ANALYZING THE EFFECT OF JOB SATISFACTION AND EMPLOYEE WORK EXPERIENCE ON EMPLOYEE PERFORMANCE LOYALTY
(Case Study: Assalam Hypermarket)

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ABSTRACT

Human resources or HR is one of the elements in the company that is quite important to ensure the smooth running of operational activities in the company. Employee satisfaction and work experience are several factors in maintaining the level of employee performance loyalty in a company. This study was conducted to examine the relationship between the influence of job satisfaction and work experience felt by employees on the level of employee performance loyalty at Assalaam Hypermarket. This study collects data with questionnaires from 100 sample data of employees who work at Assalam Hypermarket. The discussion method used is descriptive quantitative by testing several instrument items that describe the level of satisfaction and work experience of employees using validity and reliability tests. After that, the researcher analyzes using multiple linear regression techniques. In this study, researchers used the SPSS application to conduct tests. From this study, it was concluded that job satisfaction had an effect of 64.5% and work experience had an effect of 28.5% on the level of employee performance loyalty in the company. The results showed that several aspects of work experience still need to be improved by Assalam Hypermarket.

Keywords: Job Satisfaction, Performance, Work Experience, Employee Loyalty, Multiple Linear Regression

INTRODUCTION

Human resource management abbreviated as HR in the company is one of the keys to achieving the company's operational success (Amalia & Wenerda, 2019). If human resources can be managed properly, the company can carry out its business and operational activities properly. The management of human resources in the company is known as human resource management. Human resource management is defined as the activity of planning, organizing, directing, and supervising the activities of procuring, developing, compensating, integrating, maintaining, and releasing human resources to achieve various individual goals of the organization and society (Flippo, 2019). Human resource management itself consists of a variety of general activities in organizing, controlling, and monitoring activities related to human resources within the company. Therefore, the company's ability to manage its human resources is a basic thing that needs to be mastered so that the company is also able to adapt to the development and demands of its human resources. Employee loyalty or loyalty depends on each of them. However, the company is obliged to fulfill the rights of the obligations fulfilled by employees (Sutrisno, 2022). Companies should ideally innovate to motivate employees so that their work dedication is higher for the company. This is motivated by the fact that the level of employee loyalty to the company will increase if the level of job satisfaction received by employees is also higher (Kasmawati, 2014).

Job satisfaction is the result of employees' perceptions of how well their jobs provide things that are considered important to the company (Luthans, 2006). Job satisfaction felt by employees can encourage employees to give their best for the company (Darma et al., 2019). If this can be achieved, it can bring benefits both in terms of economy and psychology for the company. At a higher level, over time, a balanced and harmonious corporate culture will emerge between the positionholder and his employees. This will create a sense of trust and mutual protection within the company, resulting in great job satisfaction for employees. The company can also provide appropriate reciprocity for employees who have shown good performance according to their achievements and company policies. Employee job satisfaction is influenced by several elements in the job such as position (position), rank (class), age, financial security, social security, quality, and supervision.

Human resource management needs to be carried out by company organizations with professionals to balance the needs of employees, the demands of the times, and the company's capabilities. This balance is the main key for the company to develop productively and teach because the development of the company's business and organization is highly dependent on the productivity of the existing workforce (Budiani, 2011). To get employee loyalty, the company must meet employee needs. The company must ensure that the rights and obligations of employees can be channeled properly. Employee work experience also influence on job satisfaction and employee loyalty to the company (Willianto, 2019). Employee work experience will help employees in completing their duties. And this will have a positive impact on employee satisfaction and loyalty at work (Sugiyono, 2020). If an employee has mastery of his job and has good knowledge and skills, the employee tends to have a high level of job loyalty (Khairani, 2019).

