

# Analysis of the Effect of Job Characteristics, Compensation, Religiosity on Employee Loyalty at Tabassam Farm Mojokerto

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**Abstract**—The aims of this study to analyze the effect of job characteristics (X1), compensation (X2) and religiosity (X3) on employee loyalty (Y) Tabassam Farm Mojokerto. Job characteristics have five indicators, namely job skills, task identity, task significance, task autonomy, and task feedback. Compensation has six indicators, namely salary, incentives, bonuses, allowances, insurance, and non- financial rewards. Religiosity has five indicators, namely ideology, practice, experience, knowledge and application. Employee loyalty has four indicators, namely obedience, responsibility, dedication, and integrity. The population of this research is Tabassam Farm employees who have worked for more than two years. This research sample of 73 people. The hypothesis used in this study uses multiple linear regression analysis. The results of this study are job characteristics (X1) and religiosity (X3) have a simultaneous and partial effect on employee loyalty, while the compensation variable (X2) has a simultaneous but not partial effect on employee loyalty. The value of the coefficient of determination in this study is 64.4% which indicates that employee loyalty is influenced by job characteristics, compensation, and religiosity, while the remaining 35.6% is influenced by other variables not examined in this study.

**Keywords**— Job Characteristics, Compensation, Employee Religiosity, and Loyalty.

## 1. Introduction

Tabassam Farm is a company engaged in the livestock sector, namely broiler cultivation, which was established in Mojokerto in 2011. Since its establishment until now, there have been many problems with employees that have caused employee turnover with various backgrounds, resulting in no increase in the performance of any given task. According to Hadiani et al. (2017), the main tasks of HRD in the company are recruitment, selection, training, development of performance evaluations, determining compensation in the form of salaries, bonuses, incentives, and protection for employees. In the functions mentioned above, Tabassam Farm HRD does not yet have a program for developing and evaluating employee performance, which causes the employee's character to not be formed in accordance with the expectations of the owner.

There are more incoming and outgoing employee data entering than leaving. Employees with long tenure do not necessarily have a good level of loyalty. This is indicated because the number of employees is increasing but there are no standard rules as a guide so that when given the rules there are different perceptions as if the rules make the company more stringent.

**Table 1.1** Tabassam Farm employee turnover data from 2015 – 2019

Year	Number of employees the beginning of the year	Number of employees the one that came out	Number of incoming employees	Number of employees End of year	Trunover Rate
2015	23	2	5	26	8,16%
2016	26	4	7	29	14,55%
2017	29	2	19	46	5,33%
2018	46	3	27	70	5,17%
2019	70	5	16	81	6,62%

Source : Processed data

According to Meilano and Nugraheni (2017) a turnover value of more than 10% shows a high number and causes a bad impact for the company. Human resource development is very important because the company indirectly makes long-term investments through skills that are trained on employees to provide the best results. Good employee

performance can show the level of employee loyalty to the company to continue to provide good work results with all conditions experienced by the company (Sinaga & Tobing, 2016). This loyalty must be appreciated by the company to employees who have worked for a long time either through compensation or increasing the facilities provided so that employees can feel satisfaction with the work that is their duty (Pradana & Nugraheni, 2015).

## **2. Literature Review**

### **2.1. Previous Research**

Research by Lumiu et al. (2019) which aims to examine the character of a job, compensation and career development on employee loyalty. The population used in this study were employees of PT. Aura Cantik Indonesia at Manado Branch. The results of the research on job characteristics have a significant and negative effect on loyalty. Career development variables have no effect on employee loyalty and compensation variables have a direct relationship to employee loyalty. The results of hypothesis testing of job characteristics, compensation and career development have a simultaneous effect on employee loyalty.

Research Najiyah (2017) aims to determine the effect of religious values, namely religious beliefs on employee loyalty at PT. General Takaful in Surabaya. The population of this research is the agency or employees of PT. General Takaful. The results of this study indicate that there is a significant influence of the variable value of religiosity on employee loyalty, while the results of the t test partially show that belief, religious practice, knowledge have no effect, but experience has an influence on loyalty.

