



Vol. 3 • No. 1 • Desember 2022

Page (Hal.) : 505 – 512

ISSN (online) : 2746-4482

ISSN (print) : 2746 - 2250

© LPPM Universitas Pamulang

JL. Surya Kencana No.1 Pamulang, Tangerang Selatan – Banten

Telp. (021) 7412566, Fax (021) 7412491

Email : humanisproceedings@gmail.com



Special Issue :

ICOMS2022

The 3rd International Conference on Management and Science

Website :

<http://www.openjournal.unpam.ac.id/index.php/SNH>

Strategy for Maintaining Human Resource Loyalty And its Implications on Productivity At pt. Bank Syariah Mega Indonesia, Tbk.

Mahfudz Maulana¹⁾; Nurul Amaliyah²⁾; Abdur Rahman Saputra³⁾ and Sugiyanto⁴⁾

Pamulang University, Indonesia

E-mail:^{a)} mkhandezt05@gmail.com

^{b)} arzamb@gmail.com

^{c)} rahmanbae416@gmail.com

^{d)} dosen00495@unpam.ac.id

Abstract: A loyal employee will sacrifice many things first to prove his ability. From these observations, loyalty will arise if the employee's needs have been fulfilled by the company system. In practice, many business methods depend heavily on loyalty but don't have the effort to build it. As a result, the company looks like a vessel that does not value its employees. By considering employees as an integral part of the company, it will have implications for increasing work productivity, as indicated by increased company profits. To realize the performance in accordance with the name it bears, PT. Bank Syariah Mega Indonesia always adheres to the principles of professionalism, openness and prudence. Realizing the importance of the role of HR creates PT. Bank Syariah Mega Indonesia, Tbk. has always placed human resources as the key to the company's success. Therefore, qualified human resources who have knowledge, skills, and high motivation are company assets that are highly relied on to achieve company targets so that to grow and develop more and achieve high competitiveness in the banking industry. The results showed the loyalty level of PT. BSMI employees are quite good, it can be seen from several tables relating to loyalty, part of the company, morale, superior integrity, disclosure of suggestions and criticism, honesty, obedience, and work environment. What management does to maintain employee loyalty is to create a family culture. Creating a conducive work environment, scanning employees, and then giving appreciation to employees who excel, providing motivation to employees in the form of providing training, compiling grading that refers to the compensation, preparing salary structure, and periodically reviewing certain components adjusted to competitors' conditions.

Keywords: Employee, Loyalty, Productivity

INTRODUCTION

Humans are the most important elements in organizational and work processes. In this case it is humans who can determine the progress of an organization or company. HR is a central factor in an organization. Whatever the form and purpose, the organization is made on the basis of various visions for the benefit of humans, and in conducting its mission, it is managed by humans.

In working, humans are not only squeezed out of their energy, their minds are exploited, but there needs to be proper appreciation for the work done, and human dignity needs to be respected. Business is a very dynamic aspect of modern human life. This dynamic nature is caused by human needs that are also dynamic, this condition requires that an organization/company always has human resources capable of designing and producing quality products. However, it is not permissible to demand that a human being as a worker



devote his energy, unless it is in accordance with his reasonable capacity, because this energy cannot be limited to a standard measure.

Modern management science treats HR not only as a tool for the company, but HR must be seen as a valuable asset owned by the company and will continue to be fostered and maintained properly so that all the company's mission and vision will be carried out properly. 3 This maintenance is expected to be useful for maintaining employee loyalty. A loyal employee will sacrifice many things first to prove his ability. From these observations, loyalty will arise if the employee's needs have been fulfilled by the company system. In practice, many business methods depend heavily on loyalty but don't have the effort to build it. As a result, the company looks like a vessel that does not value its employees. In fact, by appreciating employees, their immunity will be stronger, they will be stronger in facing flogging and challenges in completing work so that it will produce maximum work loyalty.

