

# The Effect of Work Environment on Employee Loyalty with Work Stress as an Intervening Variable at Bella Vita Hotel - Kota Kupang

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## Abstract

The purpose of this study was to see how the work environment, work stress, and employee loyalty and how the relationship between these three variables at Bella Vita Hotel Kupang, because the researchers found that there was an increase in the level of employee absenteeism when the number of positive confirmed cases of covid-19 in Kupang City more and more. This study uses the Spearman rank correlation test analysis technique. It is known that the work environment has a positive relationship with employee loyalty as indicated by a sig(2-tailed) value of 0.041 and a correlation coefficient of 0.462 which means the better the work environment, the higher the employee loyalty, and on the contrary. Job stress has a negative relationship with employee loyalty as indicated by a sig(2-tailed) value of 0.042 and a correlation coefficient of -0.459 which means the higher the work stress, the lower the employee loyalty, and vice versa. While the work environment has no relationship with work stress, because based on the results of the correlation test, the value of sig(2-tailed) is 0.878 where this value is greater than 0.05.

*Keywords:* work environment; employee loyalty; job stress.

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## 1. Introduction

Human resources are the heart of all activities in a company or organization, because all actions can run well if the existing resources are appropriately managed. The success of a company or organization is not only determined by the form of a complete organizational structure. Still, it is also influenced by placing individuals in the correct position according to their abilities and expertise. All of these individuals are a form of work partner that determines the success or failure of activity within the company or organization.

A company can survive if, in all activities, it is supported by the employees' loyalty. Work loyalty is essential for each team member in the team member's company. Loyalty is an emotional thing. Team member loyalty is not only the ability of employees to complete their duties and obligations according to the job description but also how employees carry out their duties as optimally as possible to get the best results for the company. (Ardana et al., 2012) said that if employees have high loyalty, the continuity of team member performance will be more guaranteed from time to time.

In this study, the authors surveyed the Bella Vita Hotel, one of the hotels located in the heart of Kupang City, precisely on Jl. Moh Hatta No.36 Fontein Village, Kota Raja District. PT Bella Vita Hotel has been open since 2016. The choice of this hotel as the object of research is because the hotel is one of the business sectors that has been badly affected by the COVID-19 pandemic. During the past year, the COVID-19 pandemic has continued to plague and change the entire fabric of life, including the environment in which employees work. Undeniably, work stress is very likely to be experienced by employees due to the fear of contracting this virus in the workplace.

In addition, the background of this research is the team member absenteeism rate which looks constant from January to April 2020, which is 2%. However, from May to December 2020, there was an increase in absenteeism which was from 3% to 4%. This increase in absenteeism occurred when the number of positive confirmed cases of Covid-19 in

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Kupang City increased. For more details, see the table 1.

**Table 1.** Bella Vita Hotel Employee Attendance Rate in 2020

Month	Amount Employee	Number of working days Missing	Level Attendance (%)
January	21	15	2%
February	21	13	2%
March	21	16	2%
April	21	15	2%
May	20	20	3%
June	20	25	4%
July	20	18	3%
August	20	25	4%
September	20	20	3%
October	20	23	4%
November	20	21	4%
December	20	26	4%

(Source: *Bella Vita Hotel data processed, 2020*)

Even with the implementation of health protocols in the hotel work environment, employees' worries do not just disappear. They can make employees experience stress because every day, they not only interact with co-workers but are also faced with hotel guests to provide the best service. This is the primary reason the researchers used the variables of the work environment, work stress, and team member loyalty in this study to determine the work environment, work stress, and team member loyalty at Bella Vita Hotel Kupang and the relationship between these three variables during the covid-19 pandemic.

