Work Loyalty: Organizational Commitment Or Compulsion

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Abstract — Nowadays, the company is facing a challenge in managing human resources, on the one hand, the company hopes to get employees who are loyal to their work, but sometimes measuring loyalty becomes very difficult because it is not only measured by the willingness to linger in work but also the loyalty that results in productivity. The purpose of this study is to find out employee loyalty in work as loyalty or compulsion. Analytical techniques using phenomenological studies with stages of data reduction, data display and making conclusions. The results showed that employees have a work loyalty to the company that is due to the comfort in working, co-workers who are compact, closeness to colleagues who are like family, salary and benefits, and the last is a supportive work environment. Another finding is that the dominant factor in influencing employee work loyalty is an organizational commitment and the absence of compulsion at work

Index Terms — work loyalty, productivity, compulsion, work comfort.

1 INTRODUCTION

Currently, the company is facing challenges in maintaining employee loyalty, this is indicated by the tendency of employees to leave the company where they work for a fairly short period of work. The difficulty of maintaining employee loyalty is shown in a survey conducted by Towers Watson in the Global Workforce Study (GWS). The consulting firm in the labor force released its latest survey on the 2012 Global Workforce Study which included 29 countries including Indonesia with a total of 32,000 employees. Specifically for Indonesia, the results found that about two-thirds of employees in Indonesia do not have a high level of engagement with the company. In fact, the survey also said that around 27% of employees currently have planned to move in the next two years. Not only that, 42% of the total respondents in Indonesia, totaling 1,005 employees, stated that they had to leave the company now to improve their careers in the future, while employees who had an engagement with the company where he worked today, only around 36%. According to a survey conducted by job seekers' pages, 66% of millennials or those born in the 1980s to 1990s liked to change jobs for less than two years, according to (cnn.indonesia.com). That means that employees in the 0-5 year tenure are vulnerable to leaving the company. Loyal employees are highly valued by agencies/organizations because agencies/organizations really need loyal employees for the continuity of the organization in determining the future progress of the organization. Santos, (2008: 85) employees who have work loyalty in the company will have a willingness to defend themselves in the company in supporting employee commitment to the organization. At present the notion of employee loyalty is no longer merely referring to the ability of employees to carry out their duties and obligations according to the job description, but to do their best to produce the best for the company. Loyalty is a psychological condition that binds employees and their companies, hence the notion of employee loyalty is not just physical loyalty that is reflected in how long a person has been in the organization but can be seen from how much his thoughts of attention, ideas, and dedication are entirely generous to the company. Pambudi (In Tommy, 2010: 179) in the past the loyalty of employees was only measured by the length of time the employee worked for an organization. Employee loyalty is not only shown from the long working period, but also to the willingness of employees to work beyond working hours, and outside the work hours that have been set by the company. But in reality, employees leave more than the deadline. Not only that, but employees are also willing to work outside of working hours, namely Sundays or holidays. Employees who work outside of these hours are not given overtime pay or incentives but do not want to leave the company and choose to stay. Employees who have organizational commitment will certainly create high employee loyalty, loyal employees will make a good and large contribution to the achievement of company goals. But employee commitment cannot continue to maintain in the employees without the company's own strategy to build, maintain, and improve employee commitment. But in this case, it cannot be denied that employees can also work because of compulsion. Employees complete work only because of job responsibilities, loyal because they are forced to have no other work. Employees do not want to leave their jobs because they find it difficult to get a new job, feel that they are too old, and those who have worked for decades feel sorry because they have spent a long time, they think about benefits that will be useless just like that. So they prefer to stay afloat.

Based on the description above, it is necessary to conduct...
research on employee work loyalty, is a loyal employee due to organizational commitment or compulsion? So the company can find ways of maintaining employees that are appropriate to the company's environment in realizing employee loyalty, the company can also increase work productivity for employees. Based on this background, then the title of this paper is work loyalty: organizational commitment or compulsion?

2 LITERATURE REVIEW

2.1 Human Resource Management
Hasibuan (2009:10) Human Resources Management is the science and art of regulating the relationships and roles of the workforce to be effective and efficient in helping the realization of company, employee and community goals. Simamora, (1997); Sutrisno, (2009:5) Human Resource Management is the utilization, development, assessment, rewarding and management of individual members of an organization or group of workers. Sunyoto (2015:4), mention that the function of human resource management namely: (a) Planning (b) Organizing (c) Direction (d) Control (e) Procurement (f) Development (g) Compensation (h) Integration (i) Maintenance (j) Termination of employment.