Assalam Hypermarket is one of the largest retail companies in Solo. By raising the Islamic concept, the Assalam hypermarket has its impression on its customers. Not only running a business to ensure that customers get what they need, HR management at Assalaam Hypermarket is also considered by the manager well. Assalam Hypermarket has a system for managing employee productivity within the company by carrying out several special strategies. The common way carried out by the Human Resource Development (HRD) division of Assalaam Hypermarket in managing its human resources aims to increase the company's work motivation. In companies with good human resource management, the company's operational activities and productivity will be smoother and more developed (Hamali, 2013). This is also the hope for Assalam Hypermarket. In addition, a timely payroll system, the implementation of rules and regulations by the company in accordance with the applicable SOPs are some of the strategies to carry out the company's survival into the future. To measure the level of satisfaction with employee loyalty, the HRD division distributes questionnaires to all Assalaam Hypermarket employees once a year.

The level of loyalty owned by employees will have a positive impact on company growth (Fajariani & Surya, 2015). To create a company work environment that can increase employee job satisfaction, the HRD of Assalam Hypermarket provides several facilities and training. In addition, to appreciate the dedication of employees who have carried out at the company where they work, Assalam Hypermarket applies one of the awards, namely by giving the title of senior staff (SS). Meanwhile, to increase employee work experience, HRD routinely provides training to employees according to company needs.

Work experience is a knowledge, skills, and abilities that employees have to carry out the responsibilities of the previous job (Marwansyah in Wariati, 2015). Experienced people are prospective employees who are ready to use (Hasibuan, 2016). Employee work experience can include personal background such as education, courses, training that has been attended. In addition, the talents, interests, attitudes, needs, analytical skills, and technical skills that employees master are some of the experiences that employees must have to advance the company. Thus, job satisfaction and employee work experience significantly need to be a concern for companies to increase employee loyalty.

Several studies on human resources to assess the level of employee loyalty have been conducted previously by researchers. Researchers research to analyze the relationship between the job satisfaction of Grand Maleo Makassar hotel employees and its effect on employee performance (Astika, 2021). In her research, Astika used quantitative descriptive methods and multiple linear regression analysis. From this study, it was found that job satisfaction had a significant effect on employee performance. Another study examined the effect of job satisfaction and work experience on employee loyalty at PT Dong Young Tress Indonesia (Sasongko, 2018). This study quantitatively obtained results that can explain that the level of employee job satisfaction has influences on employee loyalty. While work experience does not influence on employee loyalty. This study also shows that job satisfaction and work experience have a simultaneous influence on employee loyalty.

Based on research that has been done before, the researcher wants to know what instruments affect the loyalty of employees who work at Assalam Hypermarket. By testing and analyzing using multiple linear regression, researchers hope to be able to provide an overview of how the level of job satisfaction is felt by Assalam Hypermarket employees so that companies can improve facilities and training for employees who excel and who are already highly dedicated to the company. Thus, the company can continue to advance the quality and quality of the company along with improving the welfare of its employees.

RESEARCH METHOD

This research applies a case study research design in the testing conducted. Case study research design is a design in research by conducting a careful investigation of the object of research by collecting complete information (Crewell, 2014). Information can be collected using various data collection procedures. In this study, researchers used a case study research design because of the researcher's desire to obtain measurable and valid information regarding human resource management at Assalam Hypermarket. The researcher also wanted to get an instrument of job satisfaction and work experience felt by Assalam Hypermarket employees and their influence on employee performance loyalty within the company.

Researchers collected data by distributing questionnaires to all employees at Assalam Hypermarket as primary data in the study. From the data collected, researchers obtained 100 sample data which will be further tested using multiple linear regression analysis methods. In the questionnaire, researchers used a Likert scale from 1 - 5 to describe the level of employee satisfaction and work experience.

Table 1. Research Respondents

Position	Percentage	Total
Manager	5%	5
Supervisor	13%	13
Staff	82%	82

Source: Data processed by researchers (2021)

In addition to the primary data shown in Table 1, researchers also obtained supporting data from the HRD division of Assalam Hypermarket in the form of questionnaire records from previous years. This is useful for researchers to examine more deeply the instruments of job satisfaction and work experience of Assalam Hypermarket employees and their influence on employee loyalty.

