
3.	PT. Metta Maju Perkasa (Temas Depot)	16 people
Total		57 people

Source: Container depot companies in Central Sulawesi, 2023

The sampling technique used is a saturated sampling technique where all the populations in this study will also be samples in this study, so that the sample totals 57 people.

RESEARCH RESULTS

Validity Test

Validity testing is used to determine whether a questionnaire is valid or not. A questionnaire is considered valid if its statements accurately convey the purpose of what is being measured in the study.

Job Satisfaction (X1)

This study examines the job satisfaction variable, which consists of 10 statements derived from five indicators. All statements used in this variable are considered valid because the correlation coefficient (r-count) is greater than 0.30.

Job Stress (X2)

This study uses a work stress variable with 10 statements derived from 5 indicators. All statements used in this variable are considered valid because the correlation coefficient (r-count) is greater than 0.30, or can be said to be greater than the (r-crisis) value.

Work Environment (X3)

This study uses 16 statements from eight indicators for the work environment variable. All statements used in this variable are considered valid because the correlation coefficient (r-count) is greater than 0.30, or can be said to be greater than the (r-crisis) value.

Employee Loyalty (Y)

This study examines the employee loyalty variable, which consists of eight statements derived from four indicators. All statements used in this variable are considered valid because the correlation coefficient (r-count) is greater than 0.30, or can be said to be greater than the (r-crisis) value.

Reliability Test

This reliability test was conducted on questionnaire items that had previously been declared valid by examining the Cronbach's Alpha value. A variable is considered reliable if its Cronbach's Alpha value is >0.60 (Ghozali, 2006). In this study, the reliability test was conducted using SPSS for Windows version 25.0.0. The results of the reliability test for each variables, Cronbach Alpha value of each variable, namely job satisfaction (X1), work stress (X2), work environment (X3) and employee loyalty (Y) is greater than 0.60, so on this basis it can be stated that all variables in this study are said to be reliable.

Data Transformation Results

The next step after conducting validity and reliability tests is data transformation. This research used the Method of Successive Intervals (MSI). This transformation aimed to increase the measurement level from an ordinal scale to an interval scale using Microsoft Excel 2010.

Classical Assumption Test Results

Normality Test

The results of the normality test in this study can be seen in the image below:

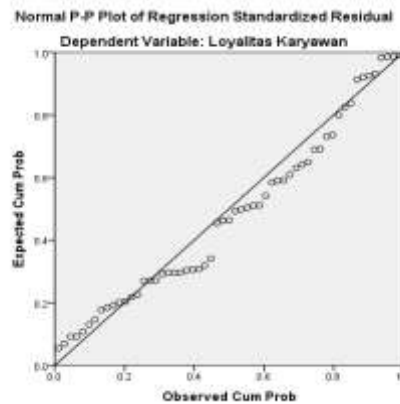


Figure 1. Normality Test Results Image
 Source: SPSS for Windows version 25, 2023 output

Judging from the image above, the data is spread around the line and follows the direction of the diagonal line, so it can be interpreted that the data shows a normal distribution pattern and has met the assumption of normality.

Multicollinearity Test

According to Imam Ghozali (2006), multicollinearity can be identified when the tolerance value is less than 0.10 or the Variance Inflation Factor (VIF) value is greater than 10. Based on the results of the multicollinearity test conducted using IBM SPSS Statistics, it was found that each variable had a tolerance value greater than 0.10 and a VIF value lower than 10. Therefore, it can be concluded that there is no correlation among the independent variables.

Table 8. Multicollinearity Test Results

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Job satisfaction	.954	1,049
	Work Stress	.937	1,067
	Work environment	.918	1,090

a. Dependent Variable: Employee Loyalty

Source: Output of SPSS for Windows version 25.0, 2023

Heteroscedasticity Test

The heteroscedasticity test was conducted in this study by observing the scatterplot graph between the independent and dependent variables using the SPSS for Windows version 25.0 program. The heteroscedasticity test in this study can be seen as follows.

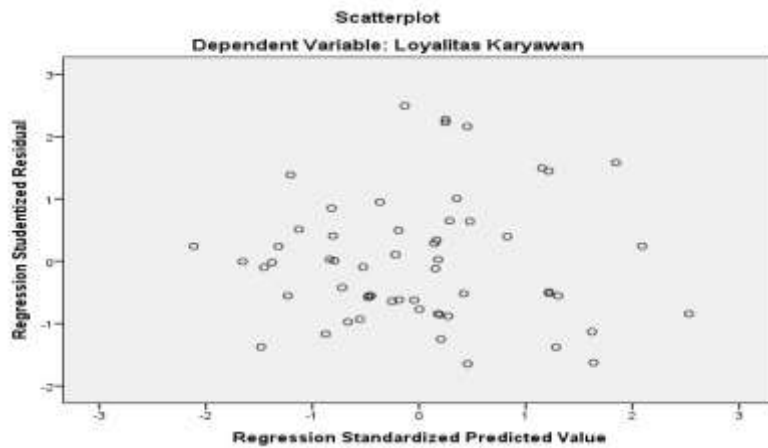


Figure 2 Heteroscedasticity Test Results
 Source: Output of SPSS for Windows version 25.0, 2013

From the image above, it can be seen that the dots are randomly and evenly distributed both above and below the number 0 on the y-axis. This indicates that there is no heteroscedasticity in this study.

