

ANTECEDENTS VARIABLE OF EMPLOYEES LOYALTY

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Abstract

Employees who have high loyalty will be motivated to work and do their best for the company. This research aims to analyze the influence on satisfaction to the leader, compensation and the work environment against the loyalties of PT. ISS employees in Surabaya. Type of this research is quantitative explanatory. Primary data was obtained from questionnaires which distributed to 150 respondents. Valid questionnaires are up to 95, by type of work, *cleaning services* and *parking*, while the rest of employees are not qualified. The Result of this research present that satisfaction to the leader, compensation and the working environment have a positive and significant effect in partially and simultaneously toward employees' loyalty.

Keywords: Satsaction to the leader, compensation, working environment and employee loyalties.

Introduction

Employees are an important aspects of a business and have a substantial influence on the success of a company. Employees with a high level of loyalty are essential for the progress of the company. Martiwi, dkk (2012) mentioned that loyalty is an important aspect that must be owned by the employee in the work (Fajariani & Surya, 2015). Employees who have high loyalty will be motivated to work and do their best for the company.

On the other side, leader is an important aspect. According to Thoha (2004), the success or failure of an organization depends on the leadership (in Mondiani, 2012). A good leader should pay attention to the employee prosperity. Therefore employees will work well and have a high loyalty to the company. One of the benefits is often used to develop employees loyalty is compensated (Dwipayoga & Adyani, 2013). Employee's loyalty to the company or organization depends on the salary provided, if it satisfactory, the employee will be loyal to the company, otherwise, if the benefit awarded is not feasible then the employee's performance will be decline or even dramatically decreased. The compensation given by the company to employees can influence employee loyalty (Purwaningsih & Noermijati, 2015). Febriani and Indrawati (2013) and Situngkir (2013) mentioned that comfort and cleanliness within working environments is an important factor which can affects employee in completing working assignments (in Suwondo & Sutanto, 2015). A comfortable and appropriate working environment will encourage employees to work as best as possible, it will smooth the company production process (Daulay, Maineldi, & Hendriani, 2014). Uncomfortable working environment will cause passiveness on employees.

Employee's loyalty of PT. ISS Surabaya is relatively low. Based on the early interview with several employees, there are quite many employees resign from the company and attending work late. It was also found that the relationship between leaders and employees are not harmonious, due to incompatibility among supervisors. Those matters made employees dissatisfied with their leader and choose to resign from the company. Compensation provided by PT. ISS, specifical salaries are already meet the standard of the city minimum wage (UMK), but still, many employees complain regarding the salary received, it turn out smaller due to some deduction such BPJS health and employment and others. Employees also admit the importance of the work environment, when the working area is clean and comfortable, employees will enjoy working. Other problem that occurred was the conflict between colleagues that causes discomfort in the work.

According to Robbins and Judge (2011), there are four factors that will increase employee satisfaction:

1) Mentality challenging Profession

Worker prefers the type of profession that able to give an opportunity to use skills and ability in completing varieties assignment also freedom and feedback on workers performance. Those characteristics are able to make the job mentally more challenging.

2) Decent rewards

The satisfaction of employees will potentially appear when both reward and promotion policy are fair, no hidden intentions and in accordance with employee expectations, based on the job requirement, individual skills, and the applicable salary standard.

3) Comfortable working environment

Employees are concerned with a comfortable working environment to facilitate good performance. Many researchers found that employees like a safe environment. Some other things that are preferred by employees are short distance between residences and working place in clean and modern facilities also well-equipped devices.

4) Supporting Colleague

Many people resigned from a job are not because of money or a real achievement. For most people working is another way to fulfill a necessity of social interaction, therefore it is not surprising when colleague behave friendly each other and mutual support in job satisfaction. Job satisfaction is also determined by the superior behavior, employee satisfaction can be increased when the leader is friendly, understandable, giving compliment for good performance, good listener and demonstrate personal interest to employees.

