

ANALYSIS OF THE LEVEL OF WORK LOYALTY OF SAFF AND EMPLOYEES THROUGH JOB SATISFACTION FACTORS AT THE PT. LSIP

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ABSTRACT

The development of economic needs today greatly affects the state of workers, so every company must continuously maintain the level of job satisfaction and work loyalty of its employees. This needs to be done to be able to ensure that the company can develop and achieve the goals that have been set. Organizational resources can be broadly divided into two groups, namely: human resources and non-human resources. Human resources include all people who have the status of members in the organization, each of which has a role and function. Human resources are human potentials inherent in a person which include physical and non-physical potentials.

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1. INTRODUCTION

PT. LSIP is one of the largest plantation companies in Indonesia. This company has plantation areas spread across several provinces, namely in North Sumatra, South Sumatra, East Kalimantan, South Sulawesi, East Java and West Java which produce a variety of plantation products, namely oil palm, rubber, cocoa, tea and coconut. PT. LSIP has a workforce of 12,700 people consisting of staff and permanent employees as well as thousands of freelance daily workers. The Company has a vision and mission, namely to become a world-class plantation-based agro-industrial company, by developing a profitable and sustainable commodity crop business for stakeholders through (i) international standard primary production and (ii) secondary activities that have added value. Human resources, in order to realize the vision and mission, the company is committed to recruiting, training and rewarding talented workers with competing facilities in the form of remuneration and career development opportunities. This research was conducted at a time when staff and employees were experiencing a psychological shock, namely the transfer of company ownership which had an impact on the implementation of a new policy, namely streamlining the number of workers. An overview of the movement of human resources can be described in table 1.1 below:

Table 1. Comparison of the Number of Workers with Staff Status Between December 2017 and August 2018

Deskripsi	Des 2007	Januari – Agustus 2008							Agust 2008	
		Penambahan Staff Baru	Pensiun		Pengurang Habis		Meninggal Dunia	Total		
			Normal	Dini	Sub Total	PHK Kontrak				
Jumlah Staff	A	5% A	1% A	8% A	9% A	1% A	1% A	0% A	11% A	94% A

Source : Human Resources Department PT. LSIP, 2018 (Data processed).

In December 2017 the number of staff working was as many as A people, then during 2018 there were 5%A was the addition of new staff and 11%A was a reduction in staff with the largest number coming from early retirement of 8%A or 82% of the total staff reduced. Meanwhile, the workforce that was a permanent employee during 2018 who retired early was more than 100 people. Researchers also conducted a pre-study on the level of job satisfaction and the level of work loyalty as one of the factors causing early retirement of 20 staff respondents and employees who were randomly selected.

Table 2. Pre-research Results on Job Satisfaction Respondents 20 Staff and Employees

Sangat Tidak Puas	Tidak Puas	Moderat	Puas	Sangat Puas	Total
0	1	11	8	0	20

Source : Human Resources Department PT. LSIP, 2018 (Data processed).

Table 3. Pre-research Results on Work Loyalty Respondents 20 Staff and Employees

Sangat Tidak Setia	Tidak Setia	Moderat	Setia	Sangat Setia	Total
0	1	9	9	1	20

Source : Human Resources Department PT. LSIP, 2018 (Data processed).

It can be seen in table 1.2 above that out of 20 respondents, 12 people expressed dissatisfaction and moderates (60%) while those who expressed satisfaction were 8 people (40%) While the level of work loyalty in table 1.3 can be seen as many as 10 people (50%) declared unfaithful and moderate and 10 people (50%) declared loyal and very loyal. This illustrates that the level of job satisfaction and the level of work loyalty owned by the staff and employees of the PT. LSIP is categorized as having experienced a decline. If this is allowed to continue, in the future, it can be foreseen that the company's vision and mission will not be realized and the company's profit will decrease.