By considering employees as an integral part of the company, it will have implications for increasing work productivity, as indicated by increased company profits. Based on the fortune report on the 100 companies that are the best places to work in the United States, it illustrates that if 1000 dollars are invested in a company that shows emotional closeness with its employees, in eight years, the existing money will grow to 8,188 dollars. But if the \$1,000 is invested in a company whose employees are not loyal, it will only grow to \$3,976 in the same period. 5 This shows that there is a causal relationship between employee loyalty and company productivity.

Loyalty, are values that appear reciprocally. Individualistic work locations, relationships with colleagues and bosses, and the provision of training are some of the techniques managers can use to strengthen their respect for employees. Employees in this case as HR should be treated as Human Capital so that later these HR can provide added value as a measure of business success. This HR capability is a competitive advantage of the company. Thus, in terms of resources, the business strategy is to obtain maximum-added value that can optimize the competitive advantage.

Islamic banks as financial intermediaries or so-called financial intermediaries whose operations are adapted to Islamic sharia principles, have grown quite rapidly. Throughout 2007, the development of Islamic banks in Indonesia was quite encouraging, this can be seen from the growth of Sharia Business Units (UUS) from 26 to 20 UUS in 2006, BPRS from 105 BPRS (2006) to 114 BPRS (2007). 7 The growth of the Islamic banking industry cannot be separated from the role of HR.

If you look at the research that was conducted in the United States about the 100 best companies, it can be implemented that a strategy is needed to maintain work loyalty so that later it will have implications for increasing Islamic banking profits so that the predetermined target market share can be realized.

Therefore, an effective strategy is needed to maintain HR work loyalty so that it can provide optimal benefits for the company. So that later the costs incurred by the company to maintain employee loyalty will get maximum feedback, namely in the form of increased work productivity.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Drs. Malayu SP Hasibuan defines that HRM is the art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of company, employee and community goals. Edwin B. Flippo defines HRM as planning, organizing, directing and controlling the procurement, development, compensation, integration, maintenance and termination of employees, with the aim of realizing corporate, individual, employee and community goals.

Loyalty according to the general Indonesian dictionary means obedient, tractable, and loyalty. Generally, loyalty is faithfulness. And loyalty is a quality that causes a person to give support and defense of something. Loyalty is more emotional. Loyalty is a quality of feeling, and feelings don't always need a rational explanation.



Dr. Malayu SP Hasibuan has explained that maintenance is a strategy to maintain employee loyalty. The selection of the right maintenance method is essential. So that its implementation is effective in supporting the achievement of company goals. The maintenance methods are, 1. Communication, with good communication problems that occur within the company can be resolved; 2. Incentives are incentives given to certain employees based on their job performance so that employees are encouraged to increase their productivity; 3. Employee welfare, is complementary remuneration (material and non-material) provided based on discretion. The types of welfare provided are financial and non-financial, which are economical, as well as the provision of facilities and services, 4. Occupational Safety and Health (KKK), KKK must be instilled in each individual employee, with good counseling and coaching so that they realize the importance of work safety for themselves and for the company; 5. Industrial Relations Pancasila (HIP), is the relationship between actors during the production process of goods and services based on values that are a manifestation of the entire precepts of Pancasila and the 1945 Constitution that grow and develop on the basis of national personality and Indonesian national culture.

H. Hadari Nawawi explained the strategy of maintaining employee loyalty by providing indirect compensation. The indirect compensation is the number of rewards intended to provide a sense of calm for workers and their family members. Forms of indirect compensation are occupational health and safety guarantees, payment of wages while not working, Services for workers such as Study Assistance Funds for potential workers, loan programs, provision of food and drink services, etc.

Conceptually, productivity is the relationship between the output or results of an organization with the required input. Productivity can be quantified by dividing output and input. Increasing productivity can be done by improving the productivity ratio, by producing more output or better output with a certain level of resource input.