There are several previous studies on "The Relationship of Work Environment, Job Satisfaction and Employee Loyalty to Employees of the Production Division of PT. Kanisius Yogyakarta" performed by (Yovita & Dyah, 2014). Based on the results of these studies, the work environment has a positive and significant correlation to team member loyalty to employees of the production division of PT. Kanisius Yogyakarta. Meanwhile, research on "The Relationship Between Perceptions of Human Relations and Job Stress with Employee Loyalty" was conducted by (Retnaningsih, 2007). The study's results concluded that job stress and team member loyalty have a negative and significant relationship, which means that the higher the job stress, the lower the team member loyalty, and vice versa. There is another study on "The Relationship between Work Environment and Job Stress in Bank BRI Kanca Iskandar Muda Employees" conducted by (Sinulingga, 2019). The results of this study state that the work environment has a negative and significant relationship with work stress

## 2. Literature Review

### 2.1. Employee Loyalty

According to (Poerwopoespito et al., 2000), loyalty to work is reflected in the attitude of employees who devote their abilities and expertise, carry out tasks with responsibility, be honest at work, have good working relationships with superiors, have good cooperation with colleagues, discipline, maintain the company's image and loyalty to work for a longer time. (Hasibuan & Malayu, 2009) states loyalty is a loyalty reflected by employees' willingness to maintain and defend the organization inside and outside of work from undermining irresponsible people. According to (Siagian, 2010), loyalty is a tendency of employees not to move to another company because loyalty can affect the comfort of employees working for a company.

According to (Sopiah, 2008) the factors that affect team member loyalty are:

1. Personal factors include age, gender, education level, work experience, and personality.
2. Characteristics of the job, for example, the scope of the job, the challenges in the position, and the level of difficulty in the job.
3. Characteristics of the structure, such as the organization's size, the form of organization such as centralization or decentralization, the presence of trade unions, and the level of control the organization exerts over employees.
4. Work experience and work experience influence team members' loyalty to the organization. Employees who have only worked for a few years and employees who have worked in the organization for decades have different beliefs.

The causes of the decline in team member loyalty are three factors proposed by (Jusuf, 2010) which can be the cause of the decline in belief, namely:

1. Rational factors; the decline in team member loyalty refers to things that can be explained logically. Rational factors that cause the decrease in team member loyalty include salaries, bonuses, career paths, and the facilities provided by the company to employees.
2. Emotional Factors; decreased loyalty refers to problems involving feelings or self-expression. Emotional factors that cause a decrease in loyalty include work that is considered less challenging, a work environment that is not conducive, feelings of lack of confidence in the survival of the company, incompatibility of employees with leaders, work that is considered not prestigious, and the company's lack of appreciation for team member performance.
3. Personality Factors; personality factors as the cause of the decline in team member loyalty refers to matters concerning the personal nature of employees. Personality factors that cause the decrease in team member loyalty are the nature of being easily bored and the incompatibility of employees with the work culture in the company.

## 2.2. *Work Environment*

Sedarmayanti, (2012) states that the work environment is the whole of tools and materials faced by the surrounding environment where a person works, work methods, and work arrangements both as individuals and as groups. Nitisemito, (2009) the work environment is everything around the work and can affect a team member's carrying out the tasks assigned to him. Saydam, (2000) defines the work environment as the need for work infrastructure around employees who are carrying out work that can affect the implementation of the work itself. Sofyan, (2013) defines the work environment as everything around the team member that affects him in carrying out and completing the tasks assigned to him in an area.

Type of work environment is divided into physical and non-physical, (a) the physical work environment is everything around the workplace that can affect employees directly or indirectly (Sedarmayanti, 2012). The non-physical work environment is all conditions related to work relations, both with superiors and co-workers, as well as relationships with subordinates. Work Environment Indicators. The indicators of the work environment proposed by (Nitisemito, 2009) are as follows; (a) work atmosphere; the work atmosphere is a condition that exists around employees doing work that can affect the implementation of the work itself. This work atmosphere will include the workplace, facilities, work aids, cleanliness, lighting, tranquility including the working relationship between the people in the place. (b) Relationship with coworkers; relationships with co-workers are harmonious and without mutual intrigue among co-workers. One of the factors that can influence employees to stay in one organization is the balanced relationship between co-workers, (c) the relationship between subordinates and leaders; the relationship between employees and leaders is a good and harmonious relationship between employees and the workplace's leadership. A good and cooperative relationship with workplace leadership is an essential factor that can affect team member performance, (d) availability of work facilities; the equipment used to support the smooth running of work is intended to be complete/up-to-date. Although not new, the availability of full work facilities supports the working process.