2.2 Work Loyalty
In general, job loyalty can be interpreted by loyalty, devotion and trust given or directed to a person or institution, in which there is a sense of love and responsibility (Batara, et al 2019; Poerwopoespito (2011)). Factors that affect work loyalty are personal characteristics, job characteristics, characters of a company or organizational design and experience gained in work or organization, including a positive attitude towards the company, trust in a positive attitude towards the company, a sense of security. The concept of loyalty can be loyalty to the company, loyalty to the job and loyalty to the company's vision, mission, and goals. Indicator of work loyalty is obedience or compliance, responsibility, dedication, and honesty. The work loyalty aspects of employees; (1) obedience to regulations, (2) responsibility to companies or organizations, (3) willingness to cooperate, (4) ownership, (5) interpersonal relationships, and (6) preference for work.

2.3 Organizational Commitment
According to Mathis & Jackson in (Sopiah, 2008-155) "Organizational Commitment is the degree to which employers believe in and accept organizational goals and desires to remain with the organization" i.e organizational commitment is the degree to which employees believe and accept organizational goals and will remain or will not leave the organization. Indicators of organizational commitment are affective commitment, (2) continuance commitment, and (3) normative commitment.

2.4 Conceptual Framework

3 METHODE
This research approach is the Phenomenology Study Method, which is an approach by examining human experiences through descriptions of people who become research participants so that researchers can understand participants' life experiences. The setting of this research was conducted at PT. Indomarco Prismatama, the Gresik branch, which is one of the largest retailers in Indonesia. Data Collection Techniques In this study the method used by researchers is PAR (Participatory Action Research). Research Informants The data that the authors used to compile this study were sourced from key informants. The role of key informants in research is the main thing, because of the help and information they provide, is the main capital of researchers in obtaining research data and materials. Key Informants in this study are, selected employees who have a working period of more than 5 years. The selection of key informants is done by purposive sampling. The stages in analyzing data in this study using three stages, namely data reduction, data display, drawing conclusions and verification. And to test the validity of the data used is source triangulation.

4. RESULT AND DISCUSSION
4.1 Data Reduction Process
Excerpts of the results of interviews on the subject of the work environment in the company, all subjects feel comfortable working, colleagues who are like family and company as a second home, based on interviews from Key informants Ms. MS Stating "The working environment is comfortable here, colleagues good work" Excerpts of the results of interviews on the subject about being willing to obey and comply with all existing regulations in the company all subjects said they were willing, here are the results of an interview from Mr. KY saying...
"If there is certain rules in the company there must be certain rules that must be obeyed and obeyed, even though any company we are obliged to obey and obey the company ". Excerpts of interviews with subjects about being willing to work in the company for a long period of time, under any circumstances, all subjects said they were willing. Ms. MR stated that "It must be Ma'am, so I have been here for 8 years. Don't let it collapse, you have to work hard so that the company can still compete with other companies ". Excerpts of the results of interviews with key informants about teamwork, all subjects said that they had to work closely with the team to quickly reach the job or company tager. One key informant, Mr. RS stated that "For cooperation with a team, it is certain, because if we cooperate with a forward team, it must be faster".Excerpts of the results of interviews with key informants the reason for wanting to work outside of work hours or outside of workdays is because of work responsibility, commitment in the team and commitment to the company. As stated by Ms. MS who stated that: "If we have an event, we work outside of working hours, because it is indeed our responsibility and my initial commitment when entering here is in the interview, the term can work according to what is needed by such a company, so ... I don't think of overtime or money what and at least not because our initial commitment was like that ". Excerpts of the results of the interview why employees have a reason to stay in the company for a long time, all subjects said that there is comfort in work, colleagues who are like family, salaries, and facilities provided by the company. The following is the result of an interview from one of the subjects who said that "Because of staying here first, for work I'm happy, our two teams are like brothers, and the third is to guarantee permanent employees here are definitely permanent employees". From the data reduction process, the next stage is the display of data from the results of interviews conducted by researchers with research subjects, so that the focus of the theme that researchers take is more focused.

4.2 Preliminary Conclusions And Verification

Based on the results of interviews with key informants about the loyalty that is in the company, all subjects said the reason why staying in the company was because of the convenience of working, the subject also stated that colleagues work in the company is like a family, and makes this company like a second home. Salaries and facilities received by employees are very sufficient, in accordance with their respective job classes. There is no compulsion in employees when working, based on the results of interviews, the reason why employees want to work hard outside working hours or outside working days, without any compensation from the company because of organizational commitment, not a compulsion or compulsion in work. Employees have responsibilities for their work, compensation and overtime pay do not make an excuse for them not working well. A love of work that makes the subject committed to work and the company.

