

## THE EFFECT OF JOB SATISFACTION AND EMPLOYEE LOYALTY ON EMPLOYEE PERFORMANCE

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### Abstract

This study aims to examine the effect of job satisfaction and employee loyalty on employee performance in Ros-In Hotel at Yogyakarta. Respondents in this study were employees of Ros-In Hotel. The number of respondents in this study were 50 respondents. Sampling was done by purposive sampling technique. This study uses multiple linear regression analysis technique with SPSS as an analytical tool. Based on the results of data testing, it shows that: 1) Job satisfaction partially has a significant effect on employee performance in Ros-In Hotel at Yogyakarta. 2) Employee loyalty partially has a significant effect on employee performance in Ros-In Hotel at Yogyakarta. 3) Job satisfaction and employee loyalty simultaneously have a significant effect on employee performance in Ros-In Hotel at Yogyakarta

**Keywords: Job Satisfaction, Employee Loyalty, Employee Performance**

### INTRODUCTION

The development and progress of an organization or company cannot be separated from the contribution of everyone in the organization, especially employees. Employees have a big contribution and share in achieving the overall performance of the organization or company (Pramono & Prahawati, 2022). The contribution given is not only limited to aspects of roles and responsibilities, but does not escape the job satisfaction felt by employees. Structuring the company is not only oriented to the physical aspect, but must include increasing human resources (HR). So that employees interpret work not in terms of fulfilling obligations, but the meaningfulness of work and the work environment becomes very meaningful (Pelealu, 2022). Therefore, it is important for organizations or companies to manage and increase employee job satisfaction (Saputra & Mahaputra, 2022).

Job satisfaction is an individual's attitude towards his work (Sutrisno, 2017). Job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects of work in accordance with the assessment of each worker (Badriyah, 2015). Employees who feel satisfied or vice versa, of course give a different response and attitude towards their work. Someone with a high level of job satisfaction shows a positive attitude towards work. The process of leaving someone from a company begins with increasing job dissatisfaction from employees (Pawesti & Wikansari, 2016).

Employee loyalty is an employee's mental attitude that is shown to the company's existence so that employees will remain in the company, even though the company is advancing or retreating (Nitisemito, 2004). High employee loyalty can reduce employee turnover rates (Sudiantini & Saputra, 2022). Loyal employees will give positive thoughts and feelings of pleasure towards their work. The higher the loyalty of employees in the company, the more opportunities to improve

performance and achieve the formulated goals (Naufalia, et al, 2022). Conversely, if work loyalty is low, it will be increasingly difficult to achieve predetermined goals by the company, so that loyalty must be considered by the company because it is an important factor in the company (Rukmana, et al, 2022).

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Increasing employee performance cannot be separated from the perceived job satisfaction and the attitude shown through the mental attitude to survive in any conditions (Hajiali, et al, 2022). This study seeks to find out more about the effect of job satisfaction and employee loyalty on employee performance. The urgency of this research is that job satisfaction and employee loyalty have a very big role in improving employee performance and organizational competitiveness in facing competition.

## **LITERATURE REVIEW**

### **Job Satisfaction**

Job satisfaction is an individual's attitude towards his work (Sutrisno, 2017). Job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects of work in accordance with the assessment of each worker (Badriyah, 2015). Employees who feel satisfied or vice versa, of course give a different response and attitude towards their work. Someone with a high level of job satisfaction shows a positive attitude towards work. The process of leaving someone from a company begins with increasing job dissatisfaction from employees (Pawesti & Wikansari, 2016).

### **Employee Loyalty**

Employee loyalty is one of the elements used in employee assessment which includes loyalty to their work, position and organization (Hasibuan, 2011). This loyalty is reflected by the willingness of employees to maintain and defend the organization inside and outside of work from the undermining of irresponsible people (Hasibuan, 2011).

### **Employee Performance**

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Increasing employee performance cannot be separated from the perceived job satisfaction and the attitude shown through the mental attitude to survive in any conditions (Hajiali, et al, 2022).

## **HYPOTHESIS DEVELOPMENT**

### **The Effect of Job Satisfaction on Employee Performance**

Findings from research results Suryani & Resniawati (2022) who found that job satisfaction has a significant effect on employee performance. In line with these findings, research conducted by Sari & Susilo (2018) found that job satisfaction is a factor that increases employee performance. Another finding by Suryani & Resniawati (2022) shows that employee performance will increase if employees have good job satisfaction. The findings from Susanto's research (2022) show that good job satisfaction has a positive impact on improving employee performance. Nurrohmat & Lestari (2021) found that job satisfaction has a positive effect on improving employee performance. Several other findings also found that job satisfaction provides an increase in employee performance (Azhari, et al, 2021; Hamid & Hazriyanto, 2019).