Researchers use quantitative descriptive research methods in determining variables that have a significant influence on job satisfaction and employee work experience. This needs to be well designed because it affects the level of assessment that employees will give to answer every question in the questionnaire that has been formulated with HRD Assalam Hypermarket. A research variable is an attribute trait or value of people, objects or activities that have certain variations set by researchers to study and then draw conclusions (Sugiono, 2019). In research with a survey method conducted by distributing questionnaires to targeted respondents, determining instrument variables is important to obtain results that can

represent the actual situation in the field. Concepts in research also depend on previously determined research variables. This concept is then what the researcher must examine so that all factors in job satisfaction, work experience, and employee performance loyalty can be fulfilled.

Independent variables are variables that affect or cause changes or the emergence of dependent variables (bound) (Sugiyono, 2015a). Independent variables are also referred to as variables that have an influence. This variable is treated carefully because it has the power to determine the results of the study. In quantitative research, this type of variable is often represented as variable X (Sujarweni, 2014). Variable X in this study is job satisfaction (X1) and Work Experience (X2). In addition to the independent variable, the relationship research is also known as the dependent variable. The dependent variable is the variable that is influenced or the result, or because of the independent variable (Sugiyono, 2015a). The dependent variable can be referred to as the affected, effect, and dependent variable. In research, this variable is known as variable Y. Variable Y is the variable that is the focus of observation and measurement. The Y variable is the variable that determines how much influence is caused by the independent variable. Variable Y used in this study is employee performance loyalty.

Samples in research must fulfill some of the numbers and characteristics possessed by the actual population (Sugiyono, 2015b). Based on data that has been collected by researchers, it is known that the total population of employees working at Assalaam Hypermarket with various positions is 164 employees. So, researchers use the Solvin technique to determine how many samples researchers will use in research testing as follows:

$$n \ = \ N \ / \ (1 \ + \ (N \ x \ e^2))$$
$$Description:$$
$$n \ = \ Sample \ Size$$
$$N \ = \ Population \ Size$$
$$e \ = \ Percent \ allowance \ for \ inaccuracy, which \ is \ 10\%$$
$$Thus, the \ calculation \ results \ are \ obtained$$
$$n \ = \ 164 \ / \ (\ 1 \ + \ (\ 164 \ x \ (\ 0,1^2 \ ))$$
$$= \ 164 \ / \ 1 \ + \ 1,64$$
$$= \ 164 \ / \ 2,64$$
$$= \ 62,12$$

From the above calculations, it can be said that the sample that researchers use in research has adjusted the standard where researchers use 100 employee data that will be analyzed using simple linear regression. The 100 employee data already represents all divisions in the Assalam Hypermarket company. 100 employee data were also randomly selected to minimize objectivity that might occur in research.

RESULTS AND DISCUSSION
Respondent Profile

The analysis is carried out on the respondent's profile to provide an overview of the distribution of the characteristics of respondents who are the test subjects in the study.

Furthermore, this respondent data will go through a series of tests, processing, and statistical calculations using the SPSS tool.

Respondent Profile Based on Gender

Table 1 shows the gender distribution of respondents that researchers get. From Table 1, it is known that there are 67 male employees and 33 female employees who responses according to research needs. Responses were obtained from respondents without coercion and through a fairly long curation with HRD Assalam Hypermarket.

Table 1. Research Respondents

Gender	Percentage	Total
Male	67%	67
Female	33%	33
Total	100%	100

Source: Data processed by researchers (2021)

Profile of Respondents by Age

Table 2 shows that research respondents are spread across various age groups. For the age group in the range of 20 years to less than 30 years, there are 37 respondents or 37%. While the age range of 30 years to less than 40 years has respondents as many as 25 people or 25%. In the age range of 40 years to less than 50 years, there were 36 people or 36%, and respondents with an age of more than 51 years were 2 people or 2%.

Table 2. Age of Research Respondents

Age	Percentage	Total
20 - < 30 years	37%	37
30 - < 40 years	25%	25
40 - < 50 years	36 %	36
> 50 years	2 %	2
Total	100%	100

Source: Data processed by researchers (2021)

Profile of Respondents Based on Position

Table 3 shows that most respondents are respondents with positions as staff as many as 82 people or 82%, then respondents with positions as supervisors as many as 13 people or 13%, and respondents with positions as managers as many as 5 people or 5%.

