The Effect of Employee Placement and Work Environment on Work Discipline Through Employee Loyalty as an Intervening Variable at Grand Zuri Dumai Hotel

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ARTICLE INFO	Abstract
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INTRODUCTION

The ability of a business to grow depends on the quality of human resources, therefore monitoring the quality of human resources is very important. Humans as resources and capital that form the basis of a business's ability to work. This asset provides manpower, talent, and innovation for organizations to demonstrate that employees are a key component in achieving company goals. In a sense, highly qualified personnel must have high work loyalty to ensure that the company's vision, mission, and goals can be achieved successfully and effectively. In addition, without the help of loyal, trustworthy, quality human resources, the business will not function properly and thrive.

Employees' commitment to their work is shown by the way they carry out their duties and obligations, apply their knowledge and skills, and act with integrity and discipline. With their loyalty attitude, employees are the most important component in business. Employees have a loyal attitude towards the most important company. This mentality is demonstrated by fostering a friendly and supportive work environment, upholding the company's reputation, and being willing to work hard over the long term. (Suhendar, 2016).

A qualified workforce is one that has the necessary talent, professionalism, and innovation, the level of intelligence, talent, physical quality, ethos (work spirit), personality traits, level of education, and work discipline are aspects that affect labor excellence. The foundation of rapid national development is quality human resources. Given that the majority of Indonesia's population has a low level of education, the quality of Indonesia's workforce can be inferred from its education system. Some analysts believe that the level of work ethic and discipline in the labor force is still quite low. (Akerina, Widagali et al., 2023).

Planning is necessary for all initiatives to develop a quality workforce with the ability to identify others who will work in the organization. The secret to effective personnel procurement is to put the right new employee or veteran employee in the right place. Creating excellent human resources is the first step because high levels of loyalty require planning in terms of selecting people who will fill open positions in a company. The hiring process is critical to recruiting qualified workers needed by the business as placement that fits the role will enable the business to fulfill its goals.(Ekonomi, 2020).

Employee placement is the process of assigning responsibilities and jobs to individuals who successfully complete the selection stage to ensure that it is carried out in accordance with the revised scope, and the individual can assume responsibility for all risks and outcomes that may arise from their duties, work, and authority in order to obtain progress in placing employees with the procedures and provisions of existing types of employees in the company.

(Ratnawati et al., 2016).

The method used by a company to place its employees is closely related to the evaluation of the individual's work history. Inappropriate placement can hinder the productivity of workers who are highly satisfied with their jobs, making them more likely to leave during their first month of employment. (Foster & Johnson, 2001).

The work environment is the place where workers carry out their routine tasks. A safe work environment will increase comfort and allow workers to perform at their best. Employees' emotions can be affected by the work environment. When an employee enjoys their work environment, they are more likely to stick around to complete their tasks, make the most of their time at work and, hopefully, produce high quality work. The physical space where people work as well as the interactions created between coworkers, superiors and subordinates are all considered part of the work environment. (Sulastri & Uriawan, 2020).

In Riau Province, precisely the city of Dumai is one of the industrial cities with international port potential that stands many large companies in Indonesia and is located on the beach with tourism development such as nature, culture and shopping. That is why the competition in the hotel business in the city of Dumai is increasing and demands the advantages and advantages of each hotel business, whether it is a hotel that has just opened or a hotel that has been long established, both compete with each other to meet company goals. It should be known together that one of the successes of a business engaged in hospitality services is the activity of the sale of rooms, food, drinks and the use of services in the hotel facility itself.

In creating the goals, vision and mission of the company, Grand Zuri Hotel strives to improve the quality of service to employees by providing a healthy physical and non-physical work environment with adequate facilities and accommodations. The existing work environment at Grand Zuri Dumai Hotel is conducive where every facility needed by employees is fulfilled, it's just that for non-physical environments such as relationships between employees must be given more attention by hotel managers because there are still some employees who are not close to each other with their coworkers so that each employee is required to mingle in order to create a more intertwined work atmosphere between fellow employees. All of this can be realized by positioning employees according to their skills and abilities because this of course triggers an attitude of loyalty in employees.

However, the facts found in the field that occur at the Grand Zuri Hotel are still lacking in the appropriate work placement system and this is also related to the work environment where employees carry out their daily activities at work so that

employees are less generous in doing their work and are not loyal to their work the company when there are difficult times faced by the company. It can be seen from the lack of discipline of employees when working can be caused by employee loyalty. In addition, the employee turnover rate is above 5%, and there are still employees who lack discipline seen from the attendance of employees who are still late for work above 7.58% and leave 14.61%.

If these problems are not resolved properly, it will affect the performance and achievement of the Grand Zuri Dumai Hotel in the future. Employee loyalty is a very important prospect for a company to realize its goals. Employee loyalty must be followed by a comparable placement system and a safe work environment so as to create enthusiasm at work because without a balance between the placement system, the work environment will be difficult to build a loyal employee attitude and have an effect on the difficulty of realizing company goals. So it is necessary to evaluate or improve the placement system and work environment applied to the Grand Zuri Dumai Hotel.