## 2.3. *Work Stress*

Newstrom, (2007) defines work stress as a condition that affects a person's emotions, thought processes, and physical condition. Robbins & Stephen, (2006) defines job stress as a dynamic condition in which individuals face opportunities, constraints, or demands related to what is highly desired and whose outcomes are perceived as uncertain but essential. Stress denotes a dynamic condition in which an individual is confronted with an opportunity,

constraint, or demand associated with what is desired and whose outcome is perceived as uncertain.

Factors that can cause job stress, according to Robbins (1998), are as follows:

1) Environmental Factors

The work environment influences not only the design of the organizational structure but also the stress between workers and their organizations. Influential environmental factors include political uncertainty, an uncertain economic situation due to changes in the business world that increase team members' anxiety about the continuity of their work, and technological tension that requires workers to constantly update their abilities in operating specialized tools.

2) Organizational Factors

Pressures and demands made to avoid errors and complete work in a limited time, excessive work, excessive work demands, inattentive leaders, and uncomfortable coworkers are some examples of things that affect the presence or absence of stressors that cause work stress (Robbins, 2002). Robbin also added organizational factors categorized as follows; (a) job demands; these factors are related to work, including the design of the job (autonomy, job variety, organizational structure, organizational leadership, and organizational climate, (Munandar, 2008), (b) role demands. This factor relates to the pressure in the work environment felt by workers as a result of the Role played in the organization. Role factors that can also cause job stress are role ambiguity when workers feel that work is not clearly described and understood and do not know precisely what they are doing (Hadipoetro, 2014), (c) Interpersonal demands influence the stress that comes from other workers. Lack of social support from colleagues and low interpersonal relationships can cause job stress, especially for workers who need high social needs (Robbins & AJugde, 2009), (d) organizational structure. Factors that explain the different levels of the organization, the degree of rules and regulations, and how decisions will be made. Excessive rules and a lack of participation in decision-making can cause job stress for employees (Anoraga, 2009), (e) leadership; the organization provides a management style to the organization. Several parties can create an organizational climate that involves tension, fear, and anxiety (Munandar, 2008).

3) Individual factors

Individuals are mediators that can affect work stress. In general, individuals work 40 to 50 hours a week. Experiences and problems faced by individuals outside of working hours can affect the effectiveness of the work. Individual factors, such as family problems, economic problems, and individual personalities, can be a source of work stress (Munandar, 2008). Based on the background and theoretical studies that have been described previously, it can be seen that the hypotheses in this study include:

H1: Work environment has a positive effect on work stress

H2: Work Environment has a positive effect on Employee Loyalty

H3: Work stress has a positive effect on Employee Loyalty

H4: Job stress can mediate the influence of the work environment on team member loyalty.

Based on this explanation, this study aims to see how the relationship between the three variables is based on the framework presented in Figure 1.

### 3. Methods

This research uses a quantitative approach, and the type of research is descriptive analysis. This study's population is all Bella Vita Hotel Kupang employees, totaling 20 people. In this study, the saturated sampling technique was used because all population members were used as samples—data collection techniques by distributing questionnaires in the form of a Likert scale. The data testing technique used a validity test and questionnaire reliability test, followed by a multicollinearity test, heteroscedasticity test, autocorrelation test, and linearity test. The path analysis method was used to test the intervening variable's effect. Path analysis is an extension of multiple linear regression. Path analysis uses regression analysis to estimate causality between variables (causal models) that have been previously determined based on theory (Ghozali, 2009). The t-statistical test shows how far the influence of one independent variable is individually in explaining the variation of the dependent variable. The confidence level used is 95%, or a significant

level of 5% ( $\alpha = 0.05$ ). The method used is to look at the results of the t-test output using SPSS version 25.