Satisfaction against the leader is the pleasant feeling that arises through the relationship between the leader and employees in the process of influence, giving instructions and supervision.

The following are indicators of employee satisfaction toward its leader (Robbins & Judge, 2011; Hasibuan, 2016)

1. An obedience

The ability of an employee to accepting and execute leader instructions, when employees are satisfied, they will accepting and execute the leader instructions.

2. The relationship with the leader

Any actions were taken by employees having an impact on the relationship with its leader. According to Hasibuan (2016) the highest level of satisfaction is when a relationship between both parties is positive.

3. Collaboration with the leader

Employees who have a positive collaboration with the leader will be motivated to work.

Satisfaction is the pleasure feelings that arise due to compensation received, it can be money or stuff, both directly and indirectly by the employees as a return of services which are given to the company. According to Mondy (2008), the form of compensations given by the company to employees, divided into two parts, financial compensation and non-financial compensation (in Purwaningsih & Noermijati, 2015):

1. Financial Compensation

Compensation awarded to certain employees in the format of money

2. Non-financial Compensation

Compensation awarded to employees as a return of retribution in the format of facilities. This type of compensation distinguished into two, non-financial the job (compensation which related to the job) and non-financial job environment.

The following are indicators of employee satisfaction toward compensation (Hasibuan, 2016; Mangkunegara, 2013; Simamora, 2004):

1. Satisfaction on the salary

The pleasant feeling due to income earned in the format of money as a return of the services provided to the company. It is expected that employees will be satisfied when earned a larger salary.

2. Satisfaction on the religious holiday allowance

The pleasant feelings caused by the existence of workers rights along with the amount that must be paid by the company before the religious holiday

3. Satisfaction on the pension allowance

The pleasant feeling is caused by an existence of the life insurance program and the amount of it. The program aims to provide the assurance fund for the insured or participants when they reach the pension age and the family or when the insured or participants died.

4. Satisfaction on the health allowance

The pleasant feeling caused by an existence of health benefit also the amount of it, which given by the company to employees.

Satisfaction on the work environment is a pleasant feeling that is created due to the condition of everything in the work environment. Many researchers show that employee's preferred a safe and comfortable working environment. According to Sedarmayanti (2009) and Nitisemito (2013), working environment satisfaction indicators are as follows (in Norianggono, Hamid, & Ruhana, 2014)

1. Satisfaction on the cleanliness of the working environment

The cleanliness of the working environment will create employee's satisfaction when it clean they will be happy to do their job

2. Satisfaction on the convenience of the working environment

Employees who feel comfort in the workplace, then they will also feel the satisfaction of doing their job

3. Satisfaction on work environment safety

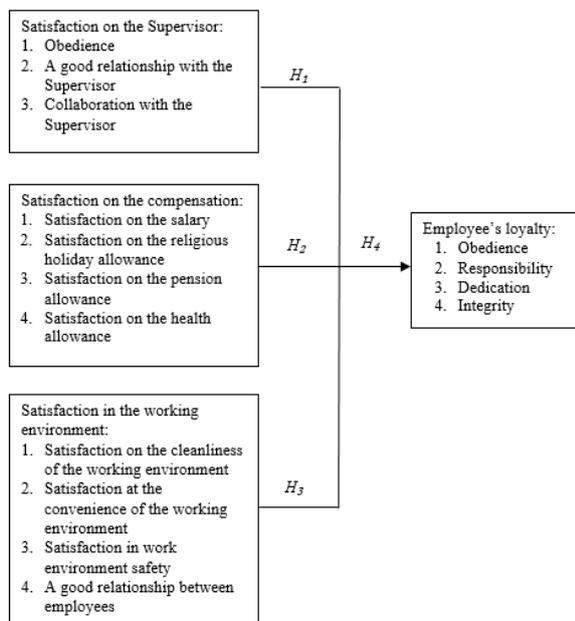
Safety is important in the workplace. Employees who feel safety in the working environment will feel peace and happy to do their job

4. A good relationship between employees

It employees will create a comfort and satisfaction on the workplace.

