

The Effect of HR Practices on Job Loyalty in PT. X

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ABSTRACT: The growth of the number of construction companies is apparently not in line with the growth of experts. This study aims to analyzing factors affect job loyalty. This study using quantitative methods with a sample used is 115 employees with the criteria have worked more than two years, have a minimum high school education, at the staff or non supervisor level. Data processing in this study uses SPSS 22.0. From the results of data processing it was found that HR Practices aspects (reward and management style) had a significant influence on job satisfaction, but the influence of training is not significant to job satisfaction. Psychological empowerment aspects (job competence and job impact) does not have a significant effect on job satisfaction, but job autonomy has a significant influence on Job Satisfaction. Job Satisfaction has a significant effect on Job Loyalty.

KEY WORD: HR Practices, Psychological Empowerment, Job Satisfaction, Job Loyalty

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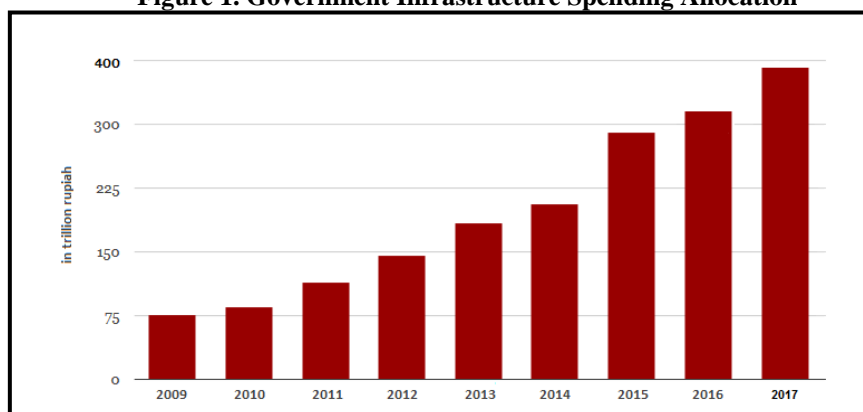
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I. Introduction and Literature Review

To support economic development, the government is currently concentrating on infrastructure development in Indonesia. Infrastructure development is expected to improve economic performance in Indonesia. This relates to the willingness of investors to invest in Indonesia. Poor infrastructure can make high transportation costs, therefore, the government hopes that the development of existing infrastructure can attract investors to invest because the costs incurred will also be lower (www.indonesia-investments.com).

Today, Indonesia ranks 62nd out of 140 countries in terms of infrastructure development according to the 2015-2016 Global Competitiveness Report. The Indonesian government is aware of the importance of improving the state of infrastructure so that the investment and business climate becomes more attractive. However, to build infrastructure in Indonesia is not easy. The government is looking for new approaches in its efforts to achieve breakthroughs in infrastructure development, one of the things done is by increasing the budget needed (www.indonesia-investments.com). The increase in government budget can be seen through the following infrastructure spending allocation graph:

Figure 1. Government Infrastructure Spending Allocation



Source: www.indonesia-investments.com

Based on data from the Central Statistics Agency, annual economic growth in the third quarter of 2018 was 5.17%, lower than the position in the second quarter of 2018 of 5.27%. Meanwhile, the growth of the construction sector recorded a slight increase to 5.79% in the third quarter / 2018 compared to the position in the second quarter / 2018 of 5.73% (www.ekonomi.bisnis.com)

High infrastructure development in Indonesia also encourages construction companies to grow. Along with the development of existing construction companies, competition between companies is also growing. Therefore the growth of the number of construction companies is apparently not in line with the growth of experts. According to Ruslan the Chairperson of the National LPJK, the number of certified experts in Indonesia reached 196,017. The number consists of 82,554 young experts, 105,844 intermediate experts, and 7,619 key experts (www.ekonomi.bisnis.com). Zali Yahya, Secretary General of the Indonesian Contractors Association (AKI) stated that most of the organizations that oversee contractors were still stumbling over certification issues in dealing with the ASEAN Economic Community (AEC) or the ASEAN market. This is related to the awareness of members to do labour certification or certification for technicians (engineers) is still low. Therefore, construction companies must have good resources in order to remain competitive (www.bisnis.tempo.co).

The government currently assign that every construction worker must have a certification of expertise in his field. This expertise certification can be obtained by attending a certification program organized by the government. One of the requirements to get this certification is that construction workers must have experience in their fields in accordance with existing regulations. Therefore, construction companies must continue to improve themselves so that employees who have experience and can take the certification program will want to survive in the existing company, so that the company can still survive in the existing competition (www.beritasatu.com).

