

The Effect of Job Satisfaction on Employee Loyalty at Nahdlatul Ulama University of North Sumatera

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Abstract: Employee loyalty is reflected in the attitude and actions of devoting their abilities and expertise, carrying out tasks with responsibility, discipline, and honesty at work, creating good working relationships with superiors, co-workers, and subordinates in completing tasks, creating a supportive and pleasant atmosphere at work, maintaining the image of the school and the willingness to work for a longer period of time. This study used a quantitative approach. The method used in this research is a survey method with a causal form with path analysis. The population and sample in this study were employees of Nahdlatul Ulama University of North Sumatera. The results of a simple correlation analysis between job satisfaction and loyalty have a correlation coefficient of $r_{12} 0.568$ and a path coefficient value of $\rho_{21} 0.431$. This means that job satisfaction will have a direct effect on loyalty. Job satisfaction has a direct positive effect on loyalty, in the sense that an increase in job satisfaction provided will have an impact on increasing employee loyalty.

Keywords: Job satisfaction, loyalty.

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A. INTRODUCTION

Loyalty that grows from within employees is an important factor in the teaching and learning process. However, employees are ordinary people who have personal needs with different priority scales. Employees who work with sincere devotion and sincerely serve students will not complain much. Meanwhile, employees whose personal interests have not been met will definitely have complaints. Employee loyalty is not only determined by age. The increasing need for living means that employee salaries cannot keep up. Many honorary employees work part time to make ends meet, such as teaching tutoring, private lessons, selling and so on. It is not impossible that this will disrupt the quality of education. Employees have to look for other income outside of their work as employees, so the employees may become tired while teaching.

Employee loyalty is not only determined by age. The increasing need for living means that employee salaries cannot keep up. Many honorary employees work part time to make ends meet, such as teaching tutoring, private lessons, selling and so on. It is not impossible that this will disrupt the quality of education. Employees have to look for other income outside of their work as employees, so these employees may become tired while teaching. This side job will of course affect the employee's work concentration so that it will affect employee loyalty at work.

Employee job satisfaction is also an important thing that can help increase employee loyalty to survive amidst the crushing cost of living. Demands for professionals in teaching, and readiness to complete administrative tasks related to the curriculum. An employee who gets job satisfaction in his teaching place will have an impact on the employee's level of loyalty in carrying out his duties as an educator. Non-academic activities on campus are needed at high intensity, of course this really requires energy, time and thought from the staff responsible for it. This of course requires the seriousness of employees in its implementation.

The role of campus leaders as managers who organize all activities on campus, should be to empower existing human resources both in decision making and in implementing campus programs, so as to increase employee satisfaction and loyalty. If campus leaders are unable to empower existing human resources, then the employees who come to campus will lose their goal of helping their students gain knowledge. Employees at private campuses who persist in teaching for years, with salaries that do not meet their living needs, need to pay attention to their job satisfaction. Job satisfaction from an employee does not always take the form of material things, but is also a feeling received from campus leaders. Employee job satisfaction can be in the form of satisfaction because they feel involved and given responsibility in managing the campus. This is important because job satisfaction also contributes to growing employee loyalty to the campus where they work.

1. Loyalty

Niehoff believes that loyalty is: Loyalty is the willingness of employees with all the capacity, skills, thoughts, and the time to participate and achieve company goals and to keep the company secret and not to take actions that hurt the company as long as that person still exists as employees. Loyalty means the willingness of employees with all their abilities, skills, thoughts and time to participate in achieving company goals and keep company secrets and not take actions that are detrimental to the company as long as the person is still an employee (Niehoff, 2014).

Newstrom believes that loyalty is related to the employee's desire to participate in the organization, as stated in the book *Organization Behavior*, namely:...employee loyalty is the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employee's willingness to remain with a firm in the future (Newstrom, 2011). Loyalty can also be interpreted as a passive constructive response as stated by Colquitt, namely "loyalty is defined as a passive, constructive response that maintains public support for the situation while the individual privately hopes for improvement" (Colquitt, 2011).

Rue explained that "employee loyalty is a dedication to the goals and needs of employees, family organizations or others". Employee loyalty is dedication to the goals and needs of employees, family organizations or others (Rue, 1996). Meanwhile, Robbins states "loyalty is the willingness of employees as members of the organization in maintaining and securing the organization" (Robbins, 2011). Loyalty is the willingness of employees as members of an organization to maintain and secure the organization. Loyalty can also be interpreted as employee commitment in the long term. As stated by Sistare, "loyalty is commitment for the long term" (Sistare, 2009). Employees/employees who have low loyalty are likely to quit their

jobs and not be present at work. Meanwhile, employees who have too high loyalty will also have an impact on low creativity, this is explained by Mc Shane and Von Glinow "loyal employees are less likely to quit their jobs and be absent from work... employees with very high loyalty tend to have conformity, which results in lower creativity" (McShane, 2010).