Table 3. Position of Research Respondents

Position	Percentage	Total
Manager	5%	5
Supervisor	13%	13
Staff	82%	82

Source: Data processed by researchers (2021)

Instrument Testing

Validity Test

The validity test is a test to measure the accuracy and accuracy of the instrument that has been determined. This test aims to assess how appropriate the selected instrument is to the needs of the variables in the study. In other words, the validity test can be used as a reference that the specified measurement instrument is something that must indeed be measured in research based on the responses given by respondents. Instrument items can be said to be valid if the calculation results of the r value are greater than r table.

The value of r table itself can be calculated from (α, n - 2) in the product moment table. Instrument testing carried out in this study known as n is a total of 100 sample data. While α or the significant value used in the study is 5%. A significant value of 5% is used because researchers want to have a degree of confidence of 95% of the results obtained. Therefore, the value of the t table is (0.05, 100-2) or in other words it is 0.197. So an instrument item can be said to be valid if its r count is greater than 0.197.

Table 4 shows the results of the validity test of the questionnaire about the job satisfaction of Assalam Hypermarket employees while working at the company.

Table 4. Job Satisfaction Validity Test

Question	R count	R table	Description
Job Satisfaction 1	0,802	0,197	VALID
Job Satisfaction 2	0,790	0,197	VALID
Job Satisfaction 3	0,757	0,197	VALID
Job Satisfaction 4	0,816	0,197	VALID
Job Satisfaction 5	0,804	0,197	VALID
Job Satisfaction 6	0,851	0,197	VALID
Job Satisfaction 7	0,796	0,197	VALID
Job Satisfaction 8	0,756	0,197	VALID

Source: Data processed by researchers (2022)

Table 5 shows the results of the validity test of the questionnaire about employee work experience. In this section, several questions are given to employees related to the length of work, skill improvement facilities received and rewards provided by the company. From the test results it is known that the items used to test the variables are appropriate and by the research objectives.

Table 5. Uji Validitas Pengalaman Kerja

Question	R count	R table	Description
Work Experience 1	0,859	0,197	VALID
Work Experience 2	0,880	0,197	VALID
Work Experience 3	0,835	0,197	VALID
Work Experience 4	0,867	0,197	VALID
Work Experience 5	0,800	0,197	VALID
Work Experience 6	0,865	0,197	VALID
Work Experience 7	0,431	0,197	VALID
Work Experience 8	0,683	0,197	VALID

Source: Data processed by researchers (2022)

Table 6 shows the results of the validity test conducted on the level of loyalty of employees who work at Assalam Hypermarket, both those who have worked for decades and those who have only been working for a few years. Table 6 also shows that how well the management of human resources has been carried out by HRD Assalam Hypermarket to provide a sense of security and comfort while working at the company. This can also be a benchmark for companies in improving employee welfare to continue to provide their best performance for the company.

Table 6. Job Loyalty Validity Test

Question	R count	R table	Description
Employee Loyalty 1	0,803	0,197	VALID
Employee Loyalty 2	0,872	0,197	VALID
Employee Loyalty 3	0,767	0,197	VALID
Employee Loyalty 4	0,737	0,197	VALID
Employee Loyalty 5	0,806	0,197	VALID
Employee Loyalty 6	0,863	0,197	VALID
Employee Loyalty 7	0,822	0,197	VALID
Employee Loyalty 8	0,810	0,197	VALID

Source: Data processed by researchers (2022)

Based on Tables 4, 5, and 6, it can be seen that all research instrument items are important instruments to be studied to find out how appropriate the instrument items are to test the research variables. All statement instruments both on job satisfaction variables, work experience, and employee loyalty show that the value of r count> r table. So it can be said that all instrument items used to examine the relationship between job satisfaction and work experience to employee loyalty are valid.