The research of Lewicka et al. (2018) aims to determine the relationship between job characteristics and loyalty with supervisory support. The population of this study is civil servants in Poland who are engaged in services and industry as many as 550 people. The results of this study indicate that there is a significant effect of job characteristics on employee loyalty.

The research of Masakure (2016) aims to determine the relationship between the provision of work wages and the level of employee loyalty. The results of this study are labor wages have no effect on loyalty because loyalty is more inclined towards the values applied to the organization.

### **2.2. Theoretical basis**

#### **2.2.1. Employee Loyalty**

Employee loyalty is a sense of responsibility that can also lead to dedication to providing the best possible performance to an organization or company. Loyal employees generally have worked for the company long enough so that it can be a measure to determine the level of responsibility given to these employees (Tarom & Yuniawan, 2019). There are many factors that can cause loyal employees, but each different company condition also has an effect. The value of individual religiosity in emotional and spiritual aspects can also affect the level of loyalty to the company because of the values that are believed to be good in themselves so that they can provide peace of mind in carrying out work which also has an impact on the organization when people who have strong spirituality are leaders (Fauzi & Siagian, 2019).

Loyalty is not only judged by how many performance results are given by employees, but there are indicators used in the research of Sutanto and Perdana (2016) including:

1. Obedience to comply with all work rules
2. Responsibility to complete tasks well
3. Dedication to the organization followed by working wholeheartedly towards the assigned task
4. Integrity is part of the company, which always goes with the company's vision and mission.

#### **2.2.2. Job Characteristics**

The characteristics of work are as dimensions as the basis for forming the results to be achieved, namely as stages for task identity, significance, ability to carry out tasks, autonomy, and feedback (Lumiu et al., 2019). With the characteristics of an organized company, employees can feel clear results from the orders assigned so that the level of employee satisfaction can be fulfilled to work in an organization (Lewicka et al., 2018). According to Arini and Soliha (2018). Indicators in the characteristics of work include:

1. Skills in work, in this case, are more aimed at what positions have the skills to complete the job. Inadequate skills lead to incompletely completed tasks that will adversely affect other jobs.

2. Task identity with clear information makes employees have clear job references and benchmarks with targets to be completed so as not to create misunderstandings between employees.
3. The significance of a good task at the initial stage of work can affect work at a later stage in other divisions. If there is an error at the beginning it will affect the next process so that it can reduce the effectiveness of the work.
4. Task autonomy is the freedom of how to complete tasks with the provisions that have been explained and described previously as well as limitations that must be avoided so as not to affect the next stage of work.
5. Task feedback given by superiors needs to be informed to those who gave the task so that information on task completion is in accordance with the wishes of the superior.

#### 2.2.3. *Compensation*

Compensation shows the company's seriousness in cooperating with its employees so that it can have a positive influence to continue to be motivated so that employees can become loyal to the company (Lumi, 2019). Direct compensation can be in the form of salaries or incentives while indirect compensation can be arranged by the company as a pension fund or health insurance (Lavinia, 2018). According to Mangkunegara (2007, as cited in Nathania, 2016) there are several factors that influence the compensation received by employees, including the policies set by the government such as the determination of minimum salary standards and the rules for providing health social security. However, it must be balanced with the company's ability to pay employees with an agreement between the employee and the company. In addition, market conditions can also affect the financial compensation given because with good market conditions, the company's income can improve so that it can provide increased compensation. The indicators that are mostly used in implementing compensation according to Dessler (2009, as cited in Nathania, 2016) include:

1. Salary is a direct compensation that must be given by the company to employees who have carried out their duties well.
2. Incentives are given to employees with the aim of increasing morale with the targets set by the company.
3. Bonuses are given to employees when there is more profit from the company.
4. Allowances are given to a certain level to guarantee and provide good facilities for employees. The benefits provided are not only in financial form but can be given in the form of transportation or telecommunication facilities.
5. The insurance that is widely used for company compensation to employees is health insurance. This includes the government's obligation to provide health insurance for employees.
6. Non-financial rewards can be interpreted by many things that give appreciation to the results of employee performance. For example, the existence of a family gathering to strengthens team cohesiveness within the company.

