



Analysis of Employee Job Satisfaction and Employee Loyalty Towards Employee Work Ethic at Bhineka Bakti Husada Hospital, South Tangerang

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Abstract: This study aims to determine the analysis of employee job satisfaction and employee loyalty towards the work ethic of employees at Bhineka Bakti Husada Hospital, South Tangerang. The population in this study was 35 respondents. This study used the independent variable, namely job satisfaction (X1), Employee Loyalty (X2) and the dependent variable included Employee Work Ethic (Y). The results of validity test on job satisfaction variable was 0.779, while validity test on the employee loyalty variable was 0.687, and the employee work ethic variable was 0.696. This means that the effect of job satisfaction and employee loyalty can be accepted on the work ethic of employees. The results of reliability test on the job satisfaction variable Cronbach's Alpha was 0.820. While the employee loyalty variable Cronbach's Alpha reliability test was 0.771, and for the employee work ethic variable Cronbach's Alpha was 0.846. This results indicate that this research can be said to be reliable, because the value is greater than the minimum limit of Cronbach's Alpha of 0.6. Based on the analysis of the correlation coefficient (R) the influence percentage of two independent variables was 0.717 and the value of the coefficient of determination (R²) was 51.5%. This results indicate that the these variables had very strong effect on work ethic of employees and it can be proven that job satisfaction and employee loyalty have an effect of 51.5%. While the remaining 48.5% was influenced by other variables. Simultaneously, job satisfaction and employee loyalty had a significance value of 0.000, which means that job satisfaction and employee loyalty had a very significant effect on the work ethic of employees. And partially for job satisfaction, the significance value was 0.827 > from 0.05, then H₀ is accepted, which means that job satisfaction did not have a partially significant effect on work ethic. The Employee Loyalty Variable, has significance value of 0.000 < from 0.05, then H₀ is rejected, which means that there was a partially significant effect on the employee's work ethic.

Keywords: Job Satisfaction, Loyalty, Work Ethic

INTRODUCTION

Changes in economic conditions that occur in this globalization era caused demands that must be fulfilled by economic and industrial actors. Companies must be able to deal with changes that occur responsively. This change was not only from external, but also internal company (Soegandhi, 2013: 1) [1]. Each company has a certain goal that must be achieved, which causes the dependence of company on the quality of human resources become increases (Saputra, 2016: 2) . [2]

Human resources is a crucial factor in a company. HR is also the key that determines the development of company. HR in a company is the driving force to achieve the company's goals. HR must be managed properly to increase effectiveness and efficiency within the company (Rowen, 2017:1). [3]

Human resources have an important role in the company, so that they should be utilized effectively to optimize the use of their skills or abilities (Susanta, et al, 2021: V2) [4] . A company that has an advanced viewpoint can be seen from the utilization of human resources which bring benefit for the company. A company needs employees who have a high work ethic, because the presence of these employees might facilitate and accelerate a company to achieve the expected goals.

One of the determinants of increasing work ethic in the company is job satisfaction and job loyalty. According to Afandi (2018: 74) [5] , job satisfaction is a positive attitude from the workforce including feelings and behavior towards their work through the assessment of one job as a sense of appreciation in achieving one of the important values of work, while loyalty is a variety participation of members in using their energy and thoughts as well as their time in realizing organizational goals (Hasibuan, 2005:210) [6] . Employees who feel satisfied or suitable with their job will work optimally and also along with increasing employee loyalty to the company which will affect the work ethic of the employees. A high work ethic could facilitate the company to achieve their goals

Bhineka Bakti Husada Hospital is a type C hospital that was established since 1987, in Pamulang, South Tangerang. Bhineka Bakti Husada Hospital is one of the first hospitals to be established in the Pamulang area, South Tangerang. The phenomenon in Bhineka Bakti Husada Hospital was highly dedicated employees at the hospital, this can be seen from the length of work from the hospital employees. Therefore, the author was interested in evaluating job satisfaction and employee loyalty towards the work ethic at Bhineka Bakti Husada Hospital.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Job satisfaction

According to Handoko [2001:193] [7], job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his job. During working, the employee requires interaction with various people such as colleagues, superiors, work partners and also interacts with regulations, working conditions, work standards and organizational policies. A person with a high level of job satisfaction shows a positive attitude towards his job, but on the contrary if someone is not satisfied shows a negative attitude towards his job. Meanwhile, according to Setiawan and Ghozali [2006; 159] [8] the notion of job satisfaction is a pleasant condition or emotionally positive that comes from a person's assessment of his work or work experience.