H. Hadari Nawawi said that productivity is the ratio or inverse comparison between the results (output) and input (input). The ratio can be described as follows:

Yaslis Ilyas, in his book "Performance" explained that productivity is influenced by many factors, including: a. Environmental Factors: economic, socio-cultural, legal, and political b. Personnel factors: motivation goal ability, morale, education, level of income, nutrition and health. c. Organizational factors: structure, technology, and work climate d. Managerial factors: communication, leadership, decision-making, providing motivation, setting goals and using resources.

To increase productivity, management needs to pay more attention to human resources. Their role is enhanced by being involved in every organizational activity. The work environment also needs improvement.

Relationship Between Work Loyalty With Productivity

In a fortune report on the 100 best companies to work for in the United States. Comparing the average annual earnings for shareholders generated by companies that are nominated by their employees with companies that do not receive support from employees, shows that investors are better off holding stock in companies that do receive support from employees. Over a five-year period, employee-approved companies yielded 27.5% returns for investors, compared to just 17.3% for companies not nominated to the "best 100." And over a 10-year period, the nominated companies provided investors with 23.4% of returns, compared to only 14.8% of companies that demonstrated emotional attachment to employees. This means that if 1000 dollars is invested in a company that shows emotional attachment to its employees, in eight years, the existing money will grow to 8188 dollars. But if that \$1,000 is invested in a company whose employees are not loyal, then it will only grow to \$3,976 in the same timeframe. This shows that there is a causal relationship between employee loyalty and company productivity where companies must establish strategies to increase and maintain productivity through increasing employee loyalty. But if that \$1,000 is invested in a company whose employees are not loyal, then it will only grow to \$3,976 in the same timeframe. This shows that there is a causal relationship between employee loyalty and company productivity where companies must establish strategies to increase and maintain productivity through increasing employee loyalty. But if that \$1,000 is invested in a

company whose employees are not loyal, then it will only grow to \$3,976 in the same timeframe. This shows that there is a causal relationship between employee loyalty and company productivity where companies must establish strategies to increase and maintain productivity through increasing employee loyalty.

METHODS

Research Preparation includes site survey, permit application, questionnaire distribution. Location Determination. The research location is at Bank Syariah Mega Indonesia Menara Bank Mega, 21st floor, Jl. Capt. Tendean Kav. 12-14 A. Population and Sample The population of this study are employees of Bank Syariah Mega Indonesia. The sampling technique used by the author is the random sampling technique. Random (random); is a sampling where each population has the same opportunity to be sampled. The number of samples taken for this study was 30 employees referring to Gay's opinion of the descriptive method, at least 10% of the population or around 30 subjects.

The data collection method used by the author is as follows: a. Field Research, namely, field research conducted through direct surveys to Bank Syariah Mega Indonesia, which obtains data that is in accordance with what is needed. This is done by the following: 1) Interviews or interviews with BSMI parties related to the subject of this research. As well as distributing questionnaires to BSMI employees. 2) Observation (Observation) of the condition of the BSMI in general. b. Library Research, namely, conducting research by searching for literature in the form of library materials and documents and articles related to research discussions. To obtain theories to support proving the truth of the problems faced.

Research Variable

Work loyalty, the indicators are: - Employee loyalty to their superiors - Employees feel part of the company - Work enthusiasm - Willingness to work outside working hours - Enjoyment of overtime duties - Integrity of superiors with employees - Freedom of opinion - Employee honesty - Compliance with applicable regulations - Employee welfare - Employee job satisfaction - Employee perception of the company - Conducive work environment - Fairness from superiors - Communicate effectively; Productivity, the indicators are: - Profits generated by the company - Accuracy in conducting tasks - Employee responsibilities.

RESULT AND DISCUSSION

This study describes how the Human Resource Management strategy of PT. Mega Indonesia Sharia Bank, Tbk. To maintain the loyalty of its HR work and what are the implications for the bank's productivity. Then, after an explanation of the strategy used through interview data and distributing questionnaires to 30 employees of PT. Bank Mega Syariah Tbk. head office on Jl. Captain Tendean, South Jakarta. The questionnaire contains responses and attitudes of employee loyalty to the company and employee work productivity, so that the implications of the strategy of maintaining work loyalty for employee productivity. We then conducted a descriptive analysis of the data found.