Tjiptono (2006) opined that employee's loyalty to the company may develop responsibility in the work (in Hermawan and Riana, 2014). According to Saydam (in Daulay, Maineldi, & Hendriani, 2014) the indicators of employee's loyalty is as follows:

1. Obedience is the ability of employees to obey all regulations valid, to execute all duty given by the superior in charge and does not violate the prohibition that has been determined.
2. Responsibility is employees' capability in completing assignment properly, on time and dare to endure the consequences of a decision or action taken.
3. Dedication is a contribution of idea and energy to the company sincerely.
4. Integrity is employees' ability to admit, speak or provide the appropriate information in accordance with reality and truth.



Picture 1. The research framework

Sources: Sedarmayanti, 2007 and Nitisemito, 2013 (in Norianggono, Hamid, & Ruhana, 2014); Simamora, 2009; Saydam, 2004 (in Daulay, Maineldi, & Hendriani, 2014); Hasibuan, 2016; Mangkunegara, 2013; Robbins and Judge, 2011.

Research Method

The population in this study were employees of PT. ISS Surabaya who worked on the *cleaning service* and *parking*, total employees are 200 people. Since the subject of this research is loyalty, the used samples are permanent staffs only. The sampling technique used was *purposive sampling* with criteria three years of service at PT. ISS Surabaya and obtained 95 people only as the total of sample measurement.

The technique or method used for data collection is through questionnaire distribution, it consists of questions and statement for respondent to be answered (Sugiyono, 2011). The answered is in Likert scale. Likert scale is a scale to measure attitudes, opinion, and perceptions of a person toward an object or phenomenon that occurs in the company (Siregar, 2014).

Data Processing Techniques

Below is the data processing which executed through some test:

1. Validity test
Validity test is to find out the accuracy of the measuring devices that have been developing. The validity of the measuring instrument used in this research is determined in accordance rational analysis on test or questionnaire, which the appraisal refers to the theoretical considerations and the measuring instruments itself (Ghozali, 2013).
2. Reliability test
Reliability refers to the consistency of an instrument to measure things from time to time. Reliability is to discover the result of a measurement. The measurement result is accurate and reliable when there is no difference in the results obtained although it has done twice or more measurements on an object by using the same measuring device (Ghozali, 2013).
3. The classical assumption test
Classic assumption test was done with three test, specifically the normality test, Multicollinearity and Heteroskedasticity test. The normality test is to determine whether the distribution of the variables is normal or close to normal. The Multicollinearity test aims to test whether the regression model is found in the correlation between independent variables and The Heteroskedasticity test is to discover the difference of variance of residual inequality from one observation to another.

Data analysis techniques in this research are:

1. Descriptive Analysis of Variables Research
This analysis used two types of measurements. There are Mean and Interval Scale. Mean is used to discover the average frequency of respondents' feedbacks against each question. Interval scale is the scale of the scores awarding on the object which has the quality of ordinal and same distance or interval.
2. Multiple Linear Regression Analysis
The analysis is used to discover the influence of the independent variables with the same dependent variable.
3. Hypothesis test

Consisted of *t-test* to indicate the influence of an independent variable individually, *f-test* is to indicate the influence of an independent variable against dependent variable simultaneously. Coefficient determination test is beneficial to measuring the ability of the model to explain the independent variable variations.