In the theory developed by Frederick Irving Herzberg [1923-2000] [9], an American psychologist that there are certain factors in the workplace that cause job satisfaction, while on the other hand there are other factors that cause job dissatisfaction are related to each other. . Frederick Irving Herzberg identified Hygiene factors (health factors) and motivation factors (satisfaction factors) known as the Two factor theory, which is a theory that states that satisfaction and dissatisfaction are part of a group of unequal variables.

Dissatisfaction related to conditions around work include working conditions, salary, safety, working conditions, company policies and administration, quality of supervision, relationships with other people and not with the work itself. This factor does not lead to positive satisfaction in the long term. But if this factor is not present, then dissatisfaction arises. This factor is an extrinsic factor to work. Hygiene factors (health factors) are also referred to as dissatisfiers or maintenance factors needed to avoid dissatisfaction. And conversely motivation factors (satisfaction factors), satisfaction is associated with job content including success, challenging work, achievement in work, promotion opportunities and opportunities to develop themselves and be recognized. Based on the two-factor theory that job satisfaction occurs at the level where work results are accepted by individuals as expected. If the results received are more and more, then the more satisfied and vice versa. The key to satisfaction with this theory is the difference between the aspects of the job one has and what one wants. The bigger the difference, the lower the person's satisfaction.

Loyalty

Loyalty comes from the basic word "loyal" which means faithful or obedient, loyalty means following obediently and faithfully to someone or the system/rules. The term loyalty is often defined that someone will be called loyal or have high loyalty if they want to follow the order. According to Mowday, Porter and Steers in Pandey and Khare (2012:29) [10], employee loyalty is a manifestation of organizational commitment, with the identification of the relative strength of each individual and involvement in a particular organization. According to Court, Gwinner and Meuter in Pandey and Khare (2012:27) [11], employee loyalty is employee behavior that reflects loyalty to the organization to promote interests and image.

Adiwibowo (2012: 51) [12] revealed that there are four possible states of loyalty:

- a. Low loyalty (low attitude and low behavior)
- b. Latent loyalty (high attitude and high behavior)
- c. Superior loyalty (low attitude and high behavior)
- d. True loyalty (high attitude and high behavior)

Meanwhile Hasibuan (2007) [13] suggests that employee loyalty is a loyalty that is reflected by the willingness of employees to maintain and defend the organization inside and outside of work from undermining irresponsible people.

Work Ethic

Referring to the Kamus Besar Bahasa Indonesia (KBBI) Work Ethic is a work spirit that becomes the characteristics and beliefs of a person or a group. According to Sinamo [2011] [14] in his book entitled 8 Professional Work Ethos means that work ethic is a set of positive behaviors rooted in belief accompanied by a total commitment to the work paradigm. Meanwhile, according to Webber [Suseno 2002:64] [15], work ethic is a belief that serves to guide behavior for a person, group or institution.

A. Tabrani [1989] [16] suggests several functions of the work ethic, which is as following:

1. Support the actions
2. Enthusiasm in activities.
3. The driving force is like the engine in a car, therefore the size of motivation will determine whether an action is fast or slow.

A good work ethic comes from the company's awareness to explore positive potentials in order to provide the best values for each individual. The characteristics of the Work Ethic according to Tamara [2002:733] [17] are: punctual, honesty, commitment, strong stance, morality, discipline, confidence, responsibility, and creativity.

RESEARCH METHOD

Human Resources Research Design

According to Istijanto, M.M., M.Com in his book "Human Resource Research", basically, research designs can be divided into three types: exploratory research, descriptive research, and causal research. (2008:19-21) [18].

Malhotra (1996) [19] defines research design as a framework that describes the procedures in obtaining information to answer research problems and provide the information needed for decision making.

This study used descriptive research. Descriptive research comes from the word "to describe" (English verb) which means to describe, the main purpose is to describe something. For examples, things that can be described in descriptive research are HR profiles, employee attitudes towards work, work motivation, employee satisfaction levels, communication flow between employees and so on. In this study, a descriptive research of HR profile on employee satisfaction, employee loyalty and employee work ethic was described.

This study used quantitative data. According to Sugiyono (2019:8) [20] quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research, on certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, which aims to test the established hypothesis.

This study used descriptive analysis which aims to convert raw data into a form that is easy to understand in the concise information. Zikmud (1997) [21] tried to divide statistical analysis methods into four types, namely descriptive analysis, univariate analysis, bivariate analysis, and multivariate analysis.

The population in this study were all employees at Bhineka Bakti Husada Hospital, South Tangerang, with number of sample was 30 respondents. Data was sampling by using the saturated sampling method with Google Form.