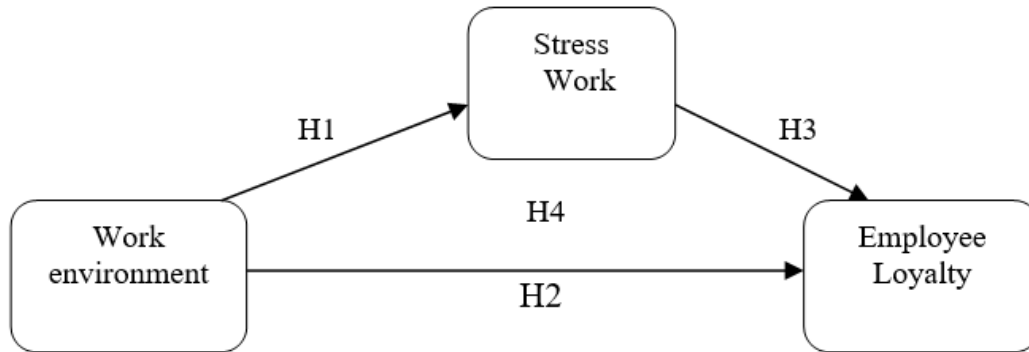


Figure 1. Framework of Study

## 4. Results and Discussion

### 4.1. Results

Characteristics of respondents in this study include gender, age, and years of service, which can be seen in the table 2.

Table 2. Gender Characteristics of Respondents

Gender	Frequency	Percentage(%)
Man	10	50
Woman	10	50
Total	20	100

Source: Primary Data Processed by the Author (2021)

#### 4.1.1. Descriptive Analysis

Table 3. Descriptive Analysis Results

	N	Minimum	Maximum	Mean	Std. Deviation
TLK	20	24	30	27.80	1.795
TSK	20	10	13	11.35	1.089
TLKA	20	24	28	25.15	1.268
Valid N (listwise)	20				

Source: Primary Data Processed by the Author (2021)

From the results of table 3, it is known that the number of sample data in this study was 20 respondents. The Work Environment Variable (TLK) has a data sample of 20 data with a minimum sample value of 24 found at Bella Vita Hotel in Kupang City. Meanwhile, the maximum value for the Work Environment is 30. The average sample data for the Work Environment is 27.80, with a Standard Deviation of 1.795. The Employee Loyalty (LKA) variable shows that the sample data is 20, and the sample data's minimum value is -24. Meanwhile, the maximum sample data value on the Employee Loyalty (LKA) variable is 28. The average sample data for the Employee Loyalty variable is 25.15, with a standard deviation of 1.268. The work stress variable (TSK) shows that the sample data is 20 sample data with

a minimum data value of 10. At the same time, the maximum value for the work stress variable is 13. The average work stress variable sample data (TSK) is 11.35, with a standard deviation of 1,089.

#### 4.1.2. Normality Test

Based on the Kolmogorov-Smirnov test in table 4, the statistical test value is 0.172 with a probability of  $0.122 > 0.05$ ; this indicates that the structural data 1 in this study is usually distributed.