#### 2.2.4. *Religiosity*

Religiosity is based on the religiosity of a person to be able to carry out his activities with the values and ethics that are believed. This belief is internalized in daily activities, especially at work because there is a strong religious sense that encourages a person to walk with an understanding of his beliefs. Meanwhile, people who have beliefs based on religiosity tend to use these religious values to find meaning in life and form communities at work and in their lives. The factors that can affect religiosity according to Septian (2019) consist of internal factors, namely age, level of understanding and psychological conditions and external factors that influence more from the environment such as the family, community and institutional environment where they work. According to Najiyah (2017) research has a significant influence between religiosity and employee loyalty with indicators observed in the aspect of religiosity including:

1. Ideology of beliefs held.
2. Practice in carrying out activities that are believed to be.
3. Experience gained by belief and practice in belief.
4. Knowledge of beliefs that form good character in someone who can influence others.
5. The application of religious values in daily life, especially at work, allows for an influence on job loyalty.

### 3. Research Methods

#### 3.1. Analysis Model

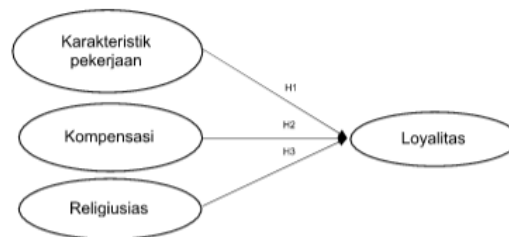


Figure 3.1. Research Analysis Model.

#### 3.2. Research Hypothesis

- H1: Job characteristics have a significant direct effect on loyalty.
- H2: Compensation has a significant direct effect on loyalty
- H3 : Religiosity has a significant direct effect on loyalty

#### 3.3. Research Approach

This study uses quantitative analysis with variables and data collection references. This research was conducted at Tabassam Farm in Mojokerto in April 2020. The subjects of this research were Tabassam Farm employees who had worked for 3 years. The population of this study were 117 employees of Tabassam Farm. Sampling using purposive sampling method with minimum criteria of 3 years of work. Based on employee data at the company, there are 73 employees who work more than 3 years, so the number of samples is 73. In research using multiple linear analysis techniques, the sample size should be 10x more than the number of indicators studied, which means that in this study there are 3 indicators. so that the minimum sample size is 30 samples while in this study the number of samples to be used is 73 people so that the sample is declared sufficient. The data collection method was carried out by distributing questionnaires to respondents, namely employees at Tabassam Farm via a google form link to determine the effect of job characteristics, compensation, religiosity on employee loyalty. The answer to the questionnaire was given an option to the respondent using a Likert scale in order to know the perception of the object of research on the research variable..

- 1: Strongly disagree
- 2: Disagree
- 3: Neutral
- 4: Agree
- 5: Totally agree

#### 3.4. Data analysis

##### 3.4.1. Data Quality Test

###### a. Validity test

The validity test used in this study is by looking at the corrected item total correlation value which must be greater than 0.30. If the corrected item total correlation value is below 0.30 the respondent's answer to the question item is declared invalid (Patria et al., 2016).

###### b. Reliability Test

The method for making decisions on the reliability test can be shown that the questionnaire is declared reliable if the Cronbach alpha value  $> 0.6$  (Sujarweni, 2014, p. 192).