Descriptive Statistical Analysis

Descriptive statistics in this study were conducted by examining the mean, maximum, minimum, and standard deviation values. The results of the descriptive statistics in this study are as follows:

Table 9 Descriptive Statistical Test Results
DeScripting Statistics

	N	Minimum	Maximum	Mean	Standard Deviation
Job satisfaction	57	24.00	49.00	39.4561	3.65997
Work Stress	57	24.00	41.00	33.7719	4.06649
Work environment	57	54.00	75.00	62.6842	4.78524
Employee Loyalty	57	28.00	40.00	33.9123	2.83650
Valid (listwise)	N 57				

Source: SPSS for Windows version 25.0, 2023 output

The table above explains that the number of N data in this study was 57 respondents, employees of container depot companies in the Central Sulawesi region. Based on the table, the employee loyalty variable in this study obtained a mean value of 33.9123. The minimum value of the employee loyalty variable was 28.00 and the maximum value was 40.00, and the value of the employee loyalty standard deviation was 2.83650.

The minimum value of the job satisfaction variable is 24.00 and the maximum value is 49.00. The mean value of the job satisfaction variable in this study is 39.4561, which means that the level of job satisfaction of respondents in this study is quite high, and the standard deviation of this variable has a value of 3.65997. The minimum value of the work stress variable is 24.00 and the

maximum value is 41.00. The mean value of the work stress variable in this study is 33.7719, which means that the level of work stress of respondents in this study is quite high, and the standard deviation of this variable has a value of 4.06649. The minimum value of the work environment variable is 54.00 and the maximum value is 75.00. The mean value of the work environment variable in this study is 62.6842, which means that the level of satisfaction of respondents with their work environment is quite high, and the standard deviation of this variable has a value of 4.78524.

Multiple Linear Regression Analysis

The output results of multiple linear regression with the help of the SPSS for Windows version 25.0 program are as follows:

Table 10. Multiple Linear Regression Analysis Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,960	6,355		1,410	.164
Job satisfaction	.165	.114	.184	1,444	.155
Work Stress	-.027	.121	-.029	-.223	.824
Work environment	.209	.080	.342	2,625	.011

a. Dependent Variable: Employee Loyalty

Constant = 8.960 F_{calculated} = 3.779

Multiple -R = 0.420 sig. F = 0.016 Adjusted R

Square = 0.130

Source: Data processed by researchers, 2023

Based on the table data above, the regression coefficient values obtained from a multiple linear regression analysis result will then be formulated into the following multiple linear regression equation model:

$$Y = 8.960 + 0.165 - 0.027 + 0.209 + e$$

Hypothesis Testing Results

f test

The results of the f-statistical test in this study can be seen in the Analysis of Variance (ANOVA) table. The following are the results of the f-test in this study.

Table 12. f Test Results
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1	159,348	3	53,116	3,779	.016b
Regression	745,013	53	14,057		
Residual					
Total	904,361	56			

- a. Dependent Variable: Employee Loyalty
 - b. Predictors: (Constant), Work Environment, Job Satisfaction, Job Stress
- Source: SPSS for Windows Version 25.0, 2023*

Based on the table above, it can be seen that the successful f-count value of the multiple linear regression model in this study is 3.779. This indicates that the f-count value of $3.779 > f\text{-table of } 2.78$ and has a significance level of $0.016 < 0.05$. Based on this, it can be concluded that job satisfaction, job stress, and work environment simultaneously have a positive and significant influence on employee loyalty so that the first hypothesis in this study can be accepted.

t-test

The t-statistic test is used to determine whether each independent variable has a partial effect on the dependent variable. If the calculated t-value is less than the t-table value and produces a significance value greater than 0.05, this indicates that the independent variable does not significantly influence the dependent variable. The following are the results of the t-test in this study:

Table 13. t-Test Results
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,960	6,355		1,410	.164
Job satisfaction	.165	.114	.184	1,444	.155
Work Stress	-.027	.121	-.029	-.223	.824
Work environment	.209	.080	.342	2,625	.011

- a. Dependent Variable: Employee Loyalty
- Source: SPSS for Windows version 25.0, 2023 output*

Based on the results of the table regarding the t-statistic test above, there are three independent variables in this regression model which can be interpreted as follows:

1. The job satisfaction variable (X1) obtained a t-value of $1.444 < t\text{-table of } 2.00575$ and obtained a significance level value of $0.155 > 0.05$. Based on the test results, it can be concluded that the job satisfaction variable partially has no effect on employee loyalty. This means that the second hypothesis in this study is rejected.

