
BUILDING EMPLOYEE LOYALTY IN THE DIGITAL ERA AND PANDEMIC (STUDY AT THE TECHNICAL IMPLEMENTATION UNIT OF THE SOUTH SULAWESI PROVINCE FOOD CROPS AND HORTICULTURE PROTECTION AGENCY)

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ABSTRACT

Organizational phenomena that are still being faced are coordination and consolidation, different qualifications of human resources, large work areas, and the lack of facilities (technology) and assistance facilities for the community. The purpose of this study was conducted to develop variables that influence Loyalty in the Digital Age and the COVID-19 Pandemic, in the Observers of Plant Pest Organisms (POPT) in South Sulawesi Province. The research method uses the Mix Method to determine the relationships and influences between variables, with 200 respondents. Selection of the sample using judgment sampling and data collection using a questionnaire. Data is processed using Structural Equation Modeling (SEM) using LISREL and SPSS. The results showed that the Human Resource Management variable had the most influence on building loyalty. Overall the variables of Human Resource Management Practices, Motivation, Communication, have a positive and significant effect on Job Satisfaction, but the variable that has the greatest influence on job satisfaction is the communication variable. Meanwhile, the stress variable has a negative effect on job satisfaction

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1. INTRODUCTION

Loyalty is an important factor in the organization. Employee loyalty is a sense of belonging to an organization or company that is realized to remain in the organization, whether the organization likes it or not (Mullins, 2005). The South Sulawesi Provincial Government has a Technical Implementation Unit for the Office of Food Crops and Horticulture Protection Agency (UPTD BPTPH) in accordance with Governor's Decree No. 264. of 2001, where the position of the UPTD BPTPH is located and is directly responsible to the Governor of South Sulawesi through the Head of the Food Crops and Horticulture Office of South Sulawesi Province. UPTD BPTPH has Laboratory Offices in 5 regions, in Luwu, Bone, Bulukumba, Maros, and Pinrang Regencies.

The Government of Indonesia in the 2019-2024 period focuses on developing human resources, including in the agricultural sector, in order to realize Food Sovereignty, Food Independence, Food Security and Food Security in Indonesia, as stipulated in Law Number 18 of 2012. In utilizing this great potential, farmers are currently also facing major climate change impacts such as fires, droughts, floods, landslides, extreme weather, disasters so that farming communities experience losses due to not harvesting, decreased production, and decreased income. The problem of forest and agricultural land fires also causes further problems in the community such as respiratory problems (ARI),

black carbon pollution, ecosystem damage, rice fields are not harvested, farmers' income is lost, schools are closed, families move to other locations, businesses are closed, so they must be looked for the solution.

These fires also have an impact on soil properties, such as soil biology (soil fauna, bacteria and fungi that live in the soil and on the soil surface). This also causes soil organisms to die, decrease, and disrupt the population of soil biodiversity (microorganisms) which is very important in forest and land ecosystems, especially for maintaining and increasing soil fertility (quality). Burning agricultural crop residues in India will affect the spread of the COVID-19 virus, and can increase the number of COVID-19 by 60% (Khairwal Ravindra, Tanbir Singh, Sumar Mor, 2020). In the Amazon, the rapid spread of COVID-19 has coincided with high levels of air pollution released during the "burning season", when thousands of square kilometers are prepared for agriculture.

In the context of efforts to meet the availability of adequate or sufficient human resources in terms of numbers, work skills should be good, namely meeting qualification standards, suitability of job specifications and job descriptions. Likewise, employee loyalty must continue to increase, therefore every organization in its industry must be able to manage human resources through good human resource management as well. This research was conducted at the Technical Service Unit of the Food Crops and Horticulture Protection Center (UPT BPTPH) of South Sulawesi Province. In accordance with the field of study of the Dissertation is Human Resource Management, the unit of analysis is employees who serve as Observers of Plant Pest Organisms (POPT).