***H<sub>1</sub>: Job satisfaction has a positive effect on employee performance***

### The Influence of Employee Loyalty on Employee Performance

Findings from research results Alfanda & Sitohang (2022) showing that work loyalty has a significant effect on employee performance. Another finding from the research of Qorfianalda & Wulandari (2021) found that employees who have work loyalty experience a positive increase in employee performance. Another study conducted by Widyani & Utami (2021) showed that increased employee performance was directly proportional to their work loyalty. Subsequent findings from Sitepu, et al (2021) found that work loyalty has a strong influence on employee performance. Other research shows that work loyalty has a positive influence on employee performance (Zulfikri & Trisninawati, 2022; Suhardi, et al, 2021; Maulida & Askiah, 2020).

*H<sub>2</sub>: Employee loyalty has a positive effect on employee performance*

### The Effect of Job Satisfaction and Employee Loyalty on Employee Performance

Findings from research results Muhamad, et al (2022) who found that job satisfaction and job loyalty have a significant influence on employee performance. Another finding conducted by Prami, et al (2022) shows that job satisfaction and job loyalty can improve employee performance. The results of another study conducted by Adhika, et al (2022) found that job satisfaction and job loyalty are factors that can improve employee performance. The findings from the research of Astiti, et al (2022) show that job satisfaction and job loyalty have a positive effect on employee performance.

*H<sub>3</sub>: Job satisfaction and employee loyalty has a positive effect on employee performance*

### RESEARCH MODEL

The model in this study is used to describe the relationship between the research variables. The model in this study is as shown in Figure 1 below.

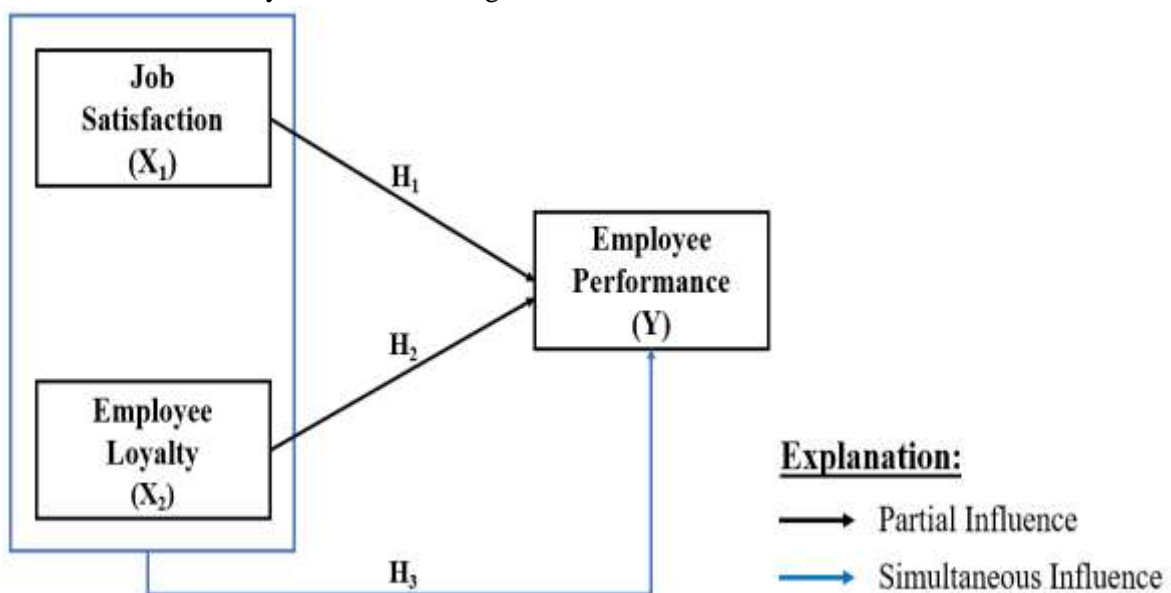


Figure 1. Research Model

### IMPLEMENTATION METHOD

The sample in this study were employees of Ros-In Hotel at Yogyakarta. The process of collecting data using a survey model using a questionnaire. The sampling technique used was purposive sampling. Furthermore, in data analysis using multiple linear regression using SPSS 26.

## RESULTS AND DISCUSSION

## Respondent Profile

The research respondents' profiles in this study were grouped by gender and age. The following are the results of grouping the profiles of research respondents.

Table 1. Profile of Research Respondents

Respondent Profile	Category	Frequency	Percentage
Gender	Male	35	70%
	Female	15	30%
Age	< 18 Years	0	0%
	18 – 25 Years	5	10%
	26 – 30 Years	17	34%
	31 – 36 Years	10	20%
	> 36 Years	18	36%

Source: Data Processed, 2022.