2. The work stress variable (X2) obtained a t-test value of $-0.223 < t\text{-table } 2.00575$ and obtained a significance level value of $0.824 > 0.05$. Based on the test results, it can be concluded that the work stress variable partially has no effect on employee loyalty. This means that the third hypothesis is rejected.

3. The work environment variable (X3) obtained a t-value of $2.625 > t\text{-table of } 2.00575$ and obtained a significance level of $0.011 < 0.05$. Based on the test results, it can be concluded that the work environment variable partially influences employee loyalty. This means that the fourth hypothesis in this study is accepted.

Coefficient of Determination Test (R2)

Adjusted R Square value obtained was 0.130. This indicates that the variables of job satisfaction, work stress, and work environment are able to explain 13% of the variation in employee loyalty, while the remaining 87% is influenced by other factors not examined in this study. For more detailed information, see Table 14.

Table 14. Determination test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420a	.176	.130	3.74925

a. Predictors: (Constant), Work Environment, Job Satisfaction, Stress Work

b. Dependent Variable: Employee Loyalty

Source: Output of SPSS for Windows version 25.0, 2023

DISCUSSION

The Influence of Job Satisfaction, Job Stress and Work Environment on Employee Loyalty

Loyalty originates from the word "loyal," which means faithful. Fathoni (2006) defines employee loyalty as an action or behavior that advocates for the company by taking direct action against it, thereby demonstrating that the employee has played an active role in the company. Employee loyalty, broadly speaking, is related to the loyalty, devotion, and trust shown by employees to their employer. Based on the results of the study, which shows that job satisfaction, job stress, and the work environment simultaneously influence employee loyalty among container depot employees in the Central Sulawesi region. Job satisfaction, job stress, and the work environment support each other in every activity carried out by container depot employees in Central Sulawesi in increasing loyalty to the company. This explains that each statement regarding the variables is interrelated between the variables of job satisfaction, job stress, and the work environment on the employee loyalty variable. This means that the better the job satisfaction in the company, the better the work stress in the company and the better the employee satisfaction with their environment, which simultaneously can affect employee loyalty. This is in accordance with the theory put forward by Supriyono (2016). Therefore, the first hypothesis in this study, which states that job satisfaction, job stress, and the

work environment influence employee loyalty, can be accepted. This research is in line with research conducted by Pragusti and Hidayat (2023), which states that job satisfaction, job stress, and the work environment have a significant effect on employee loyalty.

The Influence of Job Satisfaction on Employee Loyalty

Job satisfaction emphasizes how someone feels about their current job. Mangkunegara (2017) stated that job satisfaction is a feeling related to a person's emotional state, whether supportive or not, and closely related to their work and personal circumstances. The results of this study indicate that job satisfaction has no partial effect on employee loyalty. This means that job satisfaction itself cannot provide encouragement or influence employee loyalty.

The results of the hypothesis testing in this study indicate that job satisfaction does not affect employee loyalty at a container depot company in Central Sulawesi. This can be seen from the results of the questionnaire distribution, where the majority of employees had inconsistent answers in answering the statements in the questionnaire. Employees at the company feel satisfied in their work because they feel the working relationship is good, and some of them feel dissatisfied in their work due to promotion issues within the company. Although not feeling satisfied in the company, the fact shows that there are still many employees who have worked for 6-10 years and even more than 10 years at the company. This explains that job satisfaction does not have an impact on employee loyalty.

According to Silverthron (Kosasih and Kurniawan, 2019), companies with employees with high levels of job satisfaction can reduce the likelihood of those employees leaving the company. This turnover rate is closely related to employee loyalty, as Hasibuan (2014) notes that employee loyalty to their work is a key component of employee loyalty. Therefore, based on these two expert opinions, it can be concluded that if employees experience job satisfaction, it will increase their loyalty. Based on the data obtained from the field, employees do not get satisfaction in their work due to the promotion factors that exist in the company which should reduce their loyalty to the company which results in employees not feeling at home working in the company. However, from the facts based on the data found that employee loyalty is still high, evidenced by the large number of employees with a fairly long work period of 6-10 years and >10 years. So it can be concluded that in this study the job satisfaction variable partially does not affect employee loyalty and does not agree with the expert statement above.