PT. Bank Syariah Mega Indonesia started with a commercial bank called PT. Tugu Commercial Bank was domiciled in Jakarta. In 2001, Para Group (PT. Para Global Investindo and PT. Para Rekan Investama), a business group, which also houses PT Bank Mega, Tbk., Trans TV, and several other companies, acquired PT Bank Umum Tugu to develop it into an Islamic bank. . The results of the conversion, on August 25, 2004 PT. Tugu Commercial Bank officially operates sharia under the name PT. Mega Indonesia Sharia Bank.

Full commitment to PT. Global Investindo as the majority shareholder to create PT. Bank Syariah Mega Indonesia as the best Islamic bank, is realized by developing this bank through the provision of strong capital for advancing Islamic banking and the development of the Indonesian economy in general. Additional capital from shareholders is the main basis for meeting the increasing and competitive demands of the banking market. With these efforts, PT. Bank Syariah Mega Indonesia, which has the motto "for all of us", has grown rapidly and under control and has become a well-known sharia financial institution that has won various awards and achievements.



Bank Mega Syariah will continue to improve its business achievements. For this reason, Bank Mega Syariah has established various strategies with the following focus: 1. Improving the intermediary function in channeling financing to the corporate, consumer, and Micro, Small and Medium Enterprises (MSMEs) sectors while still adhering to the principle of prudence. 2. Actively participate in financing cooperation through syndication schemes and club deals. Increasing the distribution of financing to the public through bank financial institutions, non-bank financial institutions and cooperatives, which are performing well. 4. Additional office network, in the form of full branches, sub-branches and cash offices. 5. The development of sharia service offices (Mega Syariah Gallery) in collaboration with PT. Bank Mega, Tbk.

BSMI's HR management, as well as other Islamic banks, has its own values as a reference for improving the quality of human resources according to needs, these values are: - Fathonah (Competent) - Trustworthy (Trustworthy) - Shiddiq (Honest) - Tabligh (Conveying the truth) – Ichsan, Jihad (Never receding) - Khairan bi amsh - Kuntum Khoiro Ummah (as the best people). In terms of quantity, in line with the rapid business growth, the number of human resources of Bank Mega Syariah is 230 people (as of December 2007) consisting of 133 men and 97 women from various levels of education. And the plan, in line with the expansion that will be carried out in the coming years, will continue to increase the quantity.