Elegido (2013) states that employee loyalty is a commitment that is deliberately given to attract the attention of the leader, even though when doing so can require the sacrifice of several aspects of one's personal interests. According to Sudimin (2003) Job Loyalty is the willingness of employees to participate in achieving organizational goals through ability, skills, thoughts, and time and keep organizational secrets and do not take actions that harm the organization as long as the person is still an employee. According to Dutot (2014) job loyalty is a relationship of trust, resistance to the adoption of opportunistic behaviour faced with offers of outside employment.

Based on Kumari and Pandey (2011) job satisfaction is a pleasant emotion that is obtained from the assessment of one's work; affective reaction from a job; attitude arising from a job. Togia et al (2004) states that Job Satisfaction is the extent to which a person's needs are met in a job. According to Locke (1979) job satisfaction is a positive or pleasant emotion resulting from someone's assessment of their work.

According to Mustika (2016), Psychological Empowerment is a condition where an employee has a perception of being psychologically empowered, employees feel able to carry out roles in work. Maynard et al (2012) states that psychological empowerment as a cognitive state is achieved when individuals feel that they are empowered, not organizational intervention or disposition. Some aspects of psychological empowerment that will be discussed in this study are job competence, job autonomy, and job impact.

Job competence is knowledge, skills, abilities, and / or other characteristics related to placement, specific, which can be identified, determined, and measured such as attitudes, behaviours, physical abilities that human resources may have and those needed for, or material for, performance an activity in a particular business context (HR-XML Consortium Competencies Schema). Job Competence according to Spencer (1993) is a characteristic related to the effectiveness of individual performance in doing their work. According to Sudarmanto (2009) job competence is knowledge of skills, abilities, or personal characteristics of individuals that can improve one's performance.

Job autonomy is a policy given to employees to get freedom in terms of work methods, work schedules, and work criteria in carrying out work duties and responsibilities (Dodd & Ganster, 1996; Hackman & Oldham, 1976). According to Brey (1999), autonomy also defined as the choices and freedoms that are born at work in doing many tasks.

Job impact is a person's belief to make a difference in managerial processes and can affect operational results in work units (Seibert, et al. 2011). Stander and Rothman (2010) state that job impact is a sense of progress toward individual goals and beliefs that their actions make a difference in their organization, which contributes to employee involvement. Fourie and Van Eeden (2010) stated that job impact is a condition when someone has developed his belief that he has personal control, there is also a belief that he has an impact.

HR practices are a process of attracting, motivating, and retaining employees to ensure the survival of the organization (Schuler and Jackson, 1987). Aspects of HR Practices that will be discussed in this study are training and reward.

Nassazi (2013) states that training is the behaviour expected of employees to carry out their work effectively after gaining additional knowledge through activities and programs that lead to the achievement of knowledge, skills and competencies as well as capacity building. Kasmir (2015) states that Training is a process carried out by the company to equip employees in terms of expertise, abilities, knowledge, and behaviour.

According to Anku et al (2018), Reward is understood as the total amount of financial and non-financial compensation or the total remuneration given to employees in return for labour or services provided at

the workplace. Chiang and Birch (2008) state that rewards is anything that might be considered important by certain employees that the employer will offer in return for their contribution.

With this, the primary objective of the paper is to identify the effect of HR practices on job loyalty through psychological empowerment and job satisfaction. Mohanakumari and Magesh (2017) try to get an idea about the level of Job Competence of employees and the satisfaction experienced. In this study it was found that employees were satisfied with the skill Training facilities provided by the company. It is recommended that organizations can provide more development programs that help employees improve personal skills.

Hewagama et al. (2019) on his research in hospitality sector states that training has a significant influence on job autonomy. According to Zahrani et al (2012) who develop a research on the influence of the Anticipatory Supporting Organization (Participation, Training, Culture, Incentive, Leadership and Teamwork) on Psychological Empowerment (Meaningful, Competence, Self-Determination, Impact) known that the Antecedent Supporting Organization in this case Training has a positive relationship with Job Impact which is one of the attributes of Psychological Empowerment.