##### 3.4.2. Classic assumption test

###### a. Normality test

The normality test aims to show the normal distribution of the data so that further analysis can be carried out. To determine the normality test can be done by using the graphical method and the Kolmogorov Smirnov method. In the graph method, normal data is shown from the distribution of points around the line that follows the diagonal line. The Kolmogorov Smirnov method is shown by the p value greater than 0.05, which means that the data is normally distributed if the significance value is  $> 0.05$ .

b. Multicollinearity test

Aims to determine whether or not there is a high correlation between independent variables. If a high correlation is found between independent variables, then the data is multicollinear. To determine the multicollinearity test by ensuring the VIF value is less than 10 and the tolerance value is more than 0.1 so that it can be stated that the existing data is not multicollinear.

c. Heteroscedasticity test

Aims to determine whether or not the variance of the model is constant. To determine the heteroscedasticity test, it can be determined by looking at the scatterplot graph in the SPSS application which shows that there are dots that spread above or below zero, which means that there is no problem with heteroscedasticity. In addition, it can be shown by the Glesjer test with a significance value of t test  $> 0.05$  which indicates that there is no heteroscedasticity. If there is heteroscedasticity, then you can use data transformation using the Park test with the provision of decision making if the significance value  $> 0.05$  does not occur heteroscedasticity and vice versa (Kurniawan and Yuniarto, 2016).

d. Linearity test

Aims to show variables have a linear relationship or not. Determination of linearity can be seen from the value of Deviation from linearity whose value is more than 0.05, it can be said that the relationship between variables is linear. When viewed from the significance value ( $p < 0.05$ ), it can be said that the dependent and independent variables have a linear relationship (Widhiarso, 2010)

### 3.5. Multiple Linear Regression Analysis

The regression equation is as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \quad (1)$$

Description :

Y	= Employee loyalty
$\alpha$	= Constant
$\beta_1, \beta_2, \beta_3, \beta_4$	= Regression Coefficient
$X_1$	= Job characteristics
$X_2$	= Compensation
$X_3$	= Religiosity

### 3.6. Hypothesis test

#### 3.6.1. F test

According to Hendri and Setiawan (2017) the F test serves to explain the effect of the independent variable on the dependent variable simultaneously. The results of the F test are determined by looking at the ANOVA table on SPSS in the significance column with the criteria if the probability value is  $< 0.05$  then there is a significant effect between the independent variables on the dependent variable simultaneously but if the probability value is  $> 0.05$  then there is no significant effect between the variables. independent of the dependent variable simultaneously.

#### 3.6.2. t test

According to Hendri and Setiawan (2017), the t-test basically shows the effect of the independent variable individually (partial) in explaining the dependent variable. The t test is used to see the significant effect of all independent variables X, partial effect on the dependent variable Y. If the significance value of  $t < 0.05$  means that the independent variable has a partial effect on the dependent variable. The hypothesis is formulated as follows:

- $H_0$  = indicates that there is no significant effect of the independent variable on the dependent variable
- $H_a$  = indicates that there is a significant effect of the independent variable on the dependent variable

#### 3.6.3. Coefficient of Determination ( $R^2$ )

The coefficient of determination of  $R^2$  ranges from 0 to 1 ( $0 < R^2 < 1$ ). The results that show a small  $R^2$  value indicate the ability of the independent variable to explain the dependent variable is limited. On the other hand, when the value is close to one, it indicates that the independent variable can explain the dependent variable.

## 4. Result and Discussion

### 4.1. Research Object Profile

The object of this research is PT Tabassam farm, which is a company engaged in broiler cultivation. This company has existed since 2011 with its head office in Mojokerto. Since its establishment until 2020, it has 13 branches spread across East Java and Bali. Along with the increasing number of employees and the creation of a human resource development system, this study aimed to examine the effect of job characteristics, compensation, and religiosity on employee loyalty at Tabassam farm.

### 4.2. Characteristics of Respondents

In this study, the characteristics of the respondents are explained by the age and length of service of the employees. The following table 4.1. which shows data by age.