Based on table 1, it can be seen that the respondents based on gender, dominated by male respondents. Respondents based on age, dominated by respondents 26-30 years.

## Validity Test Results

Validity test is used to determine the level of validity of the research questionnaire. Valid or not can be known by looking at the level of significance (Ghozali, 2018). The level of significance used is  $\leq 0,05$  (5%).

Table 2. Validity Test Results

Variable	Question Items	Value of Sig.			Explanation
		1	2	3	
Job Satisfaction (X <sub>1</sub> )	1	0,000			Valid
	2	0,000			Valid
	3	0,000			Valid
	4	0,000			Valid
	5	0,000			Valid
Employee Loyalty (X <sub>2</sub> )	1		0,000		Valid
	2		0,000		Valid
	3		0,000		Valid
	4		0,000		Valid
	5		0,000		Valid
Employee Performance (Y)	1			0,000	Valid
	2			0,000	Valid
	3			0,000	Valid
	3			0,000	Valid
	5			0,000	Valid

Source: Data processed (2022)

Based on table 2. above, it can be seen that all the questions on each research variable, namely: Job Satisfaction (X<sub>1</sub>), Employee Loyalty (X<sub>2</sub>) and Employee Performance (Y) are in valid acceptance based on a significance value of 0.000 or less than a significance level of 0.05 (5%).

### Reliability Test Results

Reliability test is used to measure the reliability or reliability of a questionnaire. The reliability of a questionnaire can be determined by looking at the Cronbach Alpha value (Ghozali, 2018). The specified Cronbach Alpha value is 0.6 (60%).

**Table 3. Reliability Test Results**

Variable	Cronbach Alpha			Explanation
	1	2	3	
Job Satisfaction ( $X_1$ )	0,663			Reliable
Employee Loyalty ( $X_2$ )	0,756			Reliable
Employee Performance (Y)	0,650			Reliable

Source: Data Pocessed (2022)

Based on table 3, it can be seen that all research variables, namely: Job Satisfaction ( $X_1$ ), Employee Loyalty ( $X_2$ ) and Employee Performance (Y) are in reliable acceptance, because it is greater than the specified Cronbach Alpha value, namely 0.6 (60%) .

### Hypothesis Test Results

#### t statistical test (partial test)

The t-statistical test shows how much influence between variables in the study partially (Ghozali, 2018). The level of significance used is 0.05 (5%).

**Table 4. Results of t-test (Partial Test)**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	4.971	1.916		3.117	.003
Job Satisfaction ( $X_1$ )	.273	.104	.310	2.638	.011
Employee Loyalty ( $X_2$ )	.444	.098	.534	4.539	.000

a. Dependent Variable: Employee Performance (Y)

Source: Data Pocessed (2022)

Based on table 4, it shows that Job Satisfaction ( $X_1$ ) has a significant effect on Employee Performance (Y) with a significant level of 0.011 which is smaller than 0.05 (5%). Employee Loyalty ( $X_2$ ) has a significant effect on Employee Performance (Y) with a significant level of 0.000 which is smaller than 0.05 (5%).

#### F statistical test (Simultaneous Test)

The F statistical test shows how far the influence of the explanatory or independent variables together in explaining the variation of the dependent variable. In this study, the F test was used to simultaneously test the independent variable on the dependent variable. If the significance value is 0.05 (5%) then the independent variables together (simultaneously) have a significant effect on the dependent variable and vice versa (Ghozali, 2018).



Table 5. Results of F-test F Test Results (Simultaneous Test)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	91.701	2	45.851	32.107	.000 <sup>b</sup>
Residual	67.119	47	1.428		
Total	158.820	49			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Employee Loyalty (X<sub>2</sub>), Job Satisfaction (X<sub>1</sub>)

Source: Data processed, 2022.

Based on table 5, it shows that Job Satisfaction (X<sub>1</sub>) and Employee Loyalty (X<sub>2</sub>) simultaneously has a significant effect on Employee Performance (Y) with a significant level of 0.000 less than 0.05 (5%).

### R Square Test Results (Coefficient of Determination)

R Square test shows how much the ability of the explanatory or independent variables in explaining the dependent variable. In this study, the R Square test was used to simultaneously test the independent variables in explaining the dependent variable. The value of R Square ranges from 0-1, a value close to 1 means the model's ability is getting better and vice versa (Ghozali, 2018).

Table 6. R Square Test Results (Coefficient of Determination)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 <sup>a</sup>	.577	.559	1.195

a. Predictors: (Constant), Job Satisfaction (X<sub>1</sub>) and Employee Loyalty (X<sub>2</sub>)

Source: Data processed, 2022.