The Definition of Operational Variable

Satisfaction on the Supervisor (X_1) is a pleasant feeling in the process of influencing and providing guidance and supervision that arise from the relationship between the leader and employees. This variable is measured through by several indicators:

1. The obedience to the leader
2. Relationship with the leader
3. Collaboration with the leader

Satisfaction on the compensation (X_2) Satisfaction is the pleasant feelings that arise due to compensation received, it can be money or stuff, both directly and indirectly by the employees as a return of services which are given to the company. The indicators used to measure satisfaction on compensation are as follows:

1. Satisfaction on the salary/income
2. Satisfaction on the religious holiday allowance
3. Satisfaction on the pension allowance
4. Satisfaction on the health allowance

Satisfaction on the working environment (X_3) is a pleasant feeling due to the condition of everything in the work environment. The indicators used to measure satisfaction on the work environment are as follows:

1. Satisfaction on the cleanliness of the working environment
2. Satisfaction on the convenience of the working environment
3. Satisfaction on the work environment safety
4. A good relationship between employees

Employee loyalty (Y) is when the facilities earned by employees are satisfied, fulfilled, and comfortable. Then the employee will work their best and loyal to the company. The indicators used to measure satisfaction on the work environment are as follows:

1. Obedience
2. Responsibility
3. Dedication
4. Integrity

Result and Discussions

Descriptive Analysis of the Research Variables

The data obtained from the scale number 1 to 5, will be used to measure or to observe the reaction of

respondents about the satisfaction of leader, compensation, the work environment, and employee loyalties. The reaction of respondents about each variable will be measured by using the following formula:

$$\text{Interval Kelas} = (5 - 1) / 3 = 1.3$$

Class interval 1.3 means 1.00–2.30 classified as a low category; 2.31–3.60 classified as a medium category; 3.61–5.00 classified as a high category. The average value for the leader satisfaction is 3.10 and it classified as a medium category. This can be happened because of the way of the leader is too harsh in giving assignments, many rules or captious, all these things trigger the employees being passive. The highest mean score is 3.20 indicates a good communication with superiors, which means there are good communications between employees and the leader. The lowest mean value is 2.95, indicates that employees are obeying orders given by the leader, which means low satisfaction on the leader.

The medium score for the satisfaction on salary variable is 3.06. It classified in a medium category. This is caused by low salary received by employees. The highest mean score is 3.24, indicates employees satisfaction on religion holiday allowance awarded by the company. The lowest mean value is 2.87, indicates the salary awarded by the company.

The average score in the variable satisfaction on the work environment is 3.38 classified as a medium category. This is caused by employees sense of bored on the work environment. Employees working as a cleaning service will always work indoor, while parking management always works in the parking lot or basement, it makes employees feel uncomfortable. The highest mean value is 3.87 indicates that employees have a good relationship with colleagues. The lowest mean value is the variable of employee feel comfortable working for the company is 2.93 which means that employees dissatisfied and uncomfortable with the working environment.

The average score on the working environment is 3.02 classified as a medium category. The highest mean value is 3.17 indicates that employees complete the work as the leader instructions. The lowest mean value is 2.92 indicates that employees reporting if there is any damage to the facilities in the workplace because of the employees and inform the supervisor when absent.

Validity Test

Validity test used to measure the validity of a questionnaire made. The method used is a comparison between r counts (value of Pearson correlation) with r table, when r counts positive and r counts $> r$ table, it means a point or a variable valid.

Tabel 1
The Validity Test Result on Satisfaction towards the Leader

Variable	Indicator	r_{counts}	r_{table}	Remarks
Satisfaction on The Leader (X_1)	$X_{1.1}$	0.866	0.202	Valid
	$X_{1.2}$	0.851	0.202	Valid
	$X_{1.3}$	0.714	0.202	Valid
	$X_{1.4}$	0.878	0.202	Valid

Table 2
The Validity Test Result towards Compensation Satisfaction

Variable	Indicator	r_{counts}	r_{table}	Remarks
Satisfaction on the Compensation (X_2)	$X_{2.1}$	0.811	0.202	Valid
	$X_{2.2}$	0.697	0.202	Valid
	$X_{2.3}$	0.854	0.202	Valid
	$X_{2.4}$	0.777	0.202	Valid
	$X_{2.5}$	0.896	0.202	Valid
	$X_{2.6}$	0.848	0.202	Valid
	$X_{2.7}$	0.890	0.202	Valid