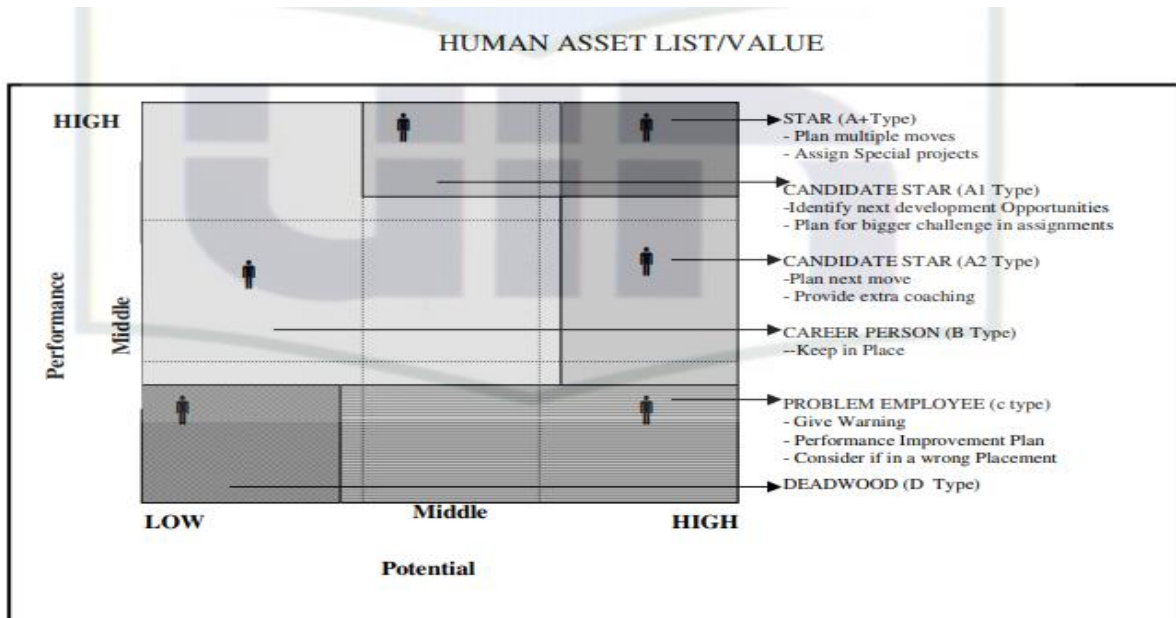
Realizing the importance of the role of HR creates PT. Bank Syariah Mega Indonesia, Tbk has always placed human resources as the key to the company's success. Therefore, qualified human resources who have knowledge, skills and have high motivation are company assets that are highly relied on to achieve company targets so that they grow and develop more and achieve high competitiveness in the banking industry.

HR Training Programs To achieve the above objectives, various training programs have been conducted to improve the quality of human resources, including routinely holding various internal trainings such as: - Fundamentals of Islamic Banking. - Basic Motivation. - Training Products. - Service Excellence Training. - Operational training. - New Branch Employee Training. - Team Building. A consistent HR quality improvement program will continue to be carried out to win the increasingly fierce competition. Not only that, policy reviews to improve performance and motivate employees regularly will continue to be carried out by management.

Human resources who have loyalty to the company where they work will always work as much as possible to achieve the targets set by the company. Loyalty according to the management of PT. Bank Syariah Mega Indonesia, Tbk is a dependency, attachment, and feeling of belonging or being an inseparable part of an individual toward an institution because there is already a comfort zone for the HR to create an attitude of loyalty to the company where the HR is located. When these human resources already have high loyalty to the company, they will always increase their productivity.

Factors that can influence HR work loyalty are the work environment, supportive superiors, employee welfare, clarity of the career path. The factors that affect employee loyalty can be used as a reference for human resource management at PT. Bank Syariah Mega Indonesia is establishing a strategy to maintain the work loyalty of its HR.

This strategy was carried out by HRM PT. Bank Syariah Mega Indonesia to maintain the loyalty of its employees is to create a family culture, create a conducive work environment, scan employees and then give appreciation for their performance. the employee's potential. The following is an example of scanning an employee.



Source : Data Search 2022

Figure 1. Human Asset List

Based on the results of interviews with 30 employees, related to work loyalty, overall it can be seen at the level of loyalty of employees of PT. BSMI is quite good as can be seen from the indicators related to loyalty, part of the company, work enthusiasm, superior integrity, disclosure of suggestions and criticism, honesty, obedience, work environment where in these tables most respondents answered in agreement to questions related to -that matter. However, in terms of welfare and readiness to receive a summons, it is still not optimal with the condition that the respondents' answers are fifty-fifty. This is where HR must then become the focus for HR in the future to apply a more optimal strategy related to improving employee welfare so that employees will be ready to work whenever the company needs them.