According to Sugiyono (2019:85) [22] the saturated sampling method is a sampling technique when all members of the population are used as samples. This sampling is often used when the population is relatively small, less than 30 people, or research that willing to make generalizations with very small errors. Another term for saturated sample is census, where all members of the population are sampled

Data were collected refers to descriptive research, namely by direct observation to the location of the research object, distributing questionnaires through Google Form and documenting respondents' answers to the distributed questionnaires.

Sources of data in this study were primary data and secondary data. According to Umi Narimawati (2008:98) [23] primary data is "data that comes from the original or first source. which is filled out by employees at the hospital in the form of a Google Form. The data was processed and tested using several data analysis techniques using SPSS Software. According to Sugiyono (2008: 402) [24] secondary data are "data sources that do not directly provide data to data collectors". For examples other people or documents. Secondary data is data that supports the needs of primary data. The secondary data used in this research were journal documents.

Framework

According to Sugiyono (2018:60) [25]: "The framework of thinking is a conceptual model of how theory relates to various factors that have been identified as important." The following is the research paradigm chart:

Formulation of research hypotheses is the third step in research, which was carried out after the researchers revealed the Literature Study and Thinking Framework. According to Sugiyono (2011:64) [26] the definition of the hypothesis is as follows: "The hypothesis is a temporary answer to the research problem formulation, where the research formulation has been stated in the form of a statement sentence. It is said to be temporary, because the

answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection. So the hypothesis is also stated as a theoretical answer to the formulation of the research problem, not yet an empirical answer.

According to Sugiyono (2019:69) [27] Associative Hypothesis is a temporary answer to the formulation of associative problems, namely asking the relationship between two or more variables.

RESULTS AND DISCUSSIONS

Validity & Reliability Test for Job Satisfaction

Table 1. Validity Test for Job Satisfaction Variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,779
Approx. Chi-Square		59,921
Bartlett's Test of Sphericity	df	10
	Sig.	,000

(Source: primary data processed with SPSS)

The results of factor analysis on the dependent variable in table 1, the KMO and Bartlett's Test value was 0.779 (above 0.5) which means that it was acceptable and had a very significant value of 0.000.

Table 2. Reliability Test of Job Satisfaction Variables

Cronbach's Alpha Based on Standardized Items	N of Items
,820	5

Source: primary data processed with SPSS)

The reliability test results on the dependent variable in Table 2, show that the Cronbach's Alpha value was 0.820, which means that it was reliable because the value was greater than the minimum limit of Cronbach's Alpha of 0.6.

Employee Loyalty Test Validity & Reliability

Table 3. Test the Validity of Employee Loyalty Variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,687
Approx. Chi-Square		62,143
Bartlett's Test of Sphericity	df	10
	Sig.	,000

Source: primary data processed with SPSS)

The results of factor analysis on the dependent variable in Table 3, indicate that the value of KMO and Bartlett's Test was 0.687 (above 0.5), which means that it was acceptable and had a very significant value of 0.000.

Table 4. Reliability Test of Employee Loyalty Variable

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,771	,783	5

(Source: primary data processed with SPSS)

The reliability test results on the dependent variable in Table 4, the Cronbach's Alpha value was 0.771, this was reliable because the value was greater than the minimum limit of Cronbach's Alpha of 0.6.

The Validity & Realibility Test of Employee Work Ethic

Table 5. Test the Validity of Employee Work Ethic Variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,696
Approx. Chi-Square		82,753
Bartlett's Test of Sphericity	df	10
	Sig.	,000

(Source: primary data processed with SPSS)

The results of reliability test on the independent variables in Table 5, the value of KMO and Bartlett's Test was 0.696, means that it was reliable because the value was greater than the minimum limit of Cronbach's Alpha of 0.6.

Table 6. Reliability Test of Employee Work Ethic Variables

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,846	,844	5

(Source: primary data processed with SPSS)

The results of reliability test on the independent variables, Table 6 shows the Cronbach's Alpha number of 0.846 which means this research can be said to be reliable, because the value was greater than the minimum limit of Cronbach's Alpha of 0.6.

Hypothesis Analysis

Analysis of Correlation Coefficient (R) and Coefficient of Determination (R2)

Table 7. Output Correlation Coefficient (R) and Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,717 ^a	,515	,484	1,953

(Source: primary data processed with SPSS)

Thus, it is obviously that based on table 7. above, the correlation coefficient (R) of 0.717 means that the two variables of Job Satisfaction and Employee Loyalty had a strong relationship with Employee Work Ethic. The percentage of the influence of the two independent variables can be proven by the coefficient of determination (R2) of 0.515, this means that 51.5% of the Employee Work Ethic at Bhineka Bakti Husada Hospital, South Tangerang is influenced by the variables of Job Satisfaction and Employee Loyalty, while the remaining 48, 5% is influenced by other variables.