**Table 4.1. Characteristics of respondents by age**

No	Age (years)	Number of Respondents	Percentage
1	20 - 30	41	56,16 %
2	30 - 40	21	28,77 %
3	>40	11	15,07 %
Amount		73	100 %

**Table 4.2. Characteristics of respondents based on length of service**

No	Age (years)	Number of Respondents	Percentage
1	3 – 4	47	64,38 %
2	>4	26	35,62 %
Amount		73	100 %

**Table 4.3. Characteristics of respondents by age**

NO	Gender	Number of Respondents	Percentage
1	man	59	80.82%
2	woman	14	19.18%
Amount		73	100 %

**Table 4.4. Characteristics of respondents based on educational background**

No	Educational background	Number of Respondents	Percentage
1	S1 farm	64	87.67%
2	Other S1	9	12.33%
Amount		73	100%

### 4.3. Description of Research Variables

This study consists of the dependent variable and the independent variable, the dependent variable in this study is loyalty (y) and the independent variables include job characteristics (x1), compensation (x2) and religiosity (x3).

#### 4.2.1. Job Characteristics Variables

**Table 4.5. Description of respondents' answers on job characteristics variables**

Variable	Indicator	mean	Standard Deviation
Job Characteristics (x1)	X1.1	3,97	,666
	X1.2	3,99	,589
	X1.3	3,93	,694
	X1.4	3,97	,745
	X1.5	4,45	,625
	X1.6	4,44	,577

	X1.7	3,89	,792
	X1.8	3,68	,743
	X1.9	3,84	,578
	X1.10	4,03	,600
Average value mean		4,01	

Based on the description table of respondents' answers, the highest average value is in the question item X1.5 with a standard deviation of 0.625 which explains the statement that if the current work is not completed it will interfere with further work. This shows that the majority of respondents feel they have a work priority scale and understand the stages of work to be completed properly so that they do not interfere with further work.

**Table 4.6.** Description of respondents' answers to the compensation variable

Variable	Indicator	mean	Standard Deviation
Compensation (x2))	X2.1	3,63	,613
	X2.2	3,66	,606
	X2.3	3,68	,524
	X2.4	3,68	,550
	X2.5	4,30	,720
	X2.6	3,96	,633
	X2.7	4,12	,706
	X2.8	4,14	,713
	X2.9	4,07	,673
	X2.10	3,68	,743
Average value mean		3,89	

Based on the variable description table, the highest average value is found in the question item X2.5 with a value of 4.30 and a standard deviation value of 0.720. This question item contains a bonus as a motivation to increase productivity. This is a statement that gives a positive effect from the bonus given so that it has an impact on the productivity of the resulting performance, which means that the answer to this item is more homogeneous than the other items.

**Table 4.7.** Description of respondents' answers on the religiosity variable

Variable	Indicator	mean	Standard Deviation
Religiosity (x3)	X3.1	4,90	,296
	X3.2	4,71	,456
	X3.3	3,88	,744
	X3.4	4,52	,556
	X3.5	4,38	,615
	X3.6	4,11	,657
	X3.7	4,05	,598
Average value mean		4,36	

Respondents' answers regarding the religiosity variable showed the highest average value in the X3.1 question. With a mean value of 4.90 and a standard deviation of 0.296. The item states that the majority of respondents believe in a single God which shows the answers from homogeneous respondents.

**Table 4.8.** Description of respondents' answers on the loyalty variable

Variable	Indicator	mean	Standard Deviation
Loyalty (y)	Y1.1	4,32	,574
	Y1.2	4,36	,510
	Y1.3	3,73	,712
	Y1.4	4,07	,631
	Y1.5	4,40	,640

Average value mean	4,18	
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Based on the description table of respondents' answers regarding the employee loyalty variable, the largest average value is found in the question item Y1.5 with an average value of 4.40 and a standard deviation of 0.640 whose question item contains employees obeying company regulations while working. This is also supported by the rules that exist in the company to determine performance and its effect to determine the compensation given so that the majority of respondents show homogeneous answers.