Loyalty is characterized by the intention to engage with an organization over the long term, which plays a positive role in member retention in the organization. While job satisfaction primarily focuses on the employee's attitude towards his current job, employee loyalty explores a broader framework, namely the employee's attitude towards the organization. Based on the explanation above, it can be synthesized that loyalty is an emotional feeling towards an organization which is shown by behavior and attitudes with indicators: supporting the organization, actively participating, maintaining the organization, saving the organization, obeying organizational regulations, and prioritizing the interests of the organization.

Employee loyalty is reflected in the attitudes and actions of devoting their abilities and expertise, carrying out tasks with responsibility, discipline and honesty at work, creating good working relationships with superiors, co-workers and subordinates in completing tasks, creating a supportive and pleasant atmosphere in the workplace. Workplace, maintaining the school's image and a willingness to work for a longer period of time. In educational organizations/institutions, employees/employees who have low loyalty are likely to quit their jobs and also not attend work. Meanwhile, employees who have too high loyalty will also have an impact on low creativity, as explained by Mc Shane and Von Glinow "loyal employees are less likely to quit their jobs and be absent from work... employees with very high loyalty tend to have conformity, which results in lower creativity" (McShane, 2010)

2. Job satisfaction

The success or failure of an organization really depends on the quality of the human resources it has because quality human resources are human resources who are capable of maximum performance. Job satisfaction has an important role in employee work performance, when an employee feels satisfaction at work then an employee will try as hard as possible with all their abilities to complete their tasks, which will ultimately result in good performance and achievements for the school. Because it is so important to maintain job satisfaction, an in-depth study of this is necessary. Several experts have expressed the following definition of job satisfaction: According to Robbins and Judge, "job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. According to Siagian, "job satisfaction is a person's perspective, whether positive or negative, about their work." According to Suwatno and Priansa, job satisfaction is the way an individual feels about their work which results from the individual's attitude towards various aspects contained in the job" (Robbins, 2011).

Suwatno and Priansa explained that the way individuals experience work is influenced by individual characteristics and situations both inside and outside the work environment. Job satisfaction is individual, each person has a different level of satisfaction according to the value system that applies to him. The more aspects of the job that are in accordance with the individual's wishes, the higher the level of satisfaction felt, and vice versa, if the fewer aspects of the work are in accordance with the individual's wishes, the lower the level of satisfaction

felt. Job satisfaction is a set of employee feelings that are pleasant or unpleasant based on material and psychological (non-material) rewards. Meanwhile, according to Sopiah, job satisfaction is as follows: (1) Job satisfaction is a person's emotional response to work situations and conditions, (2) Emotional responses can be feelings of satisfaction (positive) or dissatisfaction (negative). If you are emotionally satisfied, it means job satisfaction has been achieved, and vice versa, if not, then the employee is dissatisfied, (3) Job satisfaction is felt by employees after the employee compares what he hopes he will get from his work with what he actually gets from his work, and (4) Job satisfaction reflects several related attitudes.

Danim explained that job satisfaction is a combination of psychological, cultural, self-actualization, appreciation and environmental aspects. Job satisfaction can be interpreted as an individual's attitude orientation to play a role in the work they are currently working on. According to Wibowo, "job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects" (Danim Sudarwan, 2008). Job satisfaction is a collection of feelings and beliefs that people have about their current job. In addition to having attitudes about their work as a whole, employees can also have attitudes about various aspects of their work such as the type of work they do, their coworkers, supervisors, or subordinates, and their salaries. As George and Jones put it:

Job satisfaction is the collection of feelings and beliefs that people have about their current jobs. People's levels or degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Recall from the opening case how job satisfaction levels were very high at Nugget Markets. In addition to having attitudes about their jobs as a whole, people can also have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors, or subordinates, and their pay (George, 2012). Schermerhorn et al define job satisfaction as more the extent to which an individual feels positive or negative about a job, as in their statement "Job satisfaction is the degree to which an individual feels positive or negative about a job". An opinion that is not much different was expressed by Locke in Anderson et al, "job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Schermerhorn, 2010).

Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. Job satisfaction is usually related to motivation, but keep in mind that job satisfaction is different from motivation. Job satisfaction is more than an attitude, an internal state. As Mullis stated: Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. Job satisfaction is usually linked to motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more than an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullis, 2005).

Armstrong argued that job satisfaction refers to people's attitudes and feelings about their jobs. A positive and favorable attitude towards work leads to engagement and therefore job satisfaction. The level of job satisfaction is influenced by intrinsic and extrinsic motivation factors, quality of supervision, social relationships with work groups and the extent to which individuals succeed or fail in their work as stated in the statement: Job satisfaction is refers to the attitudes and feelings people have about their work. Positive and favorable attitudes

towards the job lead to engagement and therefore job satisfaction. The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work (Armstrong, 2009).