**Table 4.** Normality Test Results Kolmogorov-Smirnov Test on Structural 1 (TSK & TLK to TLKA)

		Unstandardized Residual	
N		20	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	.97446234	
Most Extreme Differences	Absolute	.172	
	Positive	.123	
	Negative	-.172	
Test Statistic		.172	
Asymp. Sig. (2-tailed)		.122 <sup>c</sup>	
Monte Carlo Sig. (2-tailed)	Sig.	.535 <sup>d</sup>	
	99% Confidence Interval	Lower Bound	.523
		Upper Bound	.548

Source: Primary Data Processed by the Author (2021)

**Table 5.** Normality Test Results Kolmogorov-Smirnov Test on Structural 2 (TLK to TSK)

		Unstandardized Residual	
N		20	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	1.08841193	
Most Extreme Differences	Absolute	.206	
	Positive	.206	
	Negative	-.130	
Test Statistic		.206	
Asymp. Sig. (2-tailed)		.026 <sup>c</sup>	
Monte Carlo Sig. (2-tailed)	Sig.	.320 <sup>d</sup>	
	99% Confidence Interval	Lower Bound	.307
		Upper Bound	.332

Source: Primary Data Processed by the Author (2021)

Based on the Kolmogorov-Smirnov test in table 5, the statistical test value is 0.206 with a probability of  $0.026 > 0.05$ ; this shows that the structural data 2 in this study are typically distributed.

#### 4.1.3. Multicollinearity Test

Table 6 shows the VIF results of  $1.002 < 10$ , so it can be concluded that there is no multi-correlation between the Work Environment variables and Work Stress.

Table 7 shows the results with a significance  $> 0.05$ , meaning there is no heteroscedasticity in 1<sup>st</sup> structural. Work environment variable has a significance value of  $0.05 = 0.05$  and the work stress variable has a significance value of  $0.857 > 0.05$ .

**Table 6.** Collinearity Statistics Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	20.964	4.509		4.649	.000		
TLK	.341	.132	.482	2.585	.019	.998	1.002
TSK	-.466	.217	-.400	-2.145	.047	.998	1.002

a. Dependent Variable: TLKA

Source: Primary Data Processed by the Author (2021)

**Table 7.** Structural Glacier 1 Test Results (TSK & TLK to TLKA)

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	-5.774	2.358		-2.449	.025	
TLK	.225	.069	.621	3.260	.005	
TSK	.021	.114	.035	.182	.857	

Source: Primary Data Processed by the Author (2021)

**Table 8.** Structural Glacier Test Results 2 (TLK to TSK)

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	1.592	1.983		.803	.433	
TLK	-.024	.071	-.080	-.340	.738	

Source: Primary Data Processed by the Author (2021)

The results of the geysers test table in table 8 show a significance value > 0.05, namely 0.738 or 0.05 < 0.738. It can be said that there is no heteroscedasticity in 1<sup>st</sup> structural.

#### 4.1.4. Autocorrelation Test

In table 9, the Asymp value is known. Sig. (2-tailed) of 0.457 > from 0.05, then in 1<sup>st</sup> structural, there is no autocorrelation symptom so that linear regression analysis can be continued.

In table 10, the Asymp value is known. Sig. (2-tailed) of 1,000 > from 0.05, then in 2<sup>nd</sup> structural, there is no autocorrelation symptom, so that the linear regression analysis can be continued.

**Table 9.** Autocorrelation Test Results with Run Test on 1<sup>st</sup> Structure

	Unstandardized Residual
Test Value <sup>a</sup>	.15296
Cases < Test Value	9
Cases >= Test Value	11
Total Cases	20
Number of Runs	13
Z	.743
Asymp. Sig. (2-tailed)	.457

Source: Primary Data Processed by the Author (2021)

**Table 10.** Autocorrelation Test Results with Run Test on 2<sup>nd</sup> Structure

Runs Test	
	Unstandardized Residual
Test Value <sup>a</sup>	-.30556
Cases < Test Value	10
Cases >= Test Value	10
Total Cases	20
Number of Runs	11
Z	.000
Asymp. Sig. (2-tailed)	1.000

a. Median

Source: Primary Data Processed by the Author (2021)

#### 4.1.5. Linearity Test

**Table 11.** Linearity Test Results (Lagrange Multiplier) on 1<sup>st</sup> Structural

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.043 <sup>a</sup>	.002	-.054	1.118

From table 11, the R Square value is 0.002 with a sample of 20 data (n = 20) and the results are  $C2 = n \times R^2$ ,  $20 \times 0.002 = 0.04$ . By looking at table C2 of 30.14, it can be concluded that  $0.04 < 30.14$  or  $C2 \text{ count} < C2 \text{ table}$ . It can be said that 1<sup>st</sup> structural has a linear model.