Houffort et al. (2002) studied the effect of Performance Contingent Reward on Competence, Perceived Autonomy, and Intrinsic Motivation for undergraduate students who take additional credits suggests a similar conclusion. Namely that Performance-Contingent Reward has a positive relationship on Perceived Competence. Houffort et al. (2002) in the research about the effect of performance contingent reward on competence, perceived autonomy, and intrinsic motivation for undergraduate students separates between affective autonomy and decisional autonomy. In this study it is known that reward has a positive impact on decisional autonomy. Gkorezis, P., & Petridou, E. (2011) examined the impact of bundle Rewards (information, Job Security, and Recognition) on Psychological Empowerment (Meaning, Competence, Self-Determination, Impact) suggesting that Reward has a positive relationship on Job Impact which is one of the dimensions of Psychological Empowerment.

Bech-Larsen and Tsalis (2018) conducted research on the effect of food competency with satisfaction with life connected with food stating that Cooking Competence in this case Cooking Experience and Knowledge had a positive effect on Satisfaction With Food-Related Life (SWFRL). Rizwan et al (2014) in a study conducted in the industrial and banking sectors in Punjab (Bahawalpur) stated that job autonomy has a positive and significant influence on the creation of employee satisfaction. Azizi and Alipour (2015) in a study conducted at the education department in Tabriz suggested that Impact had a positive and significant influence on Job Satisfaction in sports teachers in the Education Department in Tabriz.

Sutanto and Perdana (2016) on the study about variables that preceded the existence of employees' loyalty state that satisfaction of leadership, satisfaction of compensation and satisfaction of work environment has a significant influence on employees' loyalty. Pandey and Khare (2012) in their research stated the same thing, namely that Job Satisfaction has a significant influence on Job Loyalty.

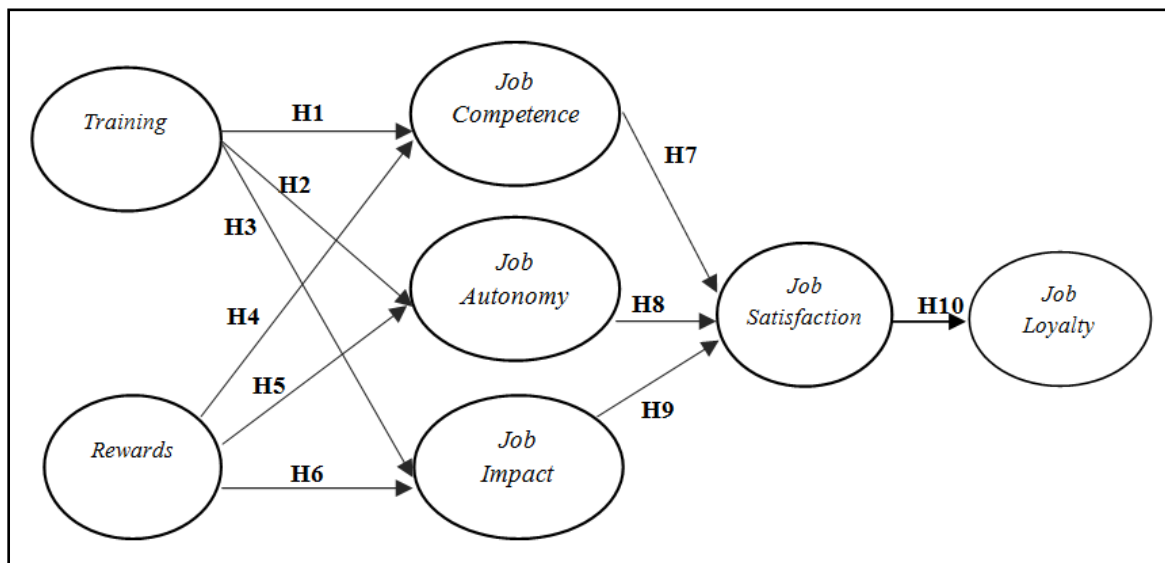
Therefore, structure of the paper is organized as follows. Section 1.1 of the paper introduces the concept and tried to justify the possible reasons behind the study through a brief review of literature. Section 1.2 clearly mentioned the basic research objectives of the paper. Section 1.3 clarifies the data and methodology of the paper. Section 1.4 conclusion and recommendation

II. Research Objectives

The objective of the research is to identify the effect of HR practices on job loyalty through psychological empowerment and job satisfaction. From the research objectives, the hypotheses which will be developed in this study can be formulated as follows:

- H₁: Training have a significant effect on job competence
- H₂: Training have a significant effect on job autonomy
- H₃: Training have a significant effect on job impact
- H₄: Reward have a significant effect on job competence
- H₅: Reward have a significant effect on job autonomy
- H₆: Reward have a significant effect on job impact
- H₇: Job Competence have a significant effect on job satisfaction
- H₈: Job Autonomy have a significant effect on job satisfaction
- H₉: Job Impact have a significant effect on job satisfaction
- H₁₀: Job Satisfaction have a significant effect on job loyalty

Figure 2 Research Model



III. Research Methodology and Data Analysis

This research was conducted at a construction company in Surabaya. This research is a quantitative study, in which the questionnaire is distributed to employees. The questionnaire distributed was divided into two parts, the first part was to find out the demographic condition of the respondents, the second part was to find out HR Practices, namely, Psychological Empowerment, Job Satisfaction, Job Loyalty.

The questionnaire was measured using a 1-5 Likert scale, number 1 reflects strongly disagree to the statement and number 5 reflects strongly agreed to the statement provided. The questionnaires were distributed to 130 employees. However, only 115 questionnaires can be used in this study. The criteria set for the respondents are the ones who are a permanent employee, respondents have worked for more than two years, high school minimum education. Data processing using SPSS version 22.0.

Data analysis uses the regression equation as follows:

1. The Job Satisfaction (JS) regression equation for Job Loyalty (JL) is as follows:
JL = b₁.JS
2. The Job Autonomy (JA), Job Competence (JC), Job Impact (JI) regression to Job Satisfaction (JS) are as follows:
JS = b₂.JC + b₃.JA + b₄.JI
3. Equations of Reward (RW) and Training (TR) regression to Job Competence (JC) are as follows:
JC = b₅.TR + b₆.RW
4. Equations of Reward (RW) and Training (TR) regression to Job Autonomy (JA) are as follows:
JA = b₅.TR + b₆.RW
5. Equations of Reward (RW) and Training (TR) regression to Job Impact (JI) are as follows:
JI = b₅.TR + b₆.RW

Equation Information:

JS : Job Satisfaction
 JA : Job Autonomy
 JC : Job Competence
 JI : Job Impact
 TR : Trainings
 RW : Rewards

b₁, b₂, b₃, b₄, b₅, b₆: Regression coefficient

IV. Validity and Reliability

Table 1. Result of Validity and Reliability

Variable	Indicator	Pearson Correlation	r table	Criteria	Reliability
<i>Job Loyalty</i>	1.	0,864	0,182	Valid	0,815
	2.	0,808	0,182	Valid	
	3.	0,892	0,182	Valid	
<i>Job Satisfaction</i>	1.	0,795	0,182	Valid	0,758
	2.	0,817	0,182	Valid	
	3.	0,850	0,182	Valid	
<i>Job Impact</i>	1.	0,767	0,182	Valid	0,857
	2.	0,861	0,182	Valid	
	3.	0,873	0,182	Valid	
	4.	0,842	0,182	Valid	
<i>Job Autonomy</i>	1.	0,849	0,182	Valid	0,803
	2.	0,839	0,182	Valid	
	3.	0,853	0,182	Valid	
<i>Job Competence</i>	1.	0,862	0,182	Valid	0,821
	2.	0,850	0,182	Valid	
	3.	0,864	0,182	Valid	
<i>Reward</i>	1.	0,892	0,182	Valid	0,789
	2.	0,844	0,182	Valid	
	3.	0,786	0,182	Valid	
<i>Training</i>	1.	0,867	0,182	Valid	0,803
	2.	0,855	0,182	Valid	
	3.	0,823	0,182	Valid	

The validity and reliability test results shown in table 1 state that each indicator used in this study is valid and reliable.

V. Result and Discussion

Table 2. Relationship HR Practices and Job Competence

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.207	.403		5.472	.000		
TR	.239	.099	.236	2.400	.018	.798	1.253
RW	.208	.104	.197	2.004	.048	.798	1.253

a. Dependent Variable: JC

From table 2 it is known that the value of sig training is 0.018 and this value < 0.05 , it can be concluded that training has a significant effect on job competence. It means that H_1 is accepted. The sig value of reward is 0.048 and this value < 0.05 , it means that reward has a significant effect on job competence. It means that H_4 is accepted. The effect of training on job competence is greater than the effect given by rewards on job competence. This can be seen from the standardized coefficient beta value of training 0.236, and the standardized coefficient beta value of reward is 0.197.