Based on the description above, the limitations of the problem that will be discussed in the work conference are the extent to which the level of job satisfaction and the level of work loyalty of staff and employees that exist today, whether there is a relationship between job satisfaction and employee loyalty of current staff and employees, whether job satisfaction can significantly affect the work loyalty of current staff and employees, How is the composition of the number and percentage of staff and employees based on the values possessed by the company and workers obtained from the results of the relationship between job satisfaction and work loyalty and whether the dominant response of staff and employees who experience job dissatisfaction

2. METHOD

2.1. The research design used in this workshop is:

Descriptive Design with a case study method, this research is an exposure to the variables studied, namely the level of job satisfaction and the level of work loyalty of staff and office employees. PT. LSIP by involving qualitative data and quantitative data that will produce comprehensive information about the variables studied. This research requires a detailed and in-depth study over a period of time including the environment and causal design, this study also aims to measure the relationship between the variables of job satisfaction and work loyalty of staff and employees in the office of PT. LSIP and analyzed how an independent variable, namely job satisfaction, can affect the dependent variable, namely work loyalty.

2.2. The object of research

Is job satisfaction and work loyalty, the research subjects are staff and employees of the company and the location of the research is carried out in the office of PT. LSIP. The study was conducted for 8 (eight weeks) starting from January 2019 to March 2019.

2.3. The population

Used in this study was the entire workforce with staff status of 143 people and employees (non-staff) as many as 145 people who served in the PT. LSIP with a total population of 288 workers who have the status of staff and employees.

2.4. The Sample

Sample Technique determines the minimum number of samples of the existing population determined using the Slovin Formula (Umar, 2008) with the following formula :

$$n \geq \frac{N}{1 + N.e^2}$$

Description: n = Sample Size N = Total Population e = Percentage of inaccuracy allowance due to sample taking errors that are still tolerable or desirable. Taking into account the limitations in providing answers, a decision was made that an error threshold of 10% was used, so that the minimum number of samples from this study was: $288 n \geq 1 + 288. (0.1)^2 n \geq 74$ The minimum number of samples that can be

taken is 74 people. With the consideration of making it easier to research, the number of samples taken is 80 people

Table 4. Population Distribution and Labor Sample

No.	Jenis Tenaga Kerja	Jlh Populasi	% Distribusi	Jlh Sampel Proporsional
1.	Staff	143	49,65%	40
2.	Karyawan	145	50,35%	40
	Total	288	100,00%	80

Source: Human Resources Department PT. LSIP, 2018 (Data processed)

The sampling design of the population in this study uses probability sampling sample design because sample representation is important in the context of broader generalizations. Meanwhile, sampling is complex probability sampling to make it more efficient and more information can be obtained. The sampling technique is proportionate stratified random sampling which means that the determination of samples of staff and employees is obtained by proportioning the population units (demographic variables i.e. departments and length of service) to the total population. Researchers also combine sampling techniques using judgment sampling with the aim that the samples obtained can represent predetermined service period categories evenly for both staff and employees.

Table 5. Population Distribution and Labor Samples Staff

No.	Department	Populasi		Jumlah Minimum Sampel Rumus Slovin	Jumlah Sampel Yang Dipakai	Distribusi Sampel Menurut Masa Kerja (Tahun)				
		Jumlah	% Kontribusi			5 - 10	11 - 15	16 - 20	> 20	
A.	PRESIDENT DIRECTOR									
I.	Internal Audit & Risk Management	6	4.20%	2	2	1	1	-	-	
II.	Government & Community Relations	1	0.70%	0	-	-	-	-	-	
	Sub Total	7	4.90%	2	2	1	1	-	-	
B.	MANAGING DIRECTORS HR & GS (M.D. HR - GS)									
I.	Secretary / Non Directorate	1	0.70%	0	-					
II.	Human Resources (HR) Department	12	8.39%	3	4	1	1	1	1	
III.	General Services Department	12	8.39%	3	3	-	-	1	2	
	Sub Total	26	18.18%	7	7	1	1	2	3	
C.	MANAGING DIRECTORS FINANCE (M.D. FINANCE)									
I.	Accounting Department	26	18.18%	7	7	1	3	1	2	
II.	Treasury & Tax Department	8	5.59%	2	2	-	-	-	2	
III.	Financial Control Department	4	2.80%	1	1	-	1	-	-	
IV.	Information Systems & Business Processes Department	6	4.20%	2	2	1	-	1	-	
V.	Procurement Department	12	8.39%	3	4	1	1	1	1	
	Sub Total	56	39.16%	14	16	3	5	3	5	
D.	MANAGING DIRECTORS SALES (M.D. SALES)									
I.	Sales Department	7	4.90%	2	2	1	-	1	-	
	Sub Total	7	4.90%	2	2	1	-	1	-	
E.	MANAGING DIRECTORS OPERATIONS (M.D. OPERATION)									
I.	Secretary / Non Directorate	1	0.70%	0	-					
II.	Coordinator Regional North Sumatra	1	0.70%	0	-					
III.	Engineering Services Department	10	6.99%	3	3	1	2	-	-	
IV.	Director Processing	13	9.09%	3	4	1	-	2	1	
V.	Logistic Section	4	2.80%	1	1	-	1	-	-	
VI.	Technology Transfer Department	5	3.50%	1	1	-	-	1	-	
VII.	Operation Admin Department	10	6.99%	3	3	1	-	1	1	
VIII.	Ex. Director Estate	2	1.40%	1	1	1	-	-	-	
	Sub Total	47	32.87%	12	13	4	3	4	2	
	TOTAL	143	100.00%	37	40	10	10	10	10	