Tabel 3
The Validity Test Result towards Satisfaction on the Work Environment

Variable	Indicator	r_{counts}	r_{table}	Remarks
Satisfaction on the Work Environment (X_3)	$X_{3.1}$	0.929	0.202	Valid
	$X_{3.2}$	0.889	0.202	Valid
	$X_{3.3}$	0.934	0.202	Valid
	$X_{3.4}$	0.961	0.202	Valid
	$X_{3.5}$	0.741	0.202	Valid
	$X_{3.6}$	0.852	0.202	Valid
	$X_{3.7}$	0.961	0.202	Valid

Table 4
The Validity Test Result towards Employee Loyalties

Variable	Indicator	r_{counts}	r_{table}	Remarks
Employees loyalty (Y)	$Y_{1.1}$	0.706	0.202	Valid
	$Y_{1.2}$	0.762	0.202	Valid
	$Y_{1.3}$	0.839	0.202	Valid
	$Y_{1.4}$	0.740	0.202	Valid
	$Y_{1.5}$	0.804	0.202	Valid
	$Y_{1.6}$	0.506	0.202	Valid
	$Y_{1.7}$	0.509	0.202	Valid
	$Y_{1.8}$	0.559	0.202	Valid

From Table 1, it can be seen in the statement of satisfaction on the leader (X_1) is greater than r_{table} value (0.202). It can be concluded that the entirety statement on the leader satisfaction variables (X_1) are valid. From Table 2 it can be seen in the statement of compensation satisfaction (X_2) is greater than r_{table} value (0.202). It can be concluded that the entirety statement on the compensation satisfaction variables (X_2) are valid. Meanwhile, from Table it can be seen

in the statement of satisfaction on the work environment (X_3) is greater than r_{table} value (0.202). It can be concluded that the entirety statement of satisfaction on the work environment variable (X_3) are valid. Furthermore, each statement on employee loyalties variable (Y) is greater than r_{table} value (0.202) as seen in Table 4. It can be concluded that the entirety statement of employee loyalties variable (Y) is valid.

Reliability Test

Reliability test used to evaluate the consistency of the research instruments. This testing is done by observing the value in the column of Cronbach's Alpha. When the value of Cronbach's Alpha > 0.7 it means the point or variable is reliable.

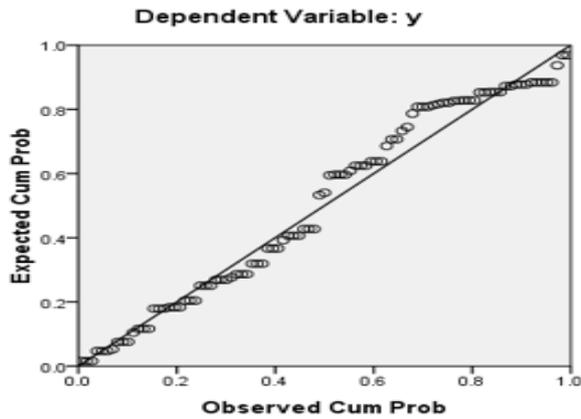
Tabel 5
Reliability Test

Variable	Crisis Point	Cronbach's Alpha	Remarks
Satisfaction on he Leader (X_1)	0.7	0.844	Reliable
Satisfaction on the Compensation (X_2)	0.7	0.922	Reliable
Satisfaction on the Work Environment (X_3)	0.7	0.958	Reliable
Employee Loyalties (Y)	0.7	0.855	Reliable

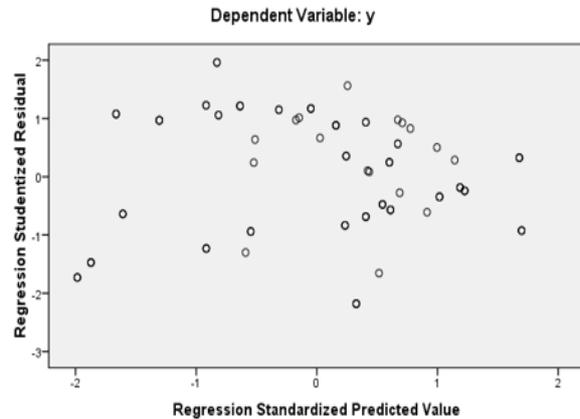
Table 5 shows that statement in the questionnaire which consists of four variable which is satisfaction on the leader, satisfaction on the compensation, satisfaction on the work environment and employee loyalties are reliable since *Cronbach's alpha* value is greater than 0.7.