Employee job satisfaction is certainly closely related to meeting employee needs. If employee needs are met then the employee tends to have high job satisfaction, conversely employees who feel their needs are not met will usually tend to have low job satisfaction. Employee job satisfaction is an employee's attitude towards how they view their work. Employee satisfaction can provide several benefits, including creating a harmonious relationship between schools and employees. Employee satisfaction or dissatisfaction is an employee's response to evaluating the level of conformity between previous expectations and the actual job design performance perceived by the employee. So, the level of employee satisfaction with their job and career is a function of the difference between the perceived performance of the design and evaluation of the job and career and the employee's expectations. If the performance of the design and evaluation of the job and career does not match expectations or the expectation exceeds the design performance and evaluation of the job and career, then employees will be disappointed. Meanwhile, if the design and evaluation performance of work and career meets expectations or even exceeds expectations, employees will feel very satisfied. So job satisfaction is a person's emotional state towards his work, when he finds a common ground between what he expects from the job and what the company has given him.

Job satisfaction describes an individual's feelings towards his job. Work requires interaction with co-workers or superiors, following organizational rules and policies and meeting work standards. A person's attitude towards work describes pleasant and unpleasant experiences and is also related to hopes for the future. The job satisfaction of each individual is different, because basically job satisfaction is individual in nature where each individual will have a different level of job satisfaction according to their individual feelings. Based on the explanation above, it can be synthesized that job satisfaction is a reflection of feelings about work based on expectations and rewards provided by the organization with indicators: feelings about supportive working conditions, feelings about appropriate wages/salaries, feelings about relationships with superiors, feelings about relationships with co-workers, feelings about work results, and feelings about job promotions.

B. METHOD

This research uses a quantitative approach, the method used in this research is a causal survey method with path analysis. The population and sample in this research were 40 employees of Nahdlatul Ulama University, North Sumatra. Data analysis for hypothesis testing was carried out using path analysis, which is a technique applied to explain the influence between research variables. Before carrying out path analysis, the regression significance test and regression linearity test as a prerequisite for statistical tests were carried out by testing the normality of the estimated error for each research variable using the Lilliefors-Test.

C. RESULTS AND DISCUSSION

1. The Effect of Job Satisfaction on Loyalty

The results of a simple correlation analysis between job enrichment and loyalty show a correlation coefficient of $r_{12} = 0.568$ and a path coefficient value of $\rho_{21} = 0.431$. This means that job enrichment will have a direct effect on loyalty. The results of this research are in line with what was stated by Luthans (2011) who stated that job satisfaction in an organization is closely related to commitment. As stated in the book *Organizational Behavior*, namely "Whereas satisfaction is mainly concerned with the employee, attitude toward the job and commitment is at the level of the organization, a strong relationship between job satisfaction and organization; commitment has been found over the year". Pandey and Khare also stated that there is a significant impact of job satisfaction and organizational commitment on employee loyalty "...the findings of the research conclude that there is a significant impact of job satisfaction and organizational commitment on employee loyalty". Employee job satisfaction as educators is needed to increase their loyalty. Job satisfaction concerns the match between a person's expectations and the rewards provided. Employee job satisfaction has an impact on work performance, discipline, work quality and loyalty. Employees who are satisfied with their work will likely have a positive impact on improving the quality of education. Thus, the research results show that there is a positive direct influence of job satisfaction on loyalty.

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According to the results of research conducted by Pandey and Khare in the manufacturing industry, it was stated "...the findings of the research concluded that there is a significant impact of job satisfaction and organizational commitment on employee loyalty". Research findings conclude that there is a significant impact of job satisfaction and organizational commitment on job loyalty in the manufacturing industry (Chetna Pandey, 2014).

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satisfaction concerns the match between a person's expectations and the rewards provided. Employee job satisfaction has an impact on work performance, discipline, work quality (Fred Luthan, 2011). Employees who are satisfied with their work will likely have a positive impact on improving the quality of education. Employees who play truant, teach unplanned, are lazy, go on strike, often complain are signs of low employee satisfaction. Employees take revenge for the inconvenience caused by the school/office with their wishes/hopes. Referring to this theory, it is assumed that there is a positive direct influence of job satisfaction on employee loyalty. In other words, the higher the employee's job satisfaction, the more loyal the employee is to the place of work.

D. CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and study from this research, it can be concluded that: Job satisfaction has a direct positive effect on loyalty, in the sense that increasing job satisfaction will have an impact on increasing employee loyalty. Based on the conclusions and implications above, several suggestions can be put forward for realizing and increasing employee loyalty as follows: Leaders should continue to strive to increase employee loyalty towards their workplace by increasing their job satisfaction. This is intended to achieve the ideals of the Indonesian nation, namely to educate the nation's life and realize the vision, mission and goals of each campus.

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