Source: Human Resources Department PT. LSIP, 2018 (Data processed)

2.5. Data Collection Methods

Data collection for writing this study was carried out by:

- Observation of individuals and events to workers who have the status of staff and employees (non-staff).
- Conducting interviews (interviews) via face-to-face or telephone to workers who have the status of staff and employees (non-staff)
- Questionnaires (questionnaire) to examine the level of job satisfaction and the level of work loyalty using an interval scale where the answers to the statements given have different levels of value, but the distance is considered the same. Questionnaires are submitted personally or sent by e-mail to workers who have the status of staff and employees (non-staff).

2.6. Data Type and Source

Primary data, data obtained directly from the place of study, namely the office of PT. LSIP through observation, interview and questionnaire (questionnaire). Secondary data, supporting data obtained from various existing sources such as human resource management books, organization behavior and research methods that support theoretical elements, magazines, the internet or other literature related to the object under study to help smooth research that must be further processed and then presented either by the primary data collector or by other parties.

2.7. Data Analysis

In processing and analyzing data, analytical tools are needed. In this study, the analytical tools used were:

2.7.1. Descriptive Analysis

Is the analysis of one variable and is not associated with another by grouping, classifying and interpreting data both qualitatively and quantitatively. The things analyzed are:

The extent of job satisfaction of staff and employees in the PT. LSIP. From the data collected, a descriptive analysis of the variables of job satisfaction level is measured by: Total score: 125, with the assessment criteria for each respondent are as follows:

- 25 – 37 Very dissatisfied
- 38 – 62 Not satisfied
- 63 – 87 Moderate
- 88 – 112 Satisfied
- 113 – 125 Very satisfied

The extent of the level of work loyalty of staff and employees in the PT. PP. LSIP. From the data collected, a descriptive analysis of the variables of the level of work loyalty can be measured by: Total score: 100, with the assessment criteria for each respondent are as follows:

- 20 – 30 Very unfaithful
- 31 – 50 Unfaithful
- 51 – 70 Moderate
- 71 – 90 Loyal
- 91 – 100 Very

Loyal Describes the composition of the number and percentage of staff and employees based on the values possessed by the company and workers who obtained from the results of the relationship between job satisfaction and work loyalty with assessment criteria

2.7.2. Causal Analysis

In connection with this study using two variables between the independent variables of job satisfaction and the dependent variables of work fidelity, the causal analysis was carried out using the bivariate data analysis method. Bivariate data analysis is an analysis of the relationship between two variables that have been known in advance independent variables and dependent variables.

3. RESULT AND DISCUSSION

3.1. Questionnaire Testing

To obtain research results from a quality questionnaire, before the research is carried out, the questionnaire must be tested first so that the data obtained from the questionnaire can produce valid and reliable data. The purpose of conducting a data validity test on the questionnaire aims to make the data obtained can answer the research objectives. This means to find out the extent to which the questionnaire used is able to answer the objectives to be achieved. Validity includes three things, namely: construction validity, content validity and predictive validity. Decision making is carried out under the following conditions:

1. If r count positive and r count $>$ r table, then the item is valid.
2. If r count negative or r count $<$ r table, then the item is invalid.

Reliable means consistent or stable, in other words, the data obtained is consistent or stable. This means that if the research is carried out on the same thing the next time, the results obtained are the same or not different. Decision making is carried out with the following conditions:

1. If r Alpha is positive and $>$ r table, then the item is reliable.
2. If r Alpha is negative or $<$ r table, then the item is not reliable.