This research is supported by the theory that links employee placement with loyalty and work discipline. After selection in the human resource management (HRM) process is placement. (Purnomo et al., 2023). If the workforce is positioned in the appropriate place, they will be comfortable in carrying out their duties and will develop a loyal attitude towards the company. employee placement can increase employee growth, loyalty, and productivity by strengthening employee morale. The research is supported by the theory that connects According to Sedamaryanti (2001), a good or appropriate work environment is a work environment that allows employees to carry out their duties optimally, healthily, safely, and comfortably so as to encourage the individuals concerned to be loyal to the organization.

The author's motivation in conducting research "The Effect of Employee Placement and Work Environment on Work Discipline Through Employee Loyalty as an Intervening Variable at Grand Zuri Dumai Hotel" is revealed from the background given.

LITERATURE REVIEW
Employee Placement

The act of placing a new employee who has successfully passed the selection stage in a role/position that demands and assigns responsibility to the individual is known as placement. (Parashakti & Setiawan, 2019). In its simplest form, placement refers to the process of reassigning workers to new jobs or responsibilities. The first assignment given to a new employee may be a promotion, transfer, demotion, or even dismissal. Allocating employees to positions suited to their skills and abilities or reassigning people to new positions is a labor placement practice. (Werdani et al., 2020). Employee placement is a process of

assigning responsibilities and positions to workers who have successfully completed the selection stage and are able to accept responsibility for the risks and any potential results associated with their responsibilities, work, and authority. Every employee is given the same freedom to choose a job, apply for a job, or change their mind, as well as the same possibility to live a decent life both domestically and abroad. Placement of employees is done without distinction and is based on the principles of open, free, fair, and equal. (Santoso et al., 2022).

Employee placement as a task carried out to position or allocate an employee in accordance with the requirements needed in the job and the roles that exist in the organization in the company in his book entitled "Human Resource Management". Resources." There are several indicators of employee placement itself, including education, work knowledge, work skills, work experience and age factors. (Purnomo et al., 2023).

Work Environment

The work environment is an element that can have a direct and indirect influence on the organization or company by providing good or bad impact on employee performance which also affects employee job satisfaction. While the work environment is a place where employees are active in working.(Ronal & Hotlin, 2019).

The definition of work environment is also conveyed by (Nitisemito. 2000; Schultz.2006) where the work environment is a condition that connects employees with psycho-gic changes. In addition, the work environment can be in the form of tools and tools that employees will face while working such as methods of working and work arrangements carried out individually or in groups.

The work environment consists of two dimensions, each of which has its own indicators, namely the first Physical Work Environment, related to the place to do physical work, with indicators in the form of a good workplace building, the availability of work equipment and having facilities and infrastructure. The second dimension of the Non-Physical Work Environment, relates to the working relationships that occur between employees, with indicators of employee relations with the same level of position, the relationship between superiors and subordinates and the establishment of cooperative relationships. (Santoso et al., 2022).

Work Discipline

Work discipline is a communication tool used by companies to control and change employee behavior and efforts to increase the willingness and awareness of employees to obey all norms and regulations that apply to the company. The mental attitude and actions of employees will be reflected in their work discipline, both groups and individuals. The rules that employees must obey have been set by the government or laws, norms and rules that apply in the company. (Santoso et

al., 2022). In addition, maintaining work discipline includes personal attitudes, such as accepting, respecting, and following all the rules that exist in the company both written and unwritten, where employees agree to follow and not avoid when given sanctions (Gunawan & Ropikoh, 2022).

Work discipline has an attitude that must be managed by the company, namely the first Time discipline, can be seen from the behavior and attitudes of employees who show compliance with working hours, such as the presence and obedience of employees during working hours by doing work on time and correctly. Second, regulatory discipline here leads to rules and regulations, both written and unwritten. Regulatory discipline can be realized properly if employees have a loyal attitude to the company because if employees are loyal it will lead to compliance with self-awareness to be disciplined at work. and third, Discipline of responsibility is evidence of employees' ability to carry out work obediently and accept all the consequences of work or sanctions, such as employees can maintain all facilities provided by the company (Khiki, 2015).

Employee Loyalty

Work loyalty or employee loyalty is something that companies use in assessing employees, such as the loyal attitude of employees towards their work, be it jabatatn or company. The loyal attitude of employees can be seen from the ready or loyal attitude of employees in maintaining the good name of the company and staying with the company in any condition (Qasanah, 2020). Muhyadi (1989) explains that loyalty is the desire of employees to sacrifice for the company and be willing to supervise themselves and their desire to show themselves.

In addition, Streers and Porter (1983) have an opinion that loyalty consists of two types, the first is the employee's tendency towards his work environment by showing an attitude of wanting to work and try well, then the second employee has a tendency to behave towards the company such as loyal employees in choosing to stay with the company without making mistakes that burden the company. Employee loyalty to the company can lead to an attitude of responsibility and enthusiasm in doing work or it can be said that the mental attitude of employees is shown by being in the company (Dewi & Frianto, 2013).