The results of this study are not in line with the theory put forward by Ajzen, (Jogiyanto: 2007) which explains that perceived behavioral control is a view or perception of an individual that is related to what is believed regarding the existence of support or obstacles in carrying out a behavior, so that it is not in line with individuals who can feel satisfied with the work they are currently doing, which can increase employee loyalty to the company where they work. This research is in line with research conducted by Citra (2019) entitled *The Influence of Leadership, Job Satisfaction and Motivation on Employee Loyalty*,

where partially the job satisfaction variable does not affect the employee loyalty variable.

The Influence of Job Stress on Employee Loyalty

The results of the hypothesis testing in this study indicate that work stress does not affect employee loyalty at a container depot company in Central Sulawesi. This can be seen from the results of the questionnaire distribution, where most employees had inconsistent answers in answering the statements in the questionnaire. This is in accordance with what they feel in the work they do. The results of the questionnaire distribution illustrate that most employees do not receive equal treatment in terms of career development at the company, which should result in an impact on employee dissatisfaction working at the company. However, the facts show that there are still many employees who have worked for 6-10 years and even more than 10 years at the company. This explains that work stress does not affect employee loyalty.

Robbins and Judge (2012) stated that the effects of work stress are closely related to behaviors that include changes in productivity, high employee turnover, which is closely related to loyalty, high absenteeism, and workplace accidents. Turnover rates, or the rate at which employees leave a company, are closely related to employee loyalty. As explained by Hasibuan (2014), employee loyalty to their work is one component of employee loyalty. So, from this expert's perspective, it means that if employees experience work stress, it will increase turnover, which is one of the factors of employee loyalty. Based on the data found in the field, employees experience work stress caused by work stress factors on career issues, but in fact, there are still many employees with a length of service of 6-10 years and >10 years. This has proven that employee loyalty is still quite high, which if referring to the two expert opinions above is no longer in line. So it can be concluded that work stress partially does not affect employee loyalty.

The findings of this study are inconsistent with the Theory of Planned Behavior, which explains that attitudes, subjective norms, and perceived behavioral control can influence an individual's behavioral intentions, including employee loyalty. This condition can be observed from the respondents' answers to the statement with the lowest mean score, where most respondents indicated that their current career would not end in the company. However, the results of this study support the research conducted by Urmila and Rayuwanto (2022) entitled *The Influence of Work Environment and Job Stress on Employee Loyalty with Employee Job Satisfaction as an Intervening Variable*, which found that the work stress variable partially had no significant effect on employee loyalty.

The Influence of Work Environment on Employee Loyalty

The work environment refers to all physical and non-physical conditions within the workplace that can create a sense of comfort, safety, tranquility, and well-being for employees. In general, the work environment includes everything surrounding employees while carrying out their duties. The findings of this study reveal that the work environment partially affects employee loyalty,

indicating that a supportive work environment can encourage and strengthen employees' loyalty toward the company. Based on the questionnaire results distributed to respondents, most employees at the container depot company in Central Sulawesi stated that practices such as shaking hands and greeting supervisors help establish positive working relationships. This condition reflects that the company has created a favorable work environment that motivates employees to contribute and maximize their abilities at work. When employees feel comfortable and valued in their workplace, their sense of loyalty toward the organization tends to increase.

This research aligns with the Theory of Planned Behavior, which states that perceived behavioral control, the way a person performs a specific action, will lead to an intention to perform another behavior based on the support of the previous behavior. A supportive work environment can foster employee loyalty. A supportive work environment fosters enthusiasm and persistence in work, which in turn fosters employee loyalty. This research is in line with research conducted by Giovanni and Ie (2022) entitled *The Influence of Work Environment and Job Satisfaction on Employee Loyalty in the Creative Industry*, where the study shows that work environment variables partially influence employee loyalty.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the analysis conducted regarding the influence of job satisfaction, work stress and work environment on employee loyalty at container depot companies in the Central Sulawesi region, the following conclusions can be drawn:

1. Job satisfaction, work stress and work environment simultaneously influence employee loyalty.
2. Job satisfaction partially had no effect on employee loyalty. Promotion rates among container depot employees in Central Sulawesi, who had not received equal promotion opportunities due to unclear regulations governing company promotions, resulted in job dissatisfaction among employees, which did not impact or influence employee loyalty.
3. Work stress has no partial impact on employee loyalty. Although the lack of equitable career development, which causes stress, does not impact employee loyalty levels among container depot employees in Central Sulawesi.
4. The work environment partially influences employee loyalty. Having a positive and inclusive work environment will encourage better relationships between employees and superiors, which will create a sense of openness and harmony in the work environment, which in turn can increase employee productivity and loyalty.

ADVANCED RESEARCH

Future research should include additional variables such as leadership, compensation, and career development, as well as use larger and more diverse samples to improve generalizability. It is also recommended to apply mixed

methods and examine moderating or mediating variables like organizational culture or employee engagement, along with longitudinal approaches to better understand changes in employee loyalty over time.

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