Table 1. PT. BSMT Tbk can be seen by analyzing the following financial ratios

No	Outposts	2006	2007	2008
I	Liquidity Ratio	100.61%	93.68%	81.16%
	FDR			
II	Solvency Ratio	9.10%	11.58%	15.51%
	CAR			
III	Profitability Ratio			
	1.ROA	3.45%	5.59%	2.14%
	2. ROE	33.76%	61.84%	22.45%
	3. BOPO	82.63%	93.68%	81.16%
	4. NPF	0.84%	1.19%	0.93%

Source: Research data, 2022

Looking at the ratio comparison table above, it can be seen that from the liquidity ratio, there was a decrease from 2006-2008, in 2007 it was 93.68% and in 2008 it was 81.16% below BI standards (94, 75%). So that there is a need for an expansion from the financing side. The solvency ratio increased from 9.10% (2006) to 11.58 (2007) and increased again to 15.51% (2008), which is excellent because the CAR value is far above the BI standard of 8%. In the profitability ratio, there is ROA, which in 2006-2007 increased from 3.45% to 5.59%, this indicates an increase in bank productivity in managing its assets, but decreased in 2008 to 2.14% but is still in the healthy category because it still above the BI standard of 1.22%, Likewise with ROE, which has increased from 33.76% in 2006 to 61.84% in 2007, which means an increase in bank productivity in managing its equity, a decrease occurred in



2008 to 22.45%, which will affect the payment of dividends and the price share. Furthermore, the BOPO ratio improved with decreasing value from 93.68% in 2007 to 81.16% in 2008 and was below the BI standard of 93.52%, which means that banks are becoming more efficient. The non-performing financing ratio (NPF) increased in 2007 to 1.19% and decreased in 2008 to 0.93%. 45%, which will affect the payment of dividends and share prices. Furthermore, the BOPO ratio improved with decreasing value from 93.68% in 2007 to 81.16% in 2008 and was below the BI standard of 93.52%, which means that banks are becoming more efficient. The non-performing financing ratio (NPF) increased in 2007 to 1.19% and decreased in 2008 to 0.93%. 45%, which will affect the payment of dividends and share prices. Furthermore, the BOPO ratio improved with decreasing value from 93.68% in 2007 to 81.16% in 2008 and was below the BI standard of 93.52%, which means that banks are becoming more efficient. The non-performing financing ratio (NPF) increased in 2007 to 1.19% and decreased in 2008 to 0.93%.

Overall, PT. BSMI, Tbk is good and efficient, it's just that it should increase the FDR value so that it is above BI standards. In 2006, PT. BSMI, Tbk suffered a loss of Rp. 4.058 billion, but experienced an increase in operating profit, in 2007 recorded a profit of Rp. 104, 957 billion then increased again in 2008 to Rp. 128, 658 billion. There was also an increase in assets, from Rp. 1, 803 in 2006 to Rp. 2.406 trillion in 2007 and increased again to Rp. 2.658 trillion in 2008. Thus, it can be seen that PT. BSMI, Tbk experienced an increase in overall productivity.

CONCLUSIONS

Loyalty is a dependency, attachment, and feeling of belonging to or being an integral part of an individual toward an institution because the HR already has a comfort zone that creates an attitude of loyalty toward the company where the HR is located. When these human resources already have high loyalty to the company, they will always increase their productivity. The factors that can affect HR work loyalty are the work environment, supportive superiors, welfare, and the existence of a clear career path for employees.

This strategy was carried out by the HR management of PT. Bank Syariah Mega Indonesia in maintaining the loyalty of its HR work is Creating a family culture. Creating a conducive work environment. scanning employees and then giving appreciation to employees who excel, providing motivation to employees in the form of providing training, compiling grading that refers to the compensation, compiling a salary structure, and periodically reviewing certain components that are adjusted to the conditions of competitors.

Based on the analysis of financial statements where there is an increase in profits, In 2006, PT. BSMI, Tbk suffered a loss of Rp. 4.058 billion, but experienced an increase in operating profit, in 2007 recorded a profit of Rp. 104, 957 billion then increased again in 2008 to Rp. 128, 658 billion. There was also an increase in assets, from Rp. 1, 803 in 2006 to Rp. 2.406 trillion in 2007 and increased again to Rp. 2.658 trillion in 2008. Thus, it can be seen that PT. BSMI, Tbk experienced an increase in overall productivity. Also looking at the results of the financial ratios of PT. Bank Syariah Mega Indonesia, Tbk describes a fairly high level of productivity.