The dimensions of loyalty that exist in employees are explained by Triana Sari (2005) based on how employees do their jobs as follows, Obeying the rules with two indicators, namely Complying with all applicable regulations and Obeying orders given by superiors. Second Responsibility with two indicators, namely Can complete tasks on time and Ready to accept the consequences of work risks. Third Willingness to cooperate with two indicators, namely The existence of working relationships between employees and The existence of team spirit at work. Fourth Sense of belonging with two indicators The existence of an attitude of maintaining company performance and the existence of an attitude of responsibility for company performance. Fifth Interpersonal relationships with two indicators The existence of social relationships between employees and The existence of harmonious relationships between superiors and subordinates. Sixth Liking for work with indicators Pleasure in doing work and Prioritizing work over others.

METHOD

This research utilizes a quantitative descriptive research methodology. The aim is to describe or illustrate a scenario in which numbers are used objectively, starting from the data collection stage to the discovery, display and results of the data. By strengthening the researcher's analysis in drawing conclusions from the research results and using literature studies as support, descriptive research with quantitative methods aims to clarify the scenario to be studied.

This research will be conducted in Dumai city, with the research subject at Grand Zuri Dumai Hotel which is located at Jl. Jenderal Sudirman No. 88, Bintan, Kec. Kota Dumai, Dumai City, Riau 28812. The Grand Zuri Dumai Hotel location was chosen because it uses a placement system and work environment to maintain staff loyalty as evidenced by the level of discipline. In addition, Grand Zuri Dumai Hotel is a 4 (four) star hotel that has been operating for a long time and has extensive experience in human resource management.

This study uses primary data in the form of questionnaires and secondary data in the form of data obtained from HRD Grand Zuri Dumai Hotel using computer data. Researchers also use non-computer data such as books, journals, the internet, and other documents containing background information related to the research. The demographics and sample size of this study were 77 respondents using the complete sampling technique. The distribution of questionnaires to respondents was used as a data collection strategy, such as observation in the form of the researcher's ability to perceive and understand behavior or nonverbal communication. Quantitative descriptive method is used to analyze data describing the results of research from concrete data obtained from the results of respondents' questionnaires. Researchers can apply statistical computing to test the data in this study in the form of information using To assess the relationship between variables, use a structural equation model (SEM) or structural equation model using the PLS (Partial Least Squares) tool, as shown below. The Measurement Model (Outer Model) is evaluated, the Structural Model (Inner Model) is evaluated, and the hypothesis is tested.

RESULTS

Measurement Model Evaluation (Outer Model)

In this study, the variables of employee placement, work environment, work discipline, and employee loyalty were measured reflectively using the reflective measurement paradigm. At this stage, the author creates an initial research model in accordance with the hypothesized model, then utilizes the SmartPLS 4 application to process the data In this step, the research design and research hypothesis analysis are determined. Figure 5.1 describes the data from the measurement model using SmartPLS 4.
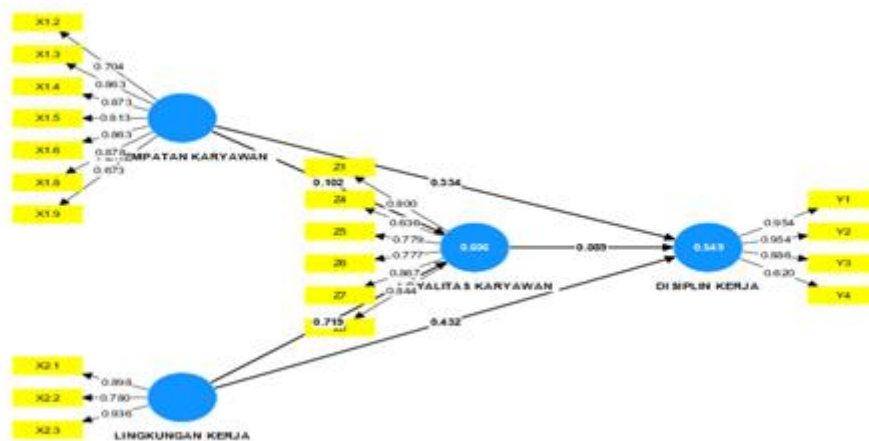
Picture1. Display of SmartPLS 4 Algorithm results

Source: SmartPLS 4 processed data (2023)

Uji Validitas Convergen

Consideration of convergent validity tests through loading factors can be a starting point for evaluating first-level measurement models. When the validation of a single variable is high or greater than 0.7 with the measured construct (Hair et al., 2021) or greater than 0.6 (Chin, 1998), the variable is said to be valid. However, a loading value > 0.5-0.6 is considered sufficient in the early stages of building a measurement scale (Putra & Aprianti, 2020). The outer loading value of each indicator for the research variables is shown in the table below along with the convergent validity test results.