3.2. Test the Validity and Reliability of the Job Satisfaction Questionnaire

Before being used for the research process, the authors tested the job satisfaction questionnaire given to 20 (twenty) randomly selected respondents. At a real level of α 0.05 with a free degree $df = \text{number of question items} - 2$, then $df = 25 - 2 = 23$. The table r value (0.05;23) is = 0.3961. Test the validity of the job satisfaction questionnaire using the SPSS program, then the r count can be seen in the table "item - total statistics" column "corrected item - total correlation". Meanwhile, reliability results are obtained by looking at r Alpha (Cronbach's Alpha) in the "reliability statistics" table.

From the results of the validity test using the SPSS program, the output can be seen the corrected item value - the total correlation (r count) is all positive and the table $> r$ is worth 0.3961. So it can be concluded that all 25 items of the question can be declared valid. Then on the reliability test results from the questionnaire obtained that r Alpha (Cronbach's Alpha) 0.954 is positive and $> r$ table is worth 0.3961. So it can be concluded that the 25 items of the question can be stated to be reliable.

3.3. Test the Validity and Reliability of the Work Loyalty Questionnaire

Before being used for the research process, the authors tested the work loyalty questionnaire given to 20 (twenty) randomly selected respondents. At the real level of α 0.05 with a free degree $df = \text{number of question items} - 2$, then $df = 20 - 2 = 18$. The table r value (0.05;18) is = 0.4438. Test the validity of the job satisfaction questionnaire using the SPSS program, then the r count can be seen in the table "item - total statistics" column "corrected item - total correlation". Meanwhile, reliability results are obtained by looking at r Alpha (Cronbach's Alpha) in the "reliability statistics" table.

From the results of the validity test using the SPSS program, the output can be seen the corrected item value - the total correlation (r count) is all positive and the table $> r$ (0.05;18) is 0.4438. So it can be concluded that the 20 items of questions regarding work loyalty can be declared valid. Then in the reliability test results of the questionnaire regarding work fidelity, it was obtained that r Alpha (Cronbach's Alpha) was 0.942 positively valued and $> r$ table was worth 0.4438. So it can be concluded that the 20 items of the question can be stated to be reliable.

3.4. Job Satisfaction Rate

The results of the research on the level of staff job satisfaction will be described in 3 (three) ways, namely:

Based on the length of service

Table 6. Staff Job Satisfaction Level Based on Length of Service

Masa Kerja	Sangat Tidak Puas	Tidak Puas	Moderat	Puas	Sangat Puas	Total
5 - 10	-	1	7	2	-	10
11 - 15	-	-	4	6	-	10
16 - 20	-	4	4	2	-	10
> 20	-	3	4	3	-	10
Total	-	8	19	13	-	40

The results of the study on the level of staff job satisfaction based on the length of service are as follows:

- 5 - 10 years of service: No one expressed great dissatisfaction and very satisfied, as many as 1 person (10%) who expressed dissatisfaction, 7 people (70%) who expressed moderate and 2 people (20%) who expressed satisfaction.
- Service period 11 - 15 years: No one who declares very dissatisfied, dissatisfied and very satisfied. A total of 4 people (40%) expressed moderate and 6 people (60%) expressed satisfaction.
- 16 - 20 years of service: No one expressed dissatisfaction and very satisfied, 4 people (40%) expressed dissatisfaction, 4 people (40%) expressed moderate and 2 people (20%) expressed satisfaction.
- Working period > 20 years: No one expressed dissatisfaction and very satisfied, as many as 3 people (30%) who expressed dissatisfaction, 4 people (40%) who expressed moderate and 3 people (30%) who expressed satisfaction.

By gender

Table 7. Staff Job Satisfaction Rate Based on Gender

Jenis Kelamin	Sangat Tidak Puas	Tidak Puas	Moderat	Puas	Sangat Puas	Total
Laki - laki	-	8	14	10	-	32
Perempuan	-	-	5	3	-	8
Total	-	8	19	13	-	40

- As for the results of research on the level of staff job satisfaction based on gender are as follows:
- Male gender: No one expressed dissatisfaction and was very satisfied, 8 people (25%) expressed dissatisfaction, 14 people (44%) expressed moderate and 10 people (31%) expressed satisfaction.
 - Female Gender: No one expressed great dissatisfaction, dissatisfaction and very satisfied, 5 people (63%) expressed moderate and 3 people (38%) expressed satisfaction.