#### 4.4. Data Validity and Reliability Test

##### 4.4.1. Data Validity Test

**Table 4.9.** The test results of the validity of job characteristics before invalid items are deleted

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x1.1	36.22	10.785	.498	.710
x1.2	36.21	10.999	.528	.708
x1.3	36.26	10.723	.485	.711
x1.4	36.22	10.868	.404	.725
x1.5	35.74	11.695	.309	.737
x1.6	35.75	12.494	.142	.757
x1.7	36.30	10.908	.358	.733
x1.8	36.51	10.115	.580	.694
x1.9	36.36	11.455	.414	.723
x1.10	36.16	11.639	.344	.732

Based on the results of the validity test using the Corrected item-total correlation method, there are items that are invalid because the value is below 0.3 in the question item X1.6 which contains a statement that if I make a mistake, it will result in disturbing other people's work. The item needs to be deleted because it does not match the valid data criteria.

**Table 4.10.** The test results of the validity of job characteristics before invalid items are deleted

##### *Item-Total Statistics*

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x1.1	31.78	9.812	.536	.718
x1.2	31.77	10.070	.555	.718
x1.3	31.82	9.787	.513	.722
x1.4	31.78	9.896	.436	.735
x1.5	31.30	11.158	.227	.764
x1.7	31.86	9.925	.389	.744
x1.8	32.07	9.259	.593	.706
x1.9	31.92	10.743	.374	.743
x1.10	31.73	10.896	.312	.752

Based on the results of re-running the validity test using the Corrected item-total correlation method by deleting Item X1.6 in table 5.7 there are items whose values are below 0.3 in question X1.5 which contains the question if my work is not completed it will interfere with the next work so that the item was deleted to be re-run because it is invalid.

**Table 4.11.** The test results of the validity of job characteristics before invalid items are deleted

##### *Item-Total Statistics*

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x1.1	27.33	8.557	.554	.723
x1.2	27.32	8.774	.584	.721
x1.3	27.37	8.514	.534	.726
x1.4	27.33	8.668	.441	.743



x1.7	27.41	8.801	.368	.759
x1.8	27.62	8.129	.585	.715
x1.9	27.47	9.558	.355	.756
x1.10	27.27	9.646	.309	.763

Based on table 5.11. Test the validity of the job characteristics variable after deleting invalid items in X1.5 and X1.6 showing valid results and all corrected item values - the total correlation value is above 0.3 so that the results of respondents' answers on the job characteristics variable after deleting items are corrected item value – total correlation is declared valid.

**Table 4.12.** Compensation validity test results before invalid items are deleted

*Compensation variable before invalid item is deleted*

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x2.1	35.30	14.352	.270	.821
x2.2	35.27	13.063	.582	.790
x2.3	35.25	13.411	.599	.791
x2.4	35.25	13.077	.655	.785
x2.5	34.63	12.153	.659	.779
x2.6	34.97	12.916	.585	.790
x2.7	34.81	12.629	.569	.791
x2.8	34.79	13.221	.434	.806
x2.9	34.86	13.759	.354	.814
x2.10	35.25	13.522	.349	.817

Based on the results of the validity test using the Corrected item-total correlation method, there are items that are not valid because the value is below 0.3 in the X2.1 question. With the question of the salary I receive according to the workload. The item needs to be deleted because it does not meet the criteria for valid data.

**Table 4.13.** Compensation validity test results after invalid items are deleted

*Compensation variable after invalid item is deleted*

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x2.2	31.64	11.955	.485	.807
x2.3	31.62	12.156	.526	.804
x2.4	31.62	11.795	.597	.797
x2.5	31.00	10.667	.673	.783
x2.6	31.34	11.284	.627	.791
x2.7	31.18	11.065	.594	.794
x2.8	31.16	11.584	.465	.811
x2.9	31.23	11.959	.416	.816
x2.10	31.62	11.879	.375	.823

Based on the results of the validity test on the compensation variable after deleting invalid items, it shows that all corrected item-total correlation values are above 0.3, which means that the respondent's answer to the item is declared valid.