Table 1. *Outer loading value*

Measurement items (1)	Work Discipline (2)	Work Environment (3)	Employee Loyalty (4)	Employee Placement (5)	Description (6)
X1.2				0.704	Valid
X1.3				0.863	Valid
X1.4				0.873	Valid
X1.5				0.813	Valid
X1.6				0.863	Valid
X1.8				0.878	Valid
X1.9				0.673	Valid
X2.1		0.898			Valid
X2.2		0.780			Valid
X2.3		0.936			Valid
Y1	0.954				Valid
Y2	0.954				Valid
Y3	0.886				Valid
Y4	0.620				Valid
Z1			0.800		Valid
Z4			0.636		Valid
Z5			0.779		Valid
Z6			0.777		Valid

Measurement items (1)	Work Discipline (2)	Work Environment (3)	Employee Loyalty (4)	Employee Placement (5)	Description (6)
Z7			0.867		Valid
Z8			0.844		Valid

Source: Processed data SmartPLS 4 (2023)

All items or indicators have an outer loading value of> 0.6, as seen from the outer loading value of table 1. Therefore, it is said that all items or indicators are valid in terms of item validity based on the validity of outer loading.

Table 2. *Average Variance Extracted* (AVE)

	Average Variance Extracted **(AVE)**
Work Discipline	0.748
Work Environment	0.764
Employee Loyalty	0.620
Employee Placement	0.661

Source: Processed data SmartPLS 4 (2023)

The results of the estimated AVE value obtained for employee placement with a value of 0.661, work environment 0.764 work discipline 0.748 and employee loyalty 0.620. This indicates that the AVE value has exceeded the value limit of> 0.5 and shows that more than half of the average variance of the indicator variance can be explained by only one latent variable. As a result, the research constructs have good convergent value confirmation.

Discriminant Validity Test

The evaluation of this section explains the results of the discriminant validity test with the cross loading score used in the discriminant validity test. Indicators that qualify for discriminant validity when the cross loading value of the indicator is higher than with other variables. The results of the discriminant validity test by comparing the correlation value between indicators. The cross loading value of each indicator is listed in table 3 data.

Table 3. Value *Cross Loading*

Measurement Item (1)	Work Discipline (2)	Work Environment (3)	Employee Loyalty (4)	Employee Placement (5)	Description (6)
X1.2	0.224	0.464	0.400	**0.704**	*Valid*
X1.3	0.636	0.457	0.359	**0.863**	*Valid*
X1.4	0.622	0.462	0.303	**0.873**	*Valid*
X1.5	0.406	0.561	0.371	**0.813**	*Valid*
X1.6	0.347	0.307	0.447	**0.863**	*Valid*
X1.8	0.621	0.557	0.573	**0.878**	*Valid*
X1.9	0.452	0.218	0.303	**0.673**	*Valid*
X2.1	0.754	**0.898**	0.844	0.527	*Valid*
X2.2	0.420	**0.780**	0.468	0.513	*Valid*
X2.3	0.523	**0.936**	0.622	0.371	*Valid*
Y1	**0.954**	0.685	0.594	0.666	*Valid*
Y2	**0.954**	0.685	0.594	0.666	*Valid*
Y3	**0.886**	0.556	0.482	0.379	*Valid*
Y4	**0.620**	0.331	0.268	0.259	*Valid*
Z1	0.478	0.648	**0.800**	0.342	*Valid*
Z4	0.333	0.408	**0.636**	0.331	*Valid*
Z5	0.349	0.491	**0.779**	0.345	*Valid*
Z6	0.373	0.552	**0.777**	0.380	*Valid*

Measurement Item (1)	Work Discipline (2)	Work Environment (3)	Employee Loyalty (4)	Employee Placement (5)	Description (6)
Z7	0.708	0.827	**0.867**	0.535	*Valid*
Z8	0.374	0.586	**0.844**	0.310	*Valid*

Source: Processed data SmartPLS 4 (2023)

All these indicators, in table 3, show discriminant validity. Employees and work environment are placed as independent variables, and their loading values exceed >0.5. The table also shows that employee placement, work environment, work discipline and employee loyalty are all independent variables has a higher connection value than other variables. This shows that each indicator in employee placement and work environment meets the discriminant validity criteria.

The Fornell-Larcker criterion is Comparing the squared AVE and latent vertical correlation is another way to evaluate discriminant validity. (Fornell, 1981). If the square root of the AVE along the diagonal line shows a higher correlation between one construct and another, then discriminant validity is said to be good.

Table 4. Criteria *Fornell-Larcker*

	Work Discipline	Work Environment	Employee Loyalty	Employee Placement
Work Discipline	**0.865**			
Work Environment	0.680	**0.874**		
Employee Loyalty	0.586	0.774	**0.787**	
Employee Placement	0.609	0.538	0.489	**0.813**

Source: Processed data SmartPLS 4 (2023)

Table 4, shows that there is a higher correlation between one construct and another based on the square root value of AVE along the diagonal line, which indicates that the construct has good validity and can be relied upon to produce accurate and comprehensive research findings.

Reliability Test

After conducting the validity test, the reliability test is evaluated to show the accuracy and consistency of the measuring instrument when making measurements. This test evaluates the composite reliability of the outer model and Cronbach's alpha, two metrics used to estimate the reliability of latent variable constructs. A construct can be considered reliable if it has a composite reliability value and Cronbach's alpha of more than 0.7 for confirmatory values, 0.6 - 0.7 is still acceptable, Ghozali & Latan (2015).