Based on table 6, shows the ability of the model in the study of 0.559. This shows that the ability of the variables of Job Satisfaction (X<sub>1</sub>) and Employee Loyalty (X<sub>2</sub>) to Employee Performance (Y) can be explained by 55.9%. While the remaining 44.1% is explained by variables outside this research, such as Workload, Work Environment, etc.

### Discussion

Based on the results of hypothesis testing that have been described in tables 4 and 5 above, the discussion is as follows:

#### 1. The Effect of Job Satisfaction on Employee Performance

Job satisfaction is an individual's attitude towards his work (Sutrisno, 2017). Job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects of work in accordance with the assessment of each worker (Badriyah, 2015). Employees who feel satisfied or vice versa, of course give a different response and attitude towards their work. Someone with a high level of job satisfaction shows a positive attitude towards work. The process of leaving someone from a company begins with increasing job dissatisfaction from employees (Pawesti & Wikansari, 2016). The results of this study are in line with the theoretical and empirical studies that have been carried out by previous researchers by Suryani & Resniawati (2022) who found that job satisfaction has a significant effect on employee performance. In line with these findings, research conducted by Sari & Susilo (2018) found that job satisfaction is a factor that increases employee performance. Another finding by Suryani & Resniawati (2022) shows that employee performance will increase if

employees have good job satisfaction. The findings from Susanto's research (2022) show that good job satisfaction has a positive impact on improving employee performance. Nurrohmat & Lestari (2021) found that job satisfaction has a positive effect on improving employee performance. Several other findings also found that job satisfaction provides an increase in employee performance (Azhari, et al, 2021; Hamid & Hazriyanto, 2019).

## **2. The Influence of Employee Loyalty on Employee Performance**

Employee loyalty is one of the elements used in employee assessment which includes loyalty to their work, position and organization (Hasibuan, 2011). This loyalty is reflected by the willingness of employees to maintain and defend the organization inside and outside of work from the undermining of irresponsible people (Hasibuan, 2011). The results of this study are in line with the theoretical and empirical studies that have been carried out by previous researchers by Alfanda & Sitohang (2022) showing that work loyalty has a significant effect on employee performance. Another finding from the research of Qorfianalda & Wulandari (2021) found that employees who have work loyalty experience a positive increase in employee performance. Another study conducted by Widyani & Utami (2021) showed that increased employee performance was directly proportional to their work loyalty. Subsequent findings from Sitepu, et al (2021) found that work loyalty has a strong influence on employee performance. Other research shows that work loyalty has a positive influence on employee performance (Zulfikri & Trisninawati, 2022; Suhardi, et al, 2021; Maulida & Askiah, 2020).

## **3. The Effect of Job Satisfaction and Employee Loyalty on Employee Performance**

Job satisfaction is an individual's attitude towards his work (Sutrisno, 2017). Job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects of work in accordance with the assessment of each worker (Badriyah, 2015). Employees who feel satisfied or vice versa, of course give a different response and attitude towards their work. Someone with a high level of job satisfaction shows a positive attitude towards work. The process of leaving someone from a company begins with increasing job dissatisfaction from employees (Pawesti & Wikansari, 2016). Employee loyalty is one of the elements used in employee assessment which includes loyalty to their work, position and organization (Hasibuan, 2011). This loyalty is reflected by the willingness of employees to maintain and defend the organization inside and outside of work from the undermining of irresponsible people (Hasibuan, 2011). The results of this study are in line with the theoretical and empirical studies that have been carried out by previous researchers by Muhamad, et al (2022) who found that job satisfaction and job loyalty have a significant influence on employee performance. Another finding conducted by Prami, et al (2022) shows that job satisfaction and job loyalty can improve employee performance. The results of another study conducted by Adhika, et al (2022) found that job satisfaction and job loyalty are factors that can improve employee performance. The findings from the research of Astiti, et al (2022) show that job satisfaction and job loyalty have a positive effect on employee performance.

## **CONCLUSION**

1. Job Satisfaction ( $X_1$ ) partially has a significant effect on Employee Performance (Y) Ros-In Hotel at Yogyakarta.
2. Employee Loyalty ( $X_2$ ) partially has a significant effect on Employee Performance (Y) Ros-In Hotel at Yogyakarta.
3. Job Satisfaction ( $X_1$ ) and Employee Loyalty ( $X_2$ ) simultaneously have a significant effect on Employee Performance (Y) Ros-In Hotel at Yogyakarta.

## SUGGESTION

1. Further research is expected to be able to develop research variables so that they can complement the results of this research and be more comprehensive in explaining employee performance in organizations, such as: work environment, workload and others.
2. For organizations to continuously improve employee performance in order to increase organizational competitiveness in the face of increasingly competitive competition in the current era of disruption.

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