Table 3. Relationship HR Practices and Job Autonomy

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.156	.374		3.089	.003		
TR	.452	.092	.423	4.905	.000	.798	1.253
RW	.278	.097	.248	2.877	.005	.798	1.253

a. Dependent Variable: JA

From table 3 it is known that the value of sig training is 0.000 and this value < 0.05 , it can be concluded that training has a significant effect on job autonomy. It means that H_2 is accepted. The sig value of reward is 0.005 and this value < 0.05 , it means that reward has a significant effect on job autonomy. It means that H_5 is accepted. The effect of training on job autonomy is greater than the effect given by rewards on job autonomy. This can be seen from the standardized coefficient beta value of training 0.423, and the standardized coefficient beta value of reward is 0.248.

Table 4. Relationship HR Practices and Job Impact

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.443	.365		3.948	.000		
TR	.459	.090	.445	5.092	.000	.798	1.253
RW	.213	.094	.198	2.264	.026	.798	1.253

a. Dependent Variable: JI

From table 4 it is known that the value of sig training is 0.000 and this value < 0.05 , it can be concluded that training has a significant effect on job impact. It means that H_3 is accepted. The sig value of reward is 0.026 and this value < 0.05 , it means that reward has a significant effect on job impact. It means that H_6 is accepted. The effect of training on job impact is greater than the effect given by rewards on job impact. This can be seen from the standardized coefficient beta value of training 0.445, and the standardized coefficient beta value of reward is 0.198.

Table 5. Relationship Psychological Empowerment and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.681	.321		5.233	.000		
JC	-.099	.097	-.101	-1.014	.313	.566	1.767
JA	.499	.113	.541	4.408	.000	.374	2.677
JI	.149	.124	.156	1.204	.231	.336	2.975

a. Dependent Variable: JS

From table 5 it is known that the value of sig job competence is 0.313 and this value > 0.05 , it can be concluded that job competence has insignificant effect on job satisfaction. It means that H_7 is rejected. The sig value of job autonomy is 0.000 and this value < 0.05 , it means that job autonomy has a significant effect on job satisfaction. It means that H_8 is accepted. The sig value of job impact is 0.231 and this value > 0.05 , it means that job autonomy has insignificant effect on job satisfaction. It means that H_9 is rejected. The effect of job autonomy on job satisfaction is greater than the effect given by job competence and job impact on job satisfaction. This can be seen from the standardized coefficient beta value of job autonomy 0.541. The second biggest influence of job satisfaction given by job impact with the standardized coefficient beta value 0.156. The smallest influence on job satisfaction is given by job competence with the standardized coefficient beta value -0.101.

VI. Conclusion And Recommendation

The results of this study suggest that job satisfaction has a positive and significant effect on job loyalty. The result is in line with the research of Pandey and Khare (2012) which states that job satisfaction has a significant influence on job loyalty. It means that job satisfaction is important to reach job loyalty. Companies should pay attention on it, and find the way to improve the job satisfaction. Job autonomy, one of the aspects of psychological empowerment, has a significant influence on job satisfaction. The result of the study is in line with the research of Naqvi et al (2013) on his research in the fast food sector, which states that job autonomy has a significant effect on job satisfaction. Companies must increase job autonomy so that job satisfaction can increase. Companies can give more freedom or trust to employees to be able to complete their work.

Based on the analysis results, both HR practices (training and reward) variables have a significant effect on job autonomy. The result is in line with Voegtlin et al (2015) developed research on how to empower employees through training, and in that study notes that training has a significant influence on autonomy, which is one of the Empowerment dimensions. The result also is in line with Hewagama et al (2019) in the study on the hospitality sector, which states that reward has a significant influence in relation to job autonomy.

Based on the analysis results, job competence and job impact have insignificant effects on job satisfaction. This result is in line with research in Jordania Private Hospital, which was developed by Saif and Saleh (2013) which states that competence has no influence on satisfaction. This can be due to the higher employee competency, the expectations held by what can be given by the company are also greater, and therefore the effect of job competence on job satisfaction becomes insignificant. The result also is in line with the research of Hewagama et al (2019) which studied in the hospitality sector. In this research, it is known that job impact has an insignificant relationship with job satisfaction. It can be caused by the impact felt by employees is limited by the level of their work, so that although employees provide an impact on job satisfaction, but the effect is not significant.

To increase job loyalty for the company, the thing that can be done by the company is by holding gatherings with the families of employees outside the city, giving bonuses to the achievement department when the project has been completed, giving rewards to employees who provide suggestions for doing work more efficiently, involving employees in trainings organized by construction business associations, as well as from the government, provides other benefits such as rice and shuttle services.

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