Table 5. Reliability Test Results

Variable	Cronbach's alpha	Composite reliability	Standard reliable	Description
Work Discipline	0.886	0.920	> 0,7	*Reliable*
Work Environment	0.850	0.906	> 0,7	*Reliable*
Employee Loyalty	0.877	0.907	> 0,7	*Reliable*
Employee Placement	0.913	0.931	> 0,7	*Reliable*

Source: processed data SmartPLS 4 (2023)

Based on the results of the measurement table, the composite reliable value of each construct has a value of > 0.7, which means that all constructs in the estimation model meet the discriminant reliability criteria. The optimal value for Cronbach's alpha is > 0.7 and the table shows that all variables have a value of more than 0.7 so that it can be said that this research model is reliable.

Structural Model Evaluation (Inner Model)

Determination Coefficient Test (*R- Square*)

In the evaluation of this test, the R-Square (R2) of the endogenous constructs is used to determine the explanatory power of the model or nomological validity. The R-Square (R2) figure illustrates how exogenous variables affect endogenous variables and how effectively the model predicts; the higher the value, the better the model.

Sarstedt et al. (2017) set an R-Square value of 0.75 as a strong model, 0.50 as a medium model, and 0.25 as a weak model. An R-Square value of 0.67 indicates a strong model, 0.33 a medium model, and 0.19 a weak model, according to Chin (1998) in Ghozali and Latan (2015). Adjusted R-Square is the R-Square value that has been adjusted for the standard error value. When

comparing the ability of exogenous constructs to explain endogenous constructs, the Adjusted R-Square

value provides a more complete picture than R-Square.

Table 6. Result Uji *R-Square* (R^2)

	R Square	R Square Adjusted
Work Discipline	0.549	0.530
Employee Loyalty	0.606	0.596

Source: Processed data SmartPLS 4 (2023)

Data table 6 Importance of Work Discipline 0.549 R-squared This shows that employee placement, work environment, and employee loyalty affect work discipline by 54.9%, while the remaining 45.1% is influenced by variables outside this study.As a result, the R-Square value of work discipline identifies a moderate model.

Employee loyalty has an R-Square value of 0.606 which indicates that employee placement, work environment, and work discipline have an effect of 60.6% on employee loyalty, while other variables not examined in this study have an effect of 39.4%. As a result, the R-Square value of employee loyalty identifies a good model.

Assumptions Inner Variance Inflation Factor (Inner VIF)

The absence of multicollinearity problems, specifically the presence of significant intercorrelations between latent variables, is an assumption or prerequisite for the inner model partial least squares analysis. Variance Inflation Factor (VIF) is used in SmartPLS 4 to assess collinearity. When two or more independent variables or exogenous constructs are highly correlated, this phenomenon is known as multicollinearity, which reduces the model's ability to make predictions (Sekaran and Bougie, 2016). It is necessary to use inner VIF to evaluate the multicollinearity of variables before the structural model is tested. There is no multicollinearity across factors affecting employee discipline/loyalty as the VIF (variance inflated factor) value is less than 5 (Sarstedt et al., 2017).

Table 7. Inner VIF

	Work Discipline	Employee Loyalty
Work Discipline		
Work Environment	2.721	1.408
Employee Loyalty	2.541	
Employee Placement	1.434	1.408

Source: Processed data SmartPLS 4(2023)

Based on the VIF value in table 7, it shows that the work environment on work discipline has a VIF value < 5, namely 2.721, so there is no multicollinearity problem, employee loyalty to work discipline has a VIF value < 5, namely 2.541, so there is no multicollinearity problem, employee placement on work discipline which has a VIF value < 5, namely 1.434, so there is no multicollinearity problem, work environment on employee loyalty which has a VIF value < 5, namely 1.408, so there is no multicollinearity problem, employee placement on employee loyalty which has a

VIF value < 5, namely 1. 408 then there is no multicollinearity problem.

Hypothesis Testing

This study has a hypothesis developed based on theoretical knowledge from several previous studies. With hypothesis testing using path analysis (SEM) and utilizing the PLS (explanatory research) approach method. The statistical value used to test the hypothesis uses a T-statistic value of 1.96 and a P-value <0.05, so the hypothesis can be accepted (Ghozali & Lattan, 2015).
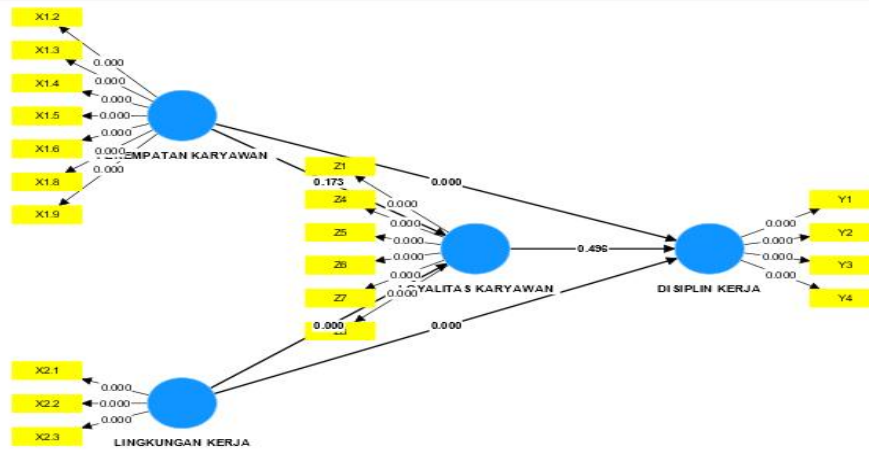
Picture2. *Bootstrapping*
Source: Processed data SmartPLS 4 (2023)

Direct Hypothesis Test *(direct Effect)*

The following table shows that to determine how much direct influence the independent variable has on the dependent, the direct path coefficient test is used.