4.3 Data Validity Test

In this study, to test the validity of the data used triangulation of sources, namely with significant others. Interviews were conducted with the head of personnel who had worked for a long time at the company. Checking focused on themes that researchers have found based on interviews with key informants. The results of interviews with the head of the section about the loyalty of employees of PT. Indomarco Prismatama branch gresik namely: "Employees of PT. Indomarco Prismatama is indeed an old employee of all, almost office employees do not have a high turnover, for overtime or compensation the company does not provide, but employees continue to work hard for the target company, because it works in the target of branch managers, weekly, monthly, annually So, how should we achieve the target, teamwork here is cultivated in the company culture. So indeed, fellow teams must be demanded to work with the team. So that the company's target is quickly reached. The company provides salaries and benefits according to their respective job class, the benefits are in the form of BPJS health and pension funds. For the convenience of personal problems of each, the company strives to provide job satisfaction for employees with salaries and benefits. Co-workers are indeed very thick here, because indeed teamwork between employees is mandatory, and the company organizes activities such as joint opening, 17 August, and other holidays to further strengthen relations between employees ".

The results of the interview show that employee loyalty in the company is indeed high, there is an organizational commitment from the employee, and there is no compulsion to work in the employee. Because the key informant interview results are valid with what is said by significant others. Employee work loyalty arises because of the comfort in the workplace, employees also feel the presence of a solid colleague that makes this company is considered a second home for them and colleagues are considered as family, so employees stay in the company. Another factor that makes employees stay in the company is the salary in accordance with the position and benefits provided by the company, the facilities provided by the company are also guaranteed, but these factors are not the main factors affecting employee loyalty, compensation or overtime pay is not a reason why employees have work loyalty by wanting to work outside of work hours or outside of workdays. But the existence of organizational commitment which is indicated by a love of work also makes them capable of being responsible for completing their work even though it must be outside working hours or workdays. PT Indomarco Primatama employees also have a high level of loyalty, not only shown by long years of service but also compliance with company regulations, having responsibility for their work, willingness to cooperate in teams, good relationships between colleagues and like family, willing to advance the company and love of work. So here the loyalty of employees is not just a physical loyalty or presence in the organization but includes thoughts, attention, ideas, and dedication fully devoted to the company. This is also in line with the theory put forward by Siswanto (in Soegandhi et al. 2013: 3), that employee work loyalty is not formed just like that in an organization, but there are aspects contained in it that embody employee work loyalty, namely obeying the rules, corporate responsibility, willingness to work together, interpersonal relationships, enjoyment of work. From the results of interviews conducted by researchers on the subject, it was found that there was a high commitment from all respondents whose researchers were thorough, all subjects
felt responsible for their work, and the obligation to comply with company rules. Compensation or overtime pay is not the reason for the subject to not be productive in working, the subject still tries hard to advance the company by working with the team. There is no compulsion to work for employees in working at this company PT Indomarco Prismatama Greisk branch, employees have a sense of love for their work, pride in the company, a high sense of ownership, which is shown by being willing to work hard for the progress of the company, by working outside working hours or outside of workdays. This is in accordance with Lincoln's statement (in Darmawan, 2013: 171) providing three indicators for the concept of commitment, namely (a) Employee's will, an effort of employees' good intentions to take the initiative in pursuing their field of work. (b) Employee loyalty, a form of employee loyalty in order to show their identity in an effort to help develop the organization where employees work. (c) Employee pride, a form of work totality or maximum achievement in an effort to show that the work has achieved good quality. In this study, it can be concluded that the most dominant organizational commitment to employee work loyalty. Employees have the high organizational commitment and not because of compulsion, which makes employees have work loyalties with long working periods exceeding 5 years or even more than 10 years. According to Pambudi, in the past or the previous period, employee loyalty was only measured by the length of time the employee worked for an organization. But at this time, the measure of employee loyalty has shifted a bit more towards a qualitative approach, which is called commitment. This commitment itself can be interpreted as how much a person devotes his attention, thoughts, and dedication to the organization as long as he joins in the organization (Utomo, 2002: 10).

5. CONCLUSION
The reason employees have work loyalty to the company is because there is comfort in working, co-workers are compact, closeness to colleagues who are like family, salary and benefits, and finally, a supportive work environment. And then the most dominant influence employee work loyalty is an organizational commitment, absence of compulsion or compulsion to work in employees, all employees have an organizational commitment to work and the company. Employees have a high organizational commitment, this form of organizational commitment is to follow work rules, take responsibility for work, work with teams, and be willing to work beyond working hours or outside working hours. For a retailer to considering the main factor why employees have work loyalty is because of the convenience of working, the company should pay more attention to job satisfaction with employees by providing work that is preferred and in accordance with employee expertise so that loyalty is maintained in the company.

REFERENCES