Based on job satisfaction dimensions

The results of the study on the level of staff job satisfaction based on the dimensions of job satisfaction are as follows:

- Payments, such as salaries and wages: On average, 3 people (7%) expressed dissatisfaction, 9 people (23%) expressed dissatisfaction, 12 people (31%) expressed moderate, 14 people (35%) expressed satisfaction and 2 people (5%) expressed very satisfied.
- The work itself: On average, 0 people (0%) expressed dissatisfaction, 4 people (10%) expressed dissatisfaction, 18 people (46%) expressed moderate, 16 people (39%) expressed satisfaction and 2 people (6%) expressed very satisfied.
- Promotion of Position: On average, 2 people (5%) expressed dissatisfaction, 12 people (31%) expressed dissatisfaction, 17 people (42%) who expressed moderate, 9 people (23%) who expressed satisfaction and 0 people (1%) who expressed very satisfied.
- Supervision or supervision: On average, 1 person (4%) expressed dissatisfaction, 5 people (13%) expressed dissatisfaction, 14 people (35%) who expressed moderate, 18 people (46%) who expressed satisfaction and 1 person (3%) who expressed very satisfied.
- Relationship with co-workers: On average, 0 people (1%) expressed dissatisfaction. A total of 6 people (16%) expressed dissatisfaction, 11 people (28%) who expressed moderate, 21 people (54%) who expressed satisfaction and 1 person (3%) who expressed very satisfied.

Table 8. Staff Job Satisfaction Level Based on Job Satisfaction Dimensions

Dimensi	Indikator	Sangat Tidak Puas	Tidak Puas	Moderat	Puas	Sangat Puas	Total
Pembayaran, seperti gaji dan upah	Besarnya kompensasi jika dibandingkan dengan prestasi kerja	0	5	16	17	2	40
	Besarnya kompensasi jika dibandingkan dengan jenis pekerjaan	0	8	17	13	2	40
	Besarnya kompensasi jika dibandingkan dengan resiko pekerjaan	4	13	9	12	2	40
	Besarnya kompensasi jika dibandingkan dengan tanggung jawab pekerjaan	4	13	7	14	2	40
	Besarnya kompensasi jika dibandingkan dengan jabatan pekerjaan	6	7	12	13	2	40
Pekerjaan itu sendiri	Perencanaan kerja yang disusun	0	4	16	19	1	40
	Pembagian tugas kerja yang ditetapkan	0	5	20	13	2	40
	Suasana kenyamanan kerja yang tercipta	0	5	16	17	2	40
	Jam kerja yang ditetapkan	0	2	19	16	3	40
	Tantangan kerja yang dihadapi	0	3	21	13	3	40
Promosi Jabatan	Syarat-syarat promosi dalam perusahaan	2	15	13	10	0	40
	Periode waktu promosi dalam perusahaan	1	13	17	9	0	40
	Kesempatan promosi dalam perusahaan	0	12	15	13	0	40
	Informasi promosi dalam perusahaan	2	11	22	5	0	40
	Penilaian kinerja sebagai dasar promosi dalam perusahaan	4	10	16	9	1	40
Kepenyelaan / Supervisi	Kemampuan atasan dalam menyusun rencana kerja	1	6	13	19	1	40
	Kemampuan atasan dalam mengorganisasikan pekerjaan	2	8	13	17	0	40
	Kemampuan atasan dalam memimpin para pekerja	2	5	12	19	2	40
	Kemampuan atasan dalam mengawasi kinerja para pekerja	1	3	16	18	2	40
	Kemampuan atasan dalam menilai hasil kerja para pekerja	1	4	16	18	1	40
Hubungan dengan rekan sekerja	Kerja sama terhadap rekan kerja dalam satu departemen	0	3	7	28	2	40
	Kerja sama terhadap rekan kerja dalam departemen berbeda	0	8	10	22	0	40
	Kerja sama terhadap atasan kerja langsung	0	5	11	23	1	40
	Kerja sama terhadap bawahan kerja langsung	0	7	10	20	3	40
	Kerja sama terhadap serikat pekerja yang ada dalam perusahaan	1	8	17	14	0	40

3.5. Work Loyalty Level

The results of the study on the level of staff work loyalty will be described in 3 (three) ways, namely:

Based on the length of service

Table 9. Staff Work Loyalty Level Based on Length of Service

Masa Kerja	Sangat Tidak Setia	Tidak Setia	Ragu - ragu	Setia	Sangat Setia	Total
5 - 10	-	1	5	3	1	10
11 - 15	-	-	4	6	-	10
16 - 20	-	2	4	4	-	10
> 20	-	3	2	5	-	10
Total	-	6	15	18	1	40

As for the results of research on the level of staff work loyalty based on length of service is as follows:

- 5 – 10 years of service: No one declares strongly unfaithful, as many as 1 person (10%) who declares disloyal, 5 people (50%) who declare moderate, 3 people (30%) who declare allegiance and 1 person (10%) who declares very loyal.
- Service period 11 – 15 years: No one declared very unfaithful, unfaithful and very loyal, as many as 4 people (40%) who declared moderate and 6 people (60%) who declared loyal.
- 16 – 20 years of service: No one declares very unfaithful and very loyal, as many as 2 people (20%) who declare disloyal, 4 people (40%) who declare moderate and 4 people (40%) who declare loyal.
- Service period > 20 years: No one declares very unfaithful and very loyal, as many as 3 people (30%) who declare disloyal, 2 people (20%) who declare moderate and 5 people (50%) who declare loyal.

By Gender

Table 10. Level of Staff Work Loyalty By Gender

Jenis Kelamin	Sangat Tidak Setia	Tidak Setia	Moderat	Setia	Sangat Setia	Total
Laki - laki	-	6	13	12	1	32
Perempuan	-	-	2	6	-	8
Total	-	6	15	18	1	40

The results of the study on the level of staff work loyalty based on gender are as follows:

- Male gender: No one declared strongly unfaithful, 6 people (19%) declared unfaithful, 13 people (41%) declared moderate, 12 people (38%) who declared allegiance and 1 person (3%) who declared very loyal.
- Female Gender: No one declared strongly unfaithful, unfaithful and very loyal, 2 people (25%) declared moderate and 6 people (75%) declared loyal.

Based on the work fidelity dimension

The results of the study on the level of staff work loyalty based on the dimensions of work loyalty are as follows:

- Occupation or profession: On average, 1 person (3%) declared very unfaithful, 4 people (10%) who declared disloyal, 10 people (26%) who declared moderate, 20 people (51%) who declared allegiance and 4 people (11%) who declared very loyal.
- Company: On average, 1 person (3%) declared very unfaithful, 6 people (14%) who declared disloyalty, 12 people (30%) who declared moderate, 17 people (44%) who declared allegiance and 4 people (11%) who declared very loyal.
- Superiors: On average, 0 people (0%) declared very unfaithful, 5 people (13%) who declared disloyalty, 13 people (32%) who declared moderate, 20 people (50%) who declared allegiance and 2 people (6%) who declared very loyal.
- Co-workers and subordinates: On average, 1 person (2%) declared very unfaithful, 4 people (10%) who declared disloyalty, 16 people (40%) who declared moderate, 18 people (45%) who declared allegiance and 2 people (5%) who declared very loyal.