Table 8. Hypothesis Test Results (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Description
Employee Placement -> Work Discipline	0.334	0.343	0.077	4.360	0.000	Accepted
Work Environment -> Work Discipline	0.432	0.418	0.114	3.776	0.000	Accepted
mployee Placement -> Employee Loyalty	0.102	0.110	0.075	1.363	0.173	Rejected
Work Environment -> Employee Loyalty	0.719	0.723	0.059	12.234	0.000	Accepted
Employee Loyalty -> Work Discipline	0.089	0.096	0.130	0.681	0.496	Rejected

Source: Processed Data SmartPLS 4(2023)

The research hypothesis can be described using the hypothesis test findings as follows:

1. It can be seen that employee placement (X1) with a path value of 0.000 is smaller than 0.05 and a T-statistic value of 4.360 > 1.96 with a path coefficient value of 0.334 or 34.4%. So it can be interpreted that employee placement has a big influence on Work Discipline, **so H$_1$ is accepted.**

2. It can be seen that the work environment (X2) with a path value of 0.000 is smaller than 0.05 and the T-statistic value is 3.776 > 1.96 with a path coefficient value of 0.432 or 43.2%. So it can be interpreted that the work environment has a big influence on Work Discipline, **so H$_2$ is accepted**.

3. It can be seen that employee placement (X1) with a path value of 0.173 is greater than 0.05 and a T-statistic value of 1.363 < 1.96 with a path coefficient value of 0.102 or 10.2%. So it can be interpreted that employee placement does not have a big influence on employee loyalty, **so H$_3$ is rejected.**

4. It can be seen that the work environment (X2) with a path value of 0.000 is smaller than 0.05 and a T-statistic value of 12.234 > 1.96 with a path coefficient value of 0.719 or 71.9%. So it can be interpreted that the work environment has a big influence on employee loyalty, **so H$_4$ is accepted.**

5. It can be seen that employee loyalty (Z) with a path value of 0.496 is greater than 0.05 and a T-statistic value of 0.681 < 1.96 with a path coefficient value of 0.089. So it can be interpreted that employee loyalty does not have a big influence on work discipline, **so H$_5$ is rejected**

Intervening Regression Analysis

In this section, it is explained how the relationship or indirect effect that occurs between the

independent variable (X) and the dependent variable (Y) through the intervening variable (Z) as a mediating variable that measures the relationship between the

independent variable (X) and the dependent variable (Y).

Table 9. Hypothesis Test Results (Spesific Inderect Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Description
Employee Placement -> Employee Loyalty -> Work Discipline	0.009	0.011	0.019	0.472	0.637	Rejected
Work Environment -> Employee Loyalty -> Work Discipline	0.064	0.070	0.096	0.663	0.508	Rejected

Source: Processed Data SmartPLS 4 (2023)

Based on table 9, it can be described that the indirect effect between the dependent, independent and intervening variables is as follows:

1. It can be seen that the indirect effect of employee placement on work discipline through employee loyalty with a p-value greater than 0.05 is 0.637 and the T-statistic value is less than 1.96 worth 0.472 with a route coefficient value of 0.009. Thus it can be concluded that employee placement does not have a major effect on work discipline if employee loyalty is included as an intervening variable, **so H$_6$ is rejected.**

2. It can be seen the indirect effect of work environment on work discipline through employee loyalty with a p-value greater than 0.05 worth 0.506 and a T-statistic value of less than 1.96 worth 0.663 with a path coefficient value of 0.064. As a result, using employee loyalty as an intervening variable, it can be concluded that the work environment does not have a major effect on work discipline, **so H$_7$ is rejected.**

DISCUSSION

Based on the results of Bootstrapping processed data on SmartPLS 4, the results can be explained as follows:

The Effect of Employee Placement on Work Discipline

Based on direct effect testing, the direct effect test revealed substantial findings. The p-value of employee placement (X1) is 0.000 < 0.05, the T-statistic value is 4.360 > 1.96, and the path coefficient is 0.334 or 34.4%. Therefore, it can be concluded that employee placement has a major effect on work discipline. Increased work discipline will result from the use of good and appropriate staff placement by the company. So that the hypothesis which states "It is suspected that employee placement (X1) has a significant effect on work discipline (Y) at Grand Zuri Dumai Hotel", is proven so that H$_1$ is accepted.