**Table 12.** Linearity Test Results (Lagrange Multiplier) on 2<sup>nd</sup> Structural

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640 <sup>a</sup>	.409	.340	1.030

Source: Primary Data Processed by the Author (2021)

From table 12, the R Square value is 0.409 with a sample of 20 data ( $n = 20$ ) and the results obtained are  $C2 = n \times R2$ ,  $20 \times 0.409 = 8.18$ . By looking at table C2 of 28.87 it can be concluded that  $8, 18 < 28.87$  or  $C2 \text{ count} < C2 \text{ table}$ . It can be said that 2<sup>nd</sup> structural has a linear model.

4.1.6. Hypothesis Test (t-Test)

Based on the results on table 12, the calculated t value for the work environment variable is -0.183 while the t table at the fundamental level = 0.05 with degrees of freedom ( $df = 20 - 1 = 19$ ), resulting in a t table of 0.688. The results show that  $t \text{ count} < t \text{ table}$  ( $-0.183 < 0.688$ ) then H1 is rejected with a significance value  $> 0.05$  ( $0.857 > 0.05$ ) meaning that the work environment has no positive and insignificant effect on work stress.

**Table 13.** Partial Test of the Effect of Work Environment on Work Stress

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.077	3.982		3.033	.007
	TLK	-.026	.143	-.043	-.183	.857

a. Dependent Variable: TSK

**Table 14.** Partial Test of the Effect of Work Environment and Work Stress on Employee Loyalty

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.964	4.509		4.649	.000
	TSK	-.466	.217	-.400	-2.145	.047
	TLK	.341	.132	.482	2.585	.019

a. Dependent Variable: TLKA

*The Effect of Work Environment on Employee Loyalty*

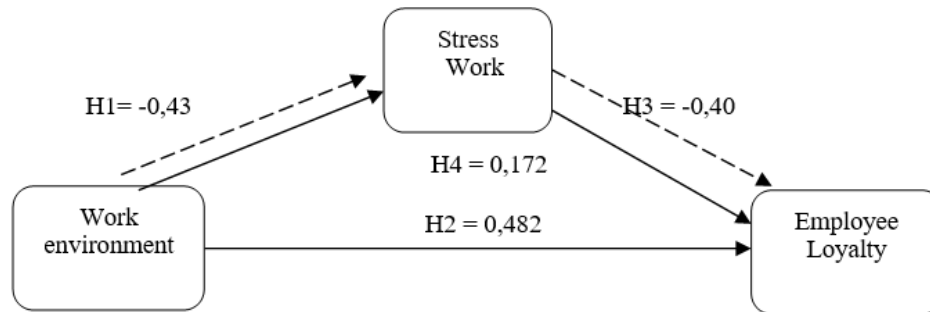
Based on table 14, the calculated t value for the work environment variable on team member loyalty is 2.585, while the t table at the fundamental level = 0.05 with degrees of freedom ( $df = 20 - 2 = 18$ ), resulting in a t table of 0.688. The results show that  $t \text{ arithmetic} > t \text{ table}$  ( $2.585 > 0.688$ ) then H2 is accepted with a significance value  $> 0.05$  ( $0.019 > 0.05$ ), meaning that the work environment has a significant positive effect on team member loyalty.