Normality Test

Normality test aims to determine the normality of each variable distribution. Normality test is required to test other variables by assuming that the value of the residual follows a normal distribution (Ghozali 2013). Testing is done with a graphical analysis (scatterplot) by looking at the normal probability plots comparing to the cumulative distribution with a normal distribution. The normal distribution is a straight diagonal line and residual plotting data will be compared with diagonal lines, when the residual data distribution in normal, then the line that represents the actual data will follow a diagonal line. The data residual dissemination has followed the pattern of a normal distribution, it can be concluded that the regression model used in this research has been meeting the assumptions of normality.



Picture 2. Normality test on p-plot graphic



Picture 3. Heteroskedasticity test

Multicollinearity Test

Multicollinearity test aims to find the perfection of correlation between independent variable. Multicollinearity test results based on the value of Tolerance dan Variance Infating Factor (*VIF*), when the value of tolerance > 0.1 and *VIF* < 10. This means that multicollinearity does not happen in a regression model (Santoso, 2002).

Table 6
Multicollinearity Test

Variable	Collinearity Statistics		Remarks
	Tolerance	VIF	
Satisfaction on the Leader (X_1)	0.430	2.328	Non Multicollinearity
Satisfaction on the compensation (X_2)	0.375	2.667	Non Multicollinearity
Satisfaction on work environment (X_3)	0.558	1.791	Non Multicollinearity

From Table 6, it is known that *VIF* value from the three variables is smaller than 10. It can be concluded that there is no correlation between variable satisfactions on the leader (X_1), satisfaction on compensation (X_2) and satisfaction on the work environment (X_3).

Heteroskedasticity Test

Heteroskedasticity test aims to find the equivalence or nonequivalence of a variance from one observation residue to another, if there is no equality, it means no problem. Heteroskedasticity Test is performed by observing to the dots spread with no pattern, above and below the zero on the Y axis on a scatterplot, there is no heterokedastistas in linear regression.

On the scatterplot graph shows that data is spread above and below 0 (zero) number on the Y axis and there is no abvious pattern in a spread of the data. This means there are no heterroskedastisitas on regression equation model.

The Analysis of Multiple Linear Regression

Multiple linear regression model was used to describe the influence of independent variable against constrained variable by creating multiple linear regression line equation. Multiple linear regression analysis in this research is to find the influence between the satisfaction on the leader, compensation and work environment against employee loyalties. Based on the result SPSS Program (*Statistical Package for Social Science*) version 22.0, the pattern of a regression model is as follows:

$$Y = 0,691 + 0,356X_1 + 0,288X_2 + 0,104X_3$$

Notes:

- Y = Employee loyalties Variable
- X_1 = Satisfaction on the Leader Variable
- X_2 = Satisfaction on Compensation Variable
- X_3 = Satisfaction on the Work Environment Variable

Table 7
Regression Model

Model	Regression Coefficient
Constants	0.691
Satisfaction on the Leader	0.356
Satisfaction on Compensation	0.288
Satisfaction on Work Environment	0.104

Based on Table 7, found that satisfaction on the leader (X_1) variable, satisfaction on compensation (X_2) variable and satisfaction on the work environment (X_3) variable has a positive influence toward employ-

yees’ loyalty (Y). In this case when satisfaction on the leader (X_1) variable is high, then employees will be loyal to the company. When satisfaction on compensation (X_2) variable is suitable as employee’s expectation, then employees will be loyal to the company. When satisfaction on the work environment (X_3) variable is high, it means employees are comfortable in working and do not consider to move to others company.