**Table 4.14.** The results of the religiosity validity test before the invalid item is deleted

*The religiosity variable after the invalid item is deleted*

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x3.1	25.66	5.617	.368	.722
x3.2	25.85	5.046	.473	.696
x3.3	26.68	4.830	.256	.759
x3.4	26.04	5.151	.302	.730

x3.5	26.18	4.010	.744	.617
x3.6	26.45	4.446	.485	.688
x3.7	26.51	4.337	.613	.655

Based on the results of the validity test of the religiosity variable, it shows that the item is not valid on the x3.3 question. which contains I feel that my prayers are often answered with the Corrected item-total correlation value below 0.3 so it needs to be deleted because it does not meet the validity test criteria..

**Table 4.15.** The results of the religiosity validity test after the invalid item is deleted

*The religiosity variable after the invalid item is deleted*

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x3.1	21.78	4.285	.373	.758
x3.2	21.97	3.749	.495	.728
x3.4	22.16	3.778	.344	.765
x3.5	22.30	2.852	.769	.639
x3.6	22.58	3.164	.527	.720
x3.7	22.63	3.264	.559	.708

Based on the results of the validity test on the religiosity variable, after removing invalid items, the corrected item-total correlation value is above 0.3, which means that the answers from the respondents are declared valid.

**Table 4.16.** Employee loyalty validity test results

*Item-Total Statistics*

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
y1.1	16.55	3.334	.495	.704
y1.2	16.51	3.531	.476	.712
y1.3	17.14	3.203	.389	.752
y1.4	16.79	2.916	.645	.644
y1.5	16.47	3.030	.567	.675

Based on the results of the validity test on the loyalty variable, all items were declared valid because the corrected item-total correlation value was more than 0.3.

#### 4.4.2. Data Reliability Test

**Table 4.17.** SPSS output reliability

Variable	Cronbach alpha	Description
Job characteristics (X1)	0.764	Reliable
compensation (X2)	0.821	Reliable
Religiosity (X3)	0.759	Reliable
Loyalty (Y)	0.744	Reliable

Based on the results of calculations using SPSS, all Cronbach's alpha on the variables of job characteristics (X1), compensation (X2), religiosity (X3) and employee loyalty (Y) were declared reliable because the value was more than 0.6.

#### 4.5. Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis used to determine the effect of the independent variable (independent) which is more than one on the dependent variable (bound). So that in this research, we can find out the consequences of each influential independent variable and the most influential on the dependent variable (Robert & Yuniarto, 2016). In this study, there are three independent variables, namely job characteristics (X1), compensation (X2) and religiosity (X3) while the affected variable is employee loyalty (Y) at PT Tabassam Farm Mojokerto.

### 4.5.1. Hypothesis test

#### a. Simultaneous/simultaneous test (F Test)

**Table 4.18.** F Uji test

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1. Regression	217.947	3	72.649	41.537	.000 <sup>b</sup>
Residual	120.683	69	1.749		
Total	338.630	72			

Based on the results of the F test in table 4.18, it shows a significance value of 0.000, which means it is smaller than 0.05. This shows that there is a simultaneous significant effect of job characteristics (X1), compensation (X2) and religiosity (X3) on employee loyalty (Y).

#### b. Partial test (t test)

**Table 4.19.** SPSS Output Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.421	2.379		-.177	.860
1 Karakteristik Pekerjaan	.380	.055	.642	6.940	.000
Kompensasi	-.029	.043	-.053	-.673	.503
Religiusitas	.233	.075	.268	3.105	.003

Based on the results of the regression analysis, the effect of each variable partially can be explained as follows:

#### 1. Influence of job characteristics (X1) on Employee Loyalty (Y)

Based on table 4.19 the significance value of t is 0.000 and beta is 0.380, so it can be concluded that the t value <0.05, which means that there is a positive and significant influence on the job characteristics variable on employee loyalty, so it can be concluded that H1 is accepted.

#### 2. Effect of compensation (X2) on Employee Loyalty (Y)

Based on table 4.19 the significance value of t is 0.503 and beta -0.029, so it can be concluded that the t value > 0.05 which means that it has no negative and insignificant effect on the compensation variable on employee loyalty, so it can be concluded that H2 is rejected.