Table 11. Staff Work Loyalty Level Based on Work Loyalty Dimension

Dimensi	Indikator	Sangat Tidak Setia	Tidak Setia	Moderat	Setia	Sangat Setia	Total
Pekerjaan / Profesi	Pekerjaan yang dilakukan memacu untuk melakukan perbaikan berkesinambungan	0	6	3	25	6	40
	Pekerjaan dapat memberi nilai tambah kepada diri sendiri	0	5	5	24	6	40
	Pekerjaan memberikan wewenang terhadap para pekerja	2	3	16	15	4	40
	Pekerjaan memberikan daya tarik terhadap diri sendiri	2	4	8	23	3	40
	Sistem dan prosedur dapat membantu dalam bekerja	1	2	19	15	3	40
Perusahaan	Perusahaan dapat dijadikan pegangan untuk tumbuh kembang bersama dalam hidup	0	8	4	22	6	40
	Perusahaan sanggup memberikan remunerasi yang memadai	2	2	12	19	5	40
	Perusahaan senantiasa berusaha untuk mempertahankan para pekerja	1	5	10	20	4	40
	Perusahaan senantiasa berusaha untuk meningkatkan pengetahuan pekerja	1	2	17	15	5	40
	Perusahaan senantiasa mensosialisasikan perubahan SOP	1	11	16	11	1	40
Atasan	Atasan adil dalam memberikan penilaian bekerja	0	8	9	21	2	40
	Atasan dapat dijadikan teladan untuk bekerja	0	1	13	25	1	40
	Atasan mengawasi tanpa senantiasa mencari kesalahan	0	4	11	20	5	40
	Atasan senantiasa membela hak bawahan dalam bekerja	0	6	15	18	1	40
	Atasan senantiasa melibatkan saya dalam proses pengambilan keputusan	0	7	15	16	2	40
Rekan Kerja dan Bawahan	Sikap antar rekan kerja dalam satu departemen	0	4	12	21	3	40
	Sikap antar rekan kerja dalam departemen berbeda	1	4	16	18	1	40
	Sikap terhadap bawahan dalam satu departemen	0	4	9	24	3	40
	Sikap terhadap atasan dalam departemen yang berbeda	1	5	18	14	2	40
	Sikap terhadap sikap pekerja yang ada dalam perusahaan	1	2	24	12	1	40

3.6. Worker Composition Based on the Relationship Between Job Satisfaction and Work Loyalty

From the results of calculating questionnaire answers for job satisfaction and job loyalty, the research continued by trying to make the composition of the staff and employee workforce in the form of the number of people and percentages based on the relationship between job satisfaction and work loyalty. Staff Composition Based on the Relationship Between Job Satisfaction and Work Loyalty from the results of research conducted on 40 staff, it can be obtained the results of research on staff composition based on the relationship between job satisfaction and work loyalty:

- High job satisfaction and high job loyalty of 13 people (33%)
- Job satisfaction is high but job fidelity is low as much as 0 people (0%)
- Job satisfaction is low but work fidelity is high as much as 1 person (3%)
- Low job satisfaction and low job fidelity of 6 people (15%)
- Moderate as many as 20 people (50%)

3.7. Composition of Workers Based on Dominant Response to Job Dissatisfaction

The research continued by trying to make the composition of the staff and employee workforce in the form of the number of people and percentages based on the dominant response to job dissatisfaction. From the results of research conducted on staff regarding the relationship between job satisfaction and work loyalty obtained as many as 6 people (15%) who had satisfaction low work and low work loyalty. After conducting further research on the dominant responses of staff who have low job satisfaction and low job loyalty obtained:

- A total of 4 people (67%) have behaviors to leave the organization, including finding a new position or asking for an exit.
- As many as 0 people (0%) have active and constructive behavior trying to improve the condition. This trait includes providing suggestions for improvement, discussing issues with superiors, and some form of trade union activity (Voice).
- As many as 0 people (0%) had behaviors passively allowing the condition to worsen, including chronic insecurity or late arrival, reduced effort and increased error rate (Neglect).
- A total of 2 people (33%) had Passive but optimistic behaviors waiting for the improvement of the condition. This trait includes speaking out for the organization in the face of outside criticism and trusting the organization and its management to do the right thing (loyalty).

3.8. The relationship between the level of job satisfaction and the level of work loyalty

After a descriptive analysis is carried out in research on job satisfaction and work loyalty, it will be continued with a causal analysis by conducting a correlation analysis between the job satisfaction variable and the work loyalty variable to find out the direction of the relationship and the magnitude of the relationship between the two variables. The method used in conducting correlation analysis is the moment correlation coefficient developed by Pearson which is stated as follows:

Table 12. Calculation of the Correlation Coefficient Between Job Satisfaction and Staff Work Loyalty