Reliability Test

The reliability test is an advanced testing stage that can only be done if the instrument items on the questionnaire are declared valid. The reliability test needs to be done to see how consistent the instrument items are if the test is repeated. In this study, researchers used the Cronbach's Alpha reliability test analysis technique. According to Sujarweni (2015), the questionnaire is said to be reliable if it has a Cronbach's alpha value> 0.6. So, to get the result that the instrument determined by the researcher is consistent, each statement item must have a Cronbach's Alpha value> 0.60.

Table 7. Reliability Test of Job Satisfaction

Reliability Statistics	
Cronbach's Alpha	*N of Items*
0,916	8

Source: Data processed by researchers (2022)

Table 7 shows that the Cronbach's Alpha value of all items of the job satisfaction measurement instrument is 0.916. The instrument item of the job satisfaction variable itself consists of 8 question items. From the calculation results, it is found that the job satisfaction

instrument in the study is consistent (reliable) because it has a Cronbach's Alpha value of 0.916> 0.60.

Table 8. Work Experience Reliability Test

Reliability Statistics	
Cronbach's Alpha	**N of Items**
0,876	8

Source: Data processed by researchers (2022)

Table 8 shows that the Cronbach's Alpha value of all work experience measurement instrument items is 0.876. The work experience instrument item consists of 8 question items. From the calculation results, it was found that the work experience instrument in the study was consistent (reliable) because it had a Cronbach's Alpha value of 0.876> 0.60.

Table 9. Employee Loyalty Reliability Test

Reliability Statistics	
Cronbach's Alpha	**N of Items**
0,925	8

Source: Data processed by researchers (2022)

Table 9 shows that the Cronbach's Alpha value of all items of the employee performance loyalty measurement instrument is 0.925. Employee performance loyalty instrument items consisting of 8 question items. From the calculation results, it is found that the employee performance loyalty instrument in the study is consistent (reliable) because it has a Cronbach's Alpha value of 0.925> 0.60.

Instrument Analysis

The job satisfaction variable (X1) is measured by calculating the average in each question item and cumulatively. Furthermore, a descriptive analysis of the X1 variable was carried out. The purpose of descriptive measurement in this study is to determine the range of values that can represent the level of job satisfaction felt by Assalam Hypermarket employees. The measurement is carried out using the Likert scale assessment category 1 - 5. Table 10 shows the results of the measurement of variable X1.

Table 10. Job Satisfaction Assessment Results

Question Item	Average Value of Answers	Category
Job Satisfaction 1	4.49	Very Satisfied
Job Satisfaction 2	4.32	Very Satisfied
Job Satisfaction 3	3.94	Satisfied
Job Satisfaction 4	4.19	Satisfied
Job Satisfaction 5	4.11	Satisfied
Job Satisfaction 6	4.1	Satisfied
Job Satisfaction 7	4.1	Satisfied
Job Satisfaction 8	4.51	Very Satisfied
Average	4.22	Very Satisfied

Source: Data processed by researchers (2022)

From Table 10, it is known that for the assessment criteria regarding job satisfaction, the results show that Assalam Hypermarket employees are very satisfied with the work and facilities obtained from the company. Table 11 shows the results of the questionnaire on employee work experience at Assalam Hypermarket.

Table 11. Work Experience Assessment Results

Question Item	Average Value of Answers	Category
Work Experience 1	4.34	Very Satisfied
Work Experience 2	4.25	Very Satisfied
Work Experience 3	4.21	Very Satisfied
Work Experience 4	4.37	Very Satisfied
Work Experience 5	4.49	Very Satisfied
Work Experience 6	4.39	Very Satisfied
Work Experience 7	2.99	Enough
Work Experience 8	4.2	Very Satisfied
Average	4.15	Very Satisfied

Source: Data processed by researchers (2022)

From Table 11 it is known that the work experience of Assalam Hypermarket employees is very good considering that employees at Assalam Hypermarket have worked for quite a long time. Assalam Hypermarket since its establishment has never laid off its employees. If the employee makes a mistake then the employee will be given a warning letter first, if the mistake is repeated then the new company will fire the employee dishonorably. Recognition from one employee who has worked for decades at Assalam Hypermarket, that the company gives attention to all employees well leave rations are given without reducing the rights owned by employees.