#### 3. Effect of religiosity (X1) on Employee Loyalty (Y)

Based on table 4.19 the significance value of t is 0.003 and beta is 0.233, so it can be concluded that t <0.05, which means that there is a positive and significant influence on the religiosity variable on employee loyalty, so it can be concluded that H3 is accepted.

#### c. Coefficient of Determination Test

**Table 4.20.** Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.802	.644	.628	1.323	1.896

Table 4.20. shows the value of R square 0.644 which means that 64.4% of the employee loyalty variable (Y) can be influenced by the variables of job characteristics (X1), compensation (X2), and religiosity (X3). While the remaining 35.6% can be influenced by other variables that affect employee loyalty.

### 4.5.2. Classic assumption test

#### a. Normality test

**Table 4.21.** Coefficient of determination

Model	Unstandardized Residual
N	73
Kolmogorov-smirnov	.095
Asymp. Sig. (2-tailed)	.170 <sup>e</sup>

Based on the results of the normality test in table 4.21 the Asymp value. Sig. (2-tailed) is 0.170 which means it is greater than 0.05 so it can be concluded that the data is normally distributed.

b. Multicollinearity Test

**Table 4.22. Multicollinearity Test**

Variable	Collinearity Statistics	
	Tolerance	VIF
Job characteristics	.603	1,658
Compensation	.841	1.189
religiosity	.696	1.438

Based on table 4.21 the multicollinearity test, the tolerance value of all variables is more than 0.1 and the VIF value is less than 10, which means that all variables do not occur multicollinearity.

d. Heteroscedasticity Test

**Table 4.23 . Heteroscedasticity Test Using Park Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.561	3988		-1.896	.062
	Job characteristics (X1)	.040	.092	.065	-.437	.663
	Compensation (X2)	.005	.071	.008	.066	.948
	Religiosity (X3)	.265	.126	.294	2.113	.038

Based on the Heteroscedasticity Test using the park test, the significance value of the job characteristics (X1) and compensation (X1) variables, respectively, is 0.663; 0.948 whose value is greater than 0.05 so that there are no symptoms of heteroscedasticity in X1 and X2 variables. Meanwhile, the religiosity variable (X3) has a significance value of 0.038, which is smaller than 0.05, which means that there is a symptom of heteroscedasticity in the X3 variable. Heteroscedasticity of data causes doubts in the analysis carried out.

d. Linearity Test

**Table 4.24. Linearity Test**

Variabel	P-value linearity	Keterangan
Karakteristik pekerjaan (X1)	0,000	Linear
Kompensasi (X2)	0,046	Linear
Religiusitas (X)	0,000	Linear

Based on the linearity test in table 4.24 the P-value linearity shows a value smaller than 0.05 so that it can be stated that the variables of job characteristics (X1), compensation (X2) and religiosity (X3) have a linear relationship with employee loyalty (Y).

## 5. Conclusions and Practical Implication

### 5.1. Conclusion

This study analyzes the effect of job characteristics, compensation, and religiosity on employee loyalty at Tabassam Farm. The results of this study are job characteristics have a positive and significant effect on employee loyalty. So it can be concluded that the job characteristics that are formed can increase the loyalty of Tabassam farm employees. Compensation has a positive but not significant effect on employee loyalty. So it can be concluded that the compensation provided by the company does not affect employee loyalty. Religiosity has a positive and significant effect on employee loyalty. So it can be concluded that the culture of religiosity that is formed in the company can affect employee loyalty.

### 5.2. Practical Implication

Based on the results of background research, the majority of Tabassam Farm employees are animal husbandry graduates so that the characteristics of the work formed in the company have a positive effect because the basic education understood by employees is related to the work done so that it is easy to complete the job well and form a good sense of loyalty as well. Compensation has no significant effect even though the majority of employees' gender is male. This can be because religiosity affects loyalty so that the orientation of employees to

seek material shifts to following religious rules properly and carrying out their duties on the basis of understanding religious rules to carry out work.

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