*The Effect of Job Stress on Employee Loyalty*

The results on table 14, the calculated t value for the work stress variable on job loyalty is -2.145 while the t table at the fundamental level = 0.05 with degrees of freedom ( $df = 20 - 2 = 18$ ), resulting in a t table of 0.688. The results show that  $t \text{ count} < t \text{ table}$  ( $-2.145 < 0.688$ ) then H3 is rejected with a significance value  $> 0.05$  ( $0.047 > 0.05$ ), meaning that the level of team member work stress does not have a significant positive effect on team member loyalty to the company.

4.1.7. Path Analysis

Based on figure 2, there are results that the work stress variable can mediate the relationship between work environment variables and team member loyalty because the development of the multiplication of the indirect effect is smaller than the result of the direct influence, namely  $0.172 > 0.482$ . And to test whether the mediating variable is significant, the Sobel test has been carried out with the results that the t-count value is -0.1816953 and the t-table value is 0.688 with a df of 18 and a significance level of 0.05. Then the results obtained  $t \text{ arithmetic} < t \text{ table}$  or  $-0.18136953 < 0.688$ , meaning it is insignificant. It can be concluded that work stress cannot mediate the effect of the work environment on team member loyalty, but it is not significant.



**Figure 2.** Path Analysis

## 5. Conclusions, Limitations, and Suggestions

### 5.1. Conclusions

From the results of research conducted through preliminary analysis and further analysis, conclusions can be drawn in accordance with the research problems that have been formulated as follows:

- The work environment during the covid-19 pandemic at Bella Vita Hotel Kupang is in the very good category.
- Work stress experienced by employees during the COVID-19 pandemic at Bella Vita Hotel Kupang is in the fairly high category.
- Employee loyalty during the covid-19 pandemic at Bella Vita Hotel Kupang is in the good category.
- There is a positive relationship between the work environment and employee loyalty during the COVID-19 pandemic at Bella Vita Hotel Kupang.
- There is a negative relationship between work stress and employee loyalty during the COVID-19 pandemic at Bella Vita Hotel Kupang.
- There is no relationship between the work environment and work stress during the COVID-19 pandemic at Bella Vita Hotel Kupang.

### 5.2. Limitations and Suggestions

Through this research, the author conveys several suggestions that might help Bella Vita Hotel to serve as input, namely as follows:

- Through research results which show that the work environment at Bella Vita Hotel Kupang is in a very good category, and it can be seen that all indicators of the work environment get a good response. This needs to be maintained, even improved so that the working environment at this hotel can be maintained properly.
- Through research results which show that the work stress of employees at Bella Vita Hotel is in a fairly high category, it is necessary to pay attention so that the work stress experienced by employees is not getting higher, especially on the worry indicator, where many employees feel worried when doing work, work during a pandemic. This must be considered so as not to drag on with the work stress approach that has been described in the theoretical basis.
- The results of the study show that employee loyalty at Bella Vita Hotel Kupang is in a good category, so this needs to be maintained and even further improved, especially on the indicator of liking for work where there are still employees who are not so enthusiastic at work because of the pandemic. So that it can be sought so that employee loyalty can increase to the very good category in the future.
- The results of the research show that there is a positive relationship between the work environment and employee loyalty at Bella Vita Hotel Kupang, so the work environment that is already classified as very good at this hotel must be maintained, both the work atmosphere, relationships with colleagues, relationships between subordinates

- and leadership, and the availability of facilities so that employee loyalty remains good.
- e) The results of the study show that there is a negative relationship between work stress and employee loyalty at Bella Vita Hotel Kupang, so the work stress of employees who are classified as high enough at this hotel needs to be maintained and considered so that it does not increase, and even strive to reduce work stress, especially on the worry indicator, where many employees feel worried when doing work during the pandemic so that employee loyalty can increase. This can be done by means of overcoming work stress which has been described on the theoretical basis.
  - f) The results of the study show that the work environment has no relationship with work stress experienced by employees at Bella Vita Hotel, so a very good work environment must still be maintained and maintained, and work stress needs to be considered so that it does not increase.

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