Work discipline is critical to the success of a

company as it determines how well the company's objectives will be achieved. In today's environment, it is clear that strong work discipline also needs to be supported by appropriate job placement. Employees who are placed in jobs that match their abilities will work effectively and provide results that will please the company. Conversely, the employee and the company will be disadvantaged if the position filled is not in accordance with the employee's competence (Sulastri & Uriawan, 2020).

The findings of this study corroborate previous research by Tomi Indra Gunawan (2022), who came to the conclusion that job placement has a large and favorable influence on work discipline. According to this study, job placement that is based on competence allows people to function optimally and achieve company goals. Employee placement impacts new and existing employees by promoting, transferring, and demoting them to foster accountability, discipline, and high work motivation.

The Effect of Work Environment on Work Discipline

Based on direct effect testing, it has a p-value of 0.000 <0.05, a T-statistic value of 3.776 more than 1.96, and a path coefficient value of 0.432 or 43.2% for (X2) which shows noteworthy results in the work environment. So the authors draw the conclusion that work discipline is significantly influenced by the work environment. Work discipline towards the organization will increase if it creates a positive and appropriate work environment. So the hypothesis which states "It is suspected that the work environment (X2) has a significant effect on work discipline (Y) at Grand Zuri Dumai Hotel", is proven so that H$_2$ is accepted.

Employee discipline in performing the duties assigned to them by the organization is directly related to the work environment. Proper consideration should be given to the work environment by the company for this reason. If an employee enjoys his work environment, he will feel at home in his work and perform good deeds such as coming to the work environment on time and completing his duties

properly if the work environment is supportive. Conversely, the level of employee discipline will decrease and employees will become lazy at work if they do not like their work environment or even look for another job with a good work environment that suits The results of this study are the same as previous research (Muzdalifa & Jaenab, 2012) which shows that the work environment has a considerable influence on employee work discipline. Furthermore, Nitisemito's thesis (2015) argues that to improve work discipline can be influenced by the surrounding environment where employees carry out activities that are maximally charged to them. This will enforce employee discipline and determine the success of the organization. A positive relationship indicates that if the work environment variable (X) grows, the work discipline variable (Y) will increase.

The Effect of Employee Placement on Employee Loyalty

Based on direct effect testing, the p-value is 0.173> 0.05, the T-statistic value is 1.363 which is smaller than 1.96, and the path coefficient value of 0.102 or 10.2% indicates that the results of employee placement (X1) are not significant. So the author draws the conclusion that employee placement has little or no influence on employee loyalty. This shows that there are other variables besides employee placement that have a big influence and can measure employee loyalty at Grand Zuri Dumai Hotel.

If the company implements good and appropriate employee placement, it will have little effect on increasing employee loyalty, but at the Grand Zuri Dumai Hotel employee placement only has an influence of 10.2% on employee loyalty, this can also be seen from the placement of employees who are not in accordance with the level of education in the company but employees choose to stay because they get satisfactory cost benefits, so the hypothesis that states "It is suspected that employee placement (X1) has a significant effect on employee loyalty (Z) at the Grand Zuri Dumai Hotel", is proven so that H_3 is rejected.

According to Hasibuan (2005), all direct or indirect income in the form of money, products or services will encourage loyal employees to be more enthusiastic at work. Employee placement, according to Sastrohardiwiryo (2002), aims to match labor with positions based on age, experience, physical and mental health, education and academic achievement, and position. One aspect given attention in employee placement is education (Suwatno, 2003). This is reinforced by research which states that there is no significant partial effect between work placement variables on employee loyalty, where employee placement based on employee talent and knowledge, not based on employee education, partially has no significant effect on employee loyalty (Purnomo et al., 2023).

The Effect of Work Environment on Employee

Loyalty

Based on direct effect testing, in the work environment, it shows significant results having a p-value of 0.000 <0.05, a T-statistic value of 12.234 <1.96, and a path coefficient value of 0.719 or 71.9%. Therefore, it can be concluded that employee loyalty is significantly influenced by the environment in which employees work. This explains that the work environment of Grand Zuri Dumai Hotel has a major effect on employee loyalty. So the hypothesis which states "It is suspected that the work environment (X2) has a significant effect on employee loyalty (Z) at the Grand Zuri Dumai Hotel", is proven, H_4 is accepted.

Everything that can directly or indirectly affect an organization or corporation and have a positive or negative impact on performance and job satisfaction, which impacts employee loyalty, is referred to as the work environment (Kosasih & Kurniawan, 2019). The findings of this study support previous research by Siti Rohimah (2018) which states that the work environment has a positive and significant effect on employee loyalty.

A positive work environment is essential to foster feelings of comfort and satisfaction in employees. In general, a positive work environment makes employees loyal to the company because it provides a location to perform physical activities related to each employee's work. Therefore, employee loyalty will increase and even employees will make great contributions to the company when a healthy work environment is developed among employees and matches their demands in supporting their work (Putra & Aprianti, 2020).