Result of t -test

t -test is used to find the influence of one individually independent variable in explaining variation in the dependent variable, in this case is to find whether satisfaction on the leader (X_1), satisfaction on compensation (X_2) and satisfaction on the work environment (X_3), partially effect significantly to employee’s loyalty (Y). Based on the result SPSS Program (*Statistical Package for Social Science*) version 22.0, the result of a partial test is as follows:

Table 8
t-test

Independent Variable	B	Std. Error	Beta	t	Sig.
Satisfaciton on the Leader	0.356	0.082	0.397	4.339	0.000
Satisfaction on Compensation	0.288	0.084	0.336	3.426	0.001
Satisfaction on the work nvironment	0.104	0.045	0.188	2.340	0.021

It is shown in Table 8, the significant value of t_{counts} on satisfaction on the leader, compensation and work environment showed significant value, is below 0.05. It can be concluded that satisfaction on the leader, compensation and work environment has a significant influence on employee’s loyalty (Y). This result supports the previous research by Safitri (2015) that suggested employees’ satisfaction on compensation affected their loyalty.

Result of F -test

F -test aims to find the satisfaction on the leader (X_1), satisfaction on compensation (X_2), and satisfaction on the work environment (X_3) have a positive influence simultaneously on employee loyalty. Based on the result SPSS Program (*Statistical Package for Social Science*) version 22.0, the result of a partial test is shown in Table 9.

Based on Table 9, it is found that the significance value of F_{counts} is 0.000, this value is smaller than 0.05. The hypothesis results show that $H_{0,3}$ is

rejected and $H_{a,3}$ is accepted. It can be concluded that the satisfaction on the leader (X_1), satisfaction on compensation (X_2) and satisfaction on the work environment (X_3) have significant influence simultaneously on employee loyalty (Y).

Table 9
F-test

F_{counts}	Significance	Remarks
62.290	0.000	Influence

Coefficient Determination Test (R^2)

Based on Table 10, it can be seen that the regression result produce a multiple correlation values (R) of 0.820, which means there is a close connection between satisfaction on the leader (X_1), satisfaction on compensation (X_2) and satisfaction on the work environment (X_3) to employee loyalty. The regression result indicate that the coefficient of multiple determination (R^2) is equal to 0.673, this means that employee loyalty is influenced by satisfaction on the leader, compensation and work environment is 67.3%, meanwhile the rest of 32.7% is influenced by others factor out of the research such as discipline, work motivation, etc.

Table 10
The Result of Coefficient Determination Test (R^2)

R	R^2
0.820	0.673

According to employees, the most satisfactory compensation is the holiday religion allowance, in addition to the amount that is satisfactory and acceptable in every year, also due to the employees needed for Eid, while the most unsatisfactory are pension allowance since it can be withdrawn after the age of 56 years.

Conclusions and Implications

Satisfaction on the leader, compensation, the work environment have a significant influence on employee loyalty, besides satisfaction on the leader, compensation and work environment variable are simultaneously affect significantly on employee loyalty. The majority of employees have a respectable assessment on satisfaction to the leader, satisfaction on compensation and work environment variable. Based on an assessment of the employee, it is important for companies to continue to ensure that employees can continue to be motivated to improve their perform-

ance by providing the facilities, fulfill their needs, pay attention to their future security and provide opportunities, those will support the company to grow and become better in the future.

Employee compensation should be increased, especially salaries. It can satisfy employees and raise the spirited at work, for example coming to work on time, willing to work overtime and finish every assignment on time.

The result of this research showed that satisfaction on the work environment has the smallest influence on employee loyalty. The company should provide comfort to employees, for example by keeping the work environment clean because it influence employee to work well, creating a comfortable atmosphere in the workplace, establish a team that aims on collaboration and interaction between employees.

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