In relation to the strategy carried out by the management of HR based on the questionnaire as a whole, the level of loyalty of PT. Bank Syariah Mega Indonesia, Tbk is so good that it has implications for increasing profits as an indicator of increasing company productivity. This means that the strategy undertaken to maintain HR loyalty is quite successful by looking at the ability of HR to achieve the targets set by the company.

REFERENCE

- Amin, A Riawan. The Celestial Management. Jakarta: Senayan Abadi Publishing. Cetakan kedelapan, 2007.
- Andreas, Dodi. Loyalitas. Artikel diakses pada tanggal 8 Mei 2008 dari <http://www.mail-archive.com/forbas@googlegroups.com>.
- Chowdhury, Subir. Organisasi Abad 21. Jakarta: PT. INDEKS Kelompok Gramedia, 2005.



- Harefa, Andrias Loyalitas. Artikel diakses pada tanggal 8 Mei 2008 dari www.pembelajar.com.
- Hemsath, Dave dan Leslie, 301 Ways to Have a Fun at Work. Artikel diakses pada tanggal 31 Oktober 2008 dari <http://books.google.co.id>.
- Hasibuan, Malayu. Manajemen Sumber Daya Manusia, Jakarta: PT. Bumi Aksara. 2007
- Ifham, Ahmad. Faktor Penentu Perkembangan Bank Syariah. Republika. 28/3/2007
- Ilyas, Yaslis. Kinerja. Depok:FKMUI, 2002.
- Mauludi, Ali. Statistika I. Edisi kesatu. Ciputat: PT. Prima Heza Lestari.. 2006
- Nawawi, Hadari. Perencanaan SDM Untuk Bisnis Yang Kompetitif. Yogyakarta: Gadjah Mada University Press. cetakan kedua. 2003
- Poerwadarminta. Kamus Umum Bahasa Indonesia. Jakarta: Balai Pustaka.2004. Siagian, Sondang P, Manajemen Stratejik, Jakarta: PT. Bumi Aksara. Cetakan keempat, 2004
- Ravianto, J. Produktivitas: seri Manajemen Produktivitas, Jakarta: Lembaga Sarana dan Informasi Produktivitas, 1985
- Republika, iB, Sarana Edukasi Bank Syariah ke Masyarakat, Edisi 28 Januari 2008.
- Romadhina, A. P. (2020). Pengantar Ilmu Ekonomi Mikro Dan Makro.
- Sarjono, Anas. Pengantar Statistik Pendidikan. Jakarta: PT Raja Grafindo Persada, 1997.
- Sevilla, Consuelo G.,dkk. Pengantar Metode Penelitian. Jakarta: UI-Press. 1993.
- Sollution Consultant, Tips Untuk Strategi Mempertahankan Karyawan <http://indonesia.smetoolkit.org>
- Sugiyanto, S. (2019). The Liquidity, Profitability, Good Corporate Goverance, Corporate Value Committee. Proceedings Universitas Pamulang, 1(1).
- Sugiyanto, . and Anggun Putri Romadhina, . (2020) Pengantar Ilmu Ekonomi Mikro dan Makro. Yayasan Pendidikan dan Sosial Indonesia Maju (YPSIM), Banten. ISBN 978-623-92764-4-7
- Suhendra, MM dan Hayati, Murdiah MM, Manajemen Sumber Daya Manusia, Jakarta:UIN Jakarta Press, 2005.
- Timpe, A. Dale. Produktivitas. Jakarta: PT. Elex Media Komputindo. Cetakan Keempat. 1999.
- Widjadjakusuma, M. Karebet, dkk. "Pengantar Manajemen Syariat". Jakarta: Khairul Bayan Press, Cetakan kedua, 2003.
- Wibowo. Manajemen Kinerja, Jakarta: PT. RajaGrafindo Persada, 2007.