The Effect of Employee Loyalty on Work Discipline

Based on direct effect testing, it has a p-value of 0.496> 0.05, a T-statistic value of 0.681 which is < 1.96 and a path coefficient value of 0.089 which shows insignificant results on employee loyalty. Therefore, it can be concluded that at Grand Zuri Dumai Hotel, employee loyalty has little or no influence on work discipline. This states that there are other variables that can measure the level of employee discipline and that have a major effect on work discipline. This result is supported by the fact that not all employees who have worked for a long time at the company apply work discipline, it can be seen from the attendance of employees who are often late entering a few minutes before working hours begin.

However, if the company can retain its employees such as extending contracts, providing good and appropriate training and rewards, employee loyalty to the company will increase followed by work discipline that employees will carry out as a sign of loyalty and pride in the company. So the hypothesis which states "It is suspected that employee loyalty (Z) has a significant effect on work discipline (Y) at Grand Zuri Dumai Hotel", is proven so that H_5 is rejected.

According to Amin Widjaja Tunggal (2007),

employees' support for actions that are expected to promote the success and survival of the organization, even if those actions conflict with their goals. According to the conclusion of this study, employee loyalty is not only influenced by work discipline but also by other factors, such as choices given by superiors, which increase employee pleasure and loyalty.

Research findings that found no significant relationship between work discipline and employee loyalty. PT Tunas Jaya Cipta Medan is expected to improve work discipline by paying attention to factors that affect employee loyalty such as salaries and bonuses that make employees feel valued (Pandiangan et al., 2023).

The Effect of Employee Placement on Work Discipline Through Employee Loyalty as an Intervening Variablel

Based on indirect effect testing, it has a p-value of 0.637> 0.05, a T-statistic value of 0.472 < from 1.96, and a path coefficient value of 0.009, indicating no impact or no effect of employee placement on work discipline through employee loyalty.

Basically, the company can position employees according to the needs of the company and the skills and education of employees, it will create an attitude of trust and loyalty in employees to stay with the company whatever conditions and problems occur and this encourages employee self-awareness to be disciplined at work so that the work produced can be realized properly. However, this factor does not apply to the Grand Zuri Dumai Hotel because it only has an employee placement effect of 0.009 on work discipline through employee loyalty as an intervening variable. This explains that employee loyalty as an intervening variable only has a small effect or cannot mediate the relationship between employee placement and work discipline due to other variables that have a greater effect on mediating the relationship other than employee loyalty at Grand Zuri Dumai Hotel.

In addition, the facts found through departmental data, employee placement carried out by the company does not really affect employee loyalty because there are still many employees who stay in the company even though they are not placed according to their educational qualifications and only affect employee work discipline which continues to increase. That is why employee loyalty cannot mediate the relationship between employee placement and work discipline. So the hypothesis which states "It is suspected that employee placement (X1) has a significant effect on work discipline (Y) through employee loyalty (Z) as an intervening variable at Grand Zuri Dumai Hotel", is proven so that H_6 is rejected.

According to research (Sugianto et al., 2022) which supports work discipline has no substantial effect on employee performance through job loyalty, according to research findings that explain why the employee loyalty variable is unable to mediate the relationship between work discipline and performance. Employee placement and work discipline and employee loyalty cannot mediate the relationship at Grand Zuri Dumai Hotel.

The Effect of Work Environment on Work Discipline Through Employee Loyalty as an intervening variable

Based on indirect effect testing with a p-value of 0.508> 0.05, a T-statistic value of 0.663 < 1.96, and a path coefficient value of 0.064, it shows that there is no significant influence between the work environment on work discipline through employee loyalty.

Basically, the environment where employees do work in the company is conducive and healthy for employees, so employees will feel comfortable staying and being longer in the company so that the emergence of loyal or loyal nature in employees which directly makes employees feel obliged to carry out work discipline because the effects obtained by the company will affect employees. However, this factor does not apply to the Grand Zuri Dumai Hotel, where the effect of the work environment is only 0.064 as measured through employee loyalty as an intervening variable that mediates work discipline. This explains that employee loyalty as an intervening variable only has a small effect or cannot mediate the relationship between work environment and work discipline due to other variables that have a greater effect on mediating the relationship other than employee loyalty at Grand Zuri Dumai Hotel. The author concludes the hypothesis "It is suspected that the work environment (X2) has a significant effect on work discipline (Y) through employee loyalty (Z) at the Grand Zuri Dumai Hotel", proven so that H_7 is rejected.

Likewise, what happens in the work environment has no significant effect on work discipline through employee loyalty, and employee placement has no significant effect on work discipline. which is measured through employee loyalty. According to research (Santoso et al., 2022) where employee loyalty cannot be a mediating factor that connects the influence of the independent variable with the dependent variable.

CONCLUSIONS

The following conclusions can be reached from this study, summarizing the theory and revealing the formulation of the problems that have been explained, based on hypothesis analysis test (direct effect) employee placement has a significant effect on work discipline, work environment has a significant effect on work discipline, employee placement has no significant effect on employee loyalty, work environment has a significant effect on employee loyalty, employee loyalty has no significant effect on work discipline, while based on hypothesis analysis test (indirect effect) employee placement has no significant effect on work discipline through employee loyalty as an intervening variable

and work environment has no significant effect on work discipline through employee loyalty as an intervening variable at Grand Zuri Dumai Hotel.

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