n	X	Y	X ²	Y ²	XY
1	93	81	8,649	6,561	7,533
2	75	77	5,625	5,929	5,775
3	95	100	9,025	10,000	9,500
4	75	67	5,625	4,489	5,025
5	84	70	7,056	4,900	5,880
6	75	67	5,625	4,489	5,025
7	81	74	6,561	5,476	5,994
8	71	67	5,041	4,489	4,757
9	69	67	4,761	4,489	4,623
10	58	50	3,364	2,500	2,900
11	100	80	10,000	6,400	8,000
12	79	67	6,241	4,489	5,293
13	110	85	12,100	7,225	9,350
14	73	66	5,329	4,356	4,818
15	100	83	10,000	6,889	8,300
16	78	65	6,084	4,225	5,070
17	95	71	9,025	5,041	6,745
18	91	71	8,281	5,041	6,461
19	94	80	8,836	6,400	7,520
20	81	70	6,561	4,900	5,670
21	73	59	5,329	3,481	4,307
22	85	72	7,225	5,184	6,120
23	99	79	9,801	6,241	7,821
24	61	57	3,721	3,249	3,477
25	75	69	5,625	4,761	5,175
26	59	77	3,481	5,929	4,543
27	96	80	9,216	6,400	7,680
28	82	70	6,724	4,900	5,740
29	61	48	3,721	2,304	2,928
30	60	50	3,600	2,500	3,000
31	95	74	9,025	5,476	7,030
32	100	80	10,000	6,400	8,000
33	93	83	8,649	6,889	7,719
34	79	69	6,241	4,761	5,451
35	87	74	7,569	5,476	6,438
36	69	70	4,761	4,900	4,830
37	79	71	6,241	5,041	5,609
38	61	50	3,721	2,500	3,050
39	62	49	3,844	2,401	3,038
40	61	48	3,721	2,304	2,928
Jumlah	3,214	2,787	266,004	199,385	229,123

Then the correlation coefficient between the job satisfaction variable and the staff work loyalty variable is:

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]}}$$

$$r = \frac{40(229123) - (3214)(2787)}{\sqrt{[40(266004) - (3214)^2][40(199385) - (2787)^2]}}$$

$$r = 0,82$$

The correlation coefficient between the job satisfaction variable and the staff work loyalty variable is worth + 0.82, This positive sign indicates that if the level of job satisfaction increases, the level of work loyalty will increase. The value of the correlation coefficient of +0.82 is included in the strong positive correlation, meaning that there is a strong relationship between the level of job satisfaction and the level of staff work loyalty

3.9. The findings of the study found

That the level of job satisfaction of staff and employees is categorized as moderate, the level of staff work loyalty is categorized as moderate while employees are loyal, there is a positive, strong and significant relationship between job satisfaction and work loyalty. After excluding moderate respondents, the dominance of staff and employees who have high job satisfaction and work loyalty was obtained. The dominant response to job dissatisfaction, found for staff to have new job search behavior while employees have passive but optimistic behavior waiting for things to improve.

4. CONCLUSION

Results were obtained that the level of job satisfaction of staff and employees that exists today is categorized as moderate. This means that current staff and employees do not experience job dissatisfaction nor do they experience job satisfaction. This is strongly influenced by the background of the company's condition which at the time of data collection through the distribution of questionnaires in September 2008 to October 2008 was undergoing changes in human resources policy due to the recent implementation of the change of ownership and top management in the company. In an atmosphere of heavy psychological

pressure, it turns out that the satisfaction and loyalty of company staff and employees is still on average moderate. This means that mentally the condition does not drastically impair their motivation.

In terms of the level of work loyalty, it is obtained from the results of research that employees are more loyal than the staff that exist today. This can make staff productivity lower compared to employees. Whereas if in responsibility, a staff has greater authority and responsibility compared to employees. This will make the improvement carried out will be slow at the level of workers who have staff status. There are several things that result in work infidelity obtained from the research is the limitation of authority and responsibility, which has not been able to change work attitudes for the better because the overall work policy has not been socialized.

From the results of the study, evidence of a positive and strong relationship between job satisfaction and work loyalty of staff and employees is obtained today. This means that if the level of job satisfaction increases, the level of work loyalty will also increase.

After testing the hypothesis, it was found that there is a significant relationship between job satisfaction and the work loyalty of current staff and employees. This means that the relationship that exists between the two variables does not occur simply by chance but rather there is a high probability of their actual existence.

After excluding respondents who answered moderately, the composition of staff and employees based on the relationship between job satisfaction and work loyalty was dominated by staff and employees who had high job satisfaction and high work loyalty. This shows that there is still potential for labor that can benefit companies in terms of having a workforce that has high work motivation in addition to a workforce that has a moderate nature in terms of job satisfaction and work loyalty.

The dominant response of staff who do not experience job satisfaction is to have behaviors that lead to leaving the organization. As for employees, the dominant response that does not experience job satisfaction is to have passive but optimistic behavior waiting for the improvement of conditions.

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