Simultaneous Hypothesis (F Test)

Table 8. Simultaneous Hypothesis Testing Output (Ftest)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129,463	2	64,732	16,968	,000 ^b
	Residual	122,080	32	3,815		
	Total	251,543	34			

(Source: primary data processed with SPSS)

Based on table 8., F count Sig result was 0.000, which means that Job Satisfaction and Employee Loyalty simultaneously had a significant effect on Employee Work Ethic.

Partial Hypothesis Test (t Test) Variable Job Satisfaction and Employee Loyalty to Employee Work Ethic.

Table 9. Partial Hypothesis Testing Output Variable Job Satisfaction and Employee Loyalty to Employee Ethic

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7,776	2,424		3,208	,003
1 X1	,033	,149	,035	,220	,827
X2	,654	,151	,694	4,321	,000

(Source: primary data processed with SPSS)

Table 9, shows that the t-count results for job satisfaction variable affect the employee's work ethic which was distributed by 0.033. This value was positive, meaning that if the job satisfaction is higher, then the employee's work ethic will be higher. This indicates that if job satisfaction increases by 1,000 units, then the employee's work ethic increases by 33 units. Likewise, the employee loyalty variable had a positive effect on the employee's work ethic of 0.654. This means that if employee loyalty increases by 1,000 units, the employee's work ethic will increase by 654 units.

If the significance value of $t < 0.05$, then H_0 is rejected, meaning that there is a significant effect between one independent variable on the dependent variable. If the significance value of $t > 0.05$, then H_0 is accepted, meaning that there was no significant effect between one independent variable on the dependent variable.

Based on data that shown in table 9, it is known that the t-count for the Job Satisfaction variable was a significance value of $0.827 >$ from 0.05, then H_0 is accepted, meaning that job satisfaction did not have a partially significant effect on work ethic. The significance value of Employee Loyalty Variable, was $0.000 <$ from 0.05, then H_0 is rejected, meaning that there was a partially significant effect on the employee's work ethic.

CONCLUSIONS AND SUGGESTIONS

Based on the results of this study, the following conclusions can be drawn:

1. Partial job satisfaction had no significant effect on the work ethic of employees at Bhineka Bakti Husada Hospital, South Tangerang. This can be seen from the significance value of $0.827 >$ from 0.05.
2. Employee Loyalty partially had a significant effect on the Work Ethic of Employees at Bhineka Bakti Husada Hospital, South Tangerang. This can be seen from the significance value of 0.000 or below 0.05.
3. Job Satisfaction and Employee Loyalty simultaneously had a high significant effect on the Work Ethic of Employees at Bhineka Bakti Husada Hospital, South Tangerang. This can be seen from the significance value of 0.000 (0%) or below 0.05 (5%).

It can be concluded that job satisfaction variables did not have a significant effect partially on the work ethic of employees. Employee loyalty shows a significant effect on work ethic. This shows that loyalty based on the current research results is good and must be maintained or it can be further improved by the company.

Job satisfaction and high loyalty affect the work ethic of employees. A good employee work ethic is certainly affect the company's performance. The effect on company's performance, was to encourage productivity, improve the company's image and improve better service to the community, especially at Bhineka Bakti Husada Hospital, South Tangerang.

Employees or human resources (HR) are the only assets of company that breathe or live in addition to other assets which has material characteristics such as capital, buildings, machinery, office equipment, inventory, etc. The uniqueness of HR asset requires different management from other assets, because these assets have thoughts, feelings, and

behaviors, so that if they were managed properly they would actively contribute to the progress of company.

Based on the results of this study, researchers provide recommendations to the company, as follows:

1. Referring to the distribution of respondents' answers for the Job Satisfaction variable (X1), it was found that the weakest indicator was considered work as a hobby. Therefore, it is recommended to management open a means to accommodate the aspirations of employees, such as constraints faced by employees in their daily work and pay more attention to the needs of employees that related to their job which who have not been fulfilled. So that, employees can consider their work as a hobby, not a burden.
2. Referring to the distribution of respondents' answers for the Employee Loyalty variable (X2), it was found that the weakest indicator was the employee's concern for the fate or future objective of the hospital where the employee works. Thus, it is recommended to management pay attention to employees, to create a positive reciprocal relationship between employees and the company. Thus, employees will devote more attention to the company.

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