Table 12. Employee Loyalty Assessment Results

Question Item	Average Value of Answers	Category
Employee Loyalty 1	4.58	Very Satisfied
Employee Loyalty 2	4.24	Very Satisfied
Employee Loyalty 3	4.41	Very Satisfied
Employee Loyalty 4	4.42	Very Satisfied
Employee Loyalty 5	4.46	Very Satisfied
Employee Loyalty 6	4.21	Very Satisfied
Employee Loyalty 7	4.06	Satisfied
Employee Loyalty 8	4.09	Satisfied
Average	4.3	Very Satisfied

Source: Data processed by researchers (2022)

Table 12 shows that Assalam Hypermarket employees show a high level of loyalty to the company. This can be seen from questions related to how long employees have worked at Assalam Hypermarket, whether employees have an interest in resigning from their current

jobs and whether employees have the intention to switch professions. The average employee who has the answer to switch professions is those who are still under 30 years old and want to try their luck to continue their education or take the CPNS test.

Multiple Linear Regression Analysis

The results of tests conducted by researchers using SPSS show that there is a relationship between the variables studied, namely job satisfaction and work experience on employee performance loyalty. The test results are shown in Table 13.

Table 13. Multiple Linear Regression Analysis Results Using SPSS

Coefficients		
	Unstandardized Coefficients	
Model	**B**	**Std. Error**
1 (Constant)	3,228	1,415
Job Satisfaction (X1)	0, 645	0,66
Work Experience (X2)	0,285	0,70

a. Dependent Variable: Loyalitas Karyawan (Y)

Source: Data processed by researchers (2022)

Table 13 provides a clear picture that the constant value (α value) or Alpha value is 3.228. While the statistical value of job satisfaction (B value) is 0.645 and the statistical value for work experience (B value) is 0.285, the multiple linear regression equation can be obtained as follows:

$$Y = 3,228 + 0,645 X1 + 0,285 X2 + e$$

From these results, it can be seen that 3.228 is the constant value for the level of employee loyalty (Y). The constant value (Y) explains that if the job satisfaction variable (X1) and work experience (X2) have a value of 0, then the level of employee performance loyalty by default will be 3.228. Meanwhile, from the analysis results, the X1 coefficient value is 0.645. This means that if the X1 variable increases by 1%, the level of employee performance loyalty will also increase by 0.645 (64.5%). Conversely, if the value of X1 decreases by 1%, the level of employee performance loyalty will also decrease by 0.645 (64.5%). In addition, the statistical test results show that the X2 coefficient has a value of 0.225. This means that for every 1% increase in employee work experience, the level of employee performance loyalty will also increase by 0.645 (64.5%). Vice versa, if the X2 coefficient decreases by 1%, the level of employee performance loyalty will decrease by 0.285 (28.5%).

CONCLUSIONS

Based on the research results of data analysis on the Analysis of the Effect of Job Satisfaction and Work Experience on Employee Performance Loyalty (Case Study: Assalaam Hypermarket), it is concluded that the profiles of market employees who are used as

respondents in this study are mostly male as many as 67 people (67%), women as many as 33 people (33%). Respondents aged between 20 years to less than 30 years as many as 37 people (37%), 30 years to less than 40 years as many as 25 (25%), 40 years to less than 50 years as many as 36 people (36%), and more than 50 years as many as 2 people (2%). And respondents who hold positions as staff as many as 82 people (82%), supervisors as many as 13 people (13%), managers as many as 5 people (5%).

From this study, it is found that the job satisfaction variable affects employee loyalty by 64.5%. While the work experience variable has a smaller influence, namely 28.5%. So it can be said that the level of job satisfaction and work experience influences on the level of employee performance loyalty. From the results of this study, Assalam Hypermarket still needs to improve the facilities provided to improve the work experience of its employees.

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