One of the government programs related to the success of national rice procurement is the existence of the Technical Service Unit for the Protection of Food Crops and Horticulture (UPT BPTPH) together with officers who act as Plant Pest Organism Observers (POPT). This work unit was formed because there is potential for rice which cannot always be fulfilled. HR performance at UPT BPTPH is measured in terms of integrity, cooperation, commitment, attendance, and achievement of planned targets. Meanwhile, performance in agriculture is measured by pest attacks and agricultural production. In terms of process, performance can be seen from honesty, initiative, presence, attitude, cooperation, reliability, knowledge of work, responsibility, time utilization. As the basis of this research is the phenomenon gap that is felt by POPT officers, so preliminary data collection has been carried out based on observations through interviews with POPT officers, management and the local farming community. In addition, observations were also made to various agricultural locations.

2. LITERATURE REVIEW

Human Resource Management Practice

The existence of a formal organization is deliberately made by a person or group of people so that the vision and mission of the organization can be realized in the form of both profit and non-profit organizations through the chosen organizational strategy. According to Flippo (2013), HRM as "the activities of planning, organizing, implementing and supervising the procurement, development, provision of compensation or rights, integration, maintenance and release of human resources in order to achieve the various goals of individual employees, organizations and society".

Employee Loyalty

An employee who has joined a company where he works at first is certainly trying to stay in the company and do the best job. If employee expectations are achieved, then job satisfaction can be achieved. Mullins (2005) sees loyalty from the other side, namely as a sense of belonging to the company which is manifested in the desire to remain in the organization, whether the company likes it or not.

Job satisfaction

According to Robbins and Judge (2013), employee job satisfaction is a positive feeling about one's work in the organization, which is the result of evaluating its characteristics between expectations and reality. Meanwhile, according to Jerald and Baron (2010), stated that job satisfaction is an attitude that arises based on an assessment of work and is a generalization of attitudes towards all work. Mathis and Jackson (2012), assessing employee job satisfaction can be expressed as employee emotions that occur or do not occur regarding the meeting point between the value of employee remuneration from the company and the level of reward value desired by employees.

Work motivation

Work motivation according to Gibson, et al. (2011) is a concept about the power that exists within employees who become the driving force and can direct the person's behavior in acting. Meanwhile, according to Robbins and Judge (2011), employee motivation is the willingness of employees to expend high effort to achieve organizational goals. Using motivation theory in research must be adjusted to the needs. According to Robbins (2013) there are 2 major theories regarding motivation, namely the Motivational Process Theory and the Motivational Content Theory.

Work stress

According to Robbins and Judge (2013) work stress is a dynamic condition of an individual including employees in their strengths and weaknesses which are confronted with an opportunity or threat that is associated with

what is really desired. Robbins and Judge (2013) state that the emergence of stress is an external environmental factor, namely economic, political and technological uncertainty, while organizational factors are pressure to avoid mistakes or the ability to complete tasks within a limited time, excessive workload, so that they are categorized as factors. These factors around task demands, interpersonal demands, organizational leadership and organizational level of living.

Communication

Cherry (2017) states that communication is a process in which parties mutually use information to achieve common goals and communication is a relational link caused by the continuation of stimuli and the generation of responses. According to Forsdale (1981) that Communication is a process in which a system is formed, maintained, and changed with the aim that the signals sent and received will be carried out according to the rules.

3. METHODS

The objects of this research were Plant Pest Organism Monitoring Officers, Staff of the Technical Implementation Unit (UPT) of the Food Crops and Horticulture Protection Agency at the Food Security, Food Crops and Horticulture Office of South Sulawesi Province. The study population was 276 officers from the South Sulawesi Food Crops and Horticulture Protection Agency, the research sample was selected 200 Officers/Observers of Plant Pest Organisms, who are still actively working at UPT BPTPH South Sulawesi Province. The sampling technique from the population uses side judgment (Umar, 2019), namely POPT officers who have worked for at least 1 year and are taken according to the minimum sample that has been determined. The financial analysis used in this study is the SPSS and Structural Equation Modeling (SEM) methods through LISREL software support, and to deepen the findings using the Focus Group Discussion method.

4. RESULT AND DISCUSSION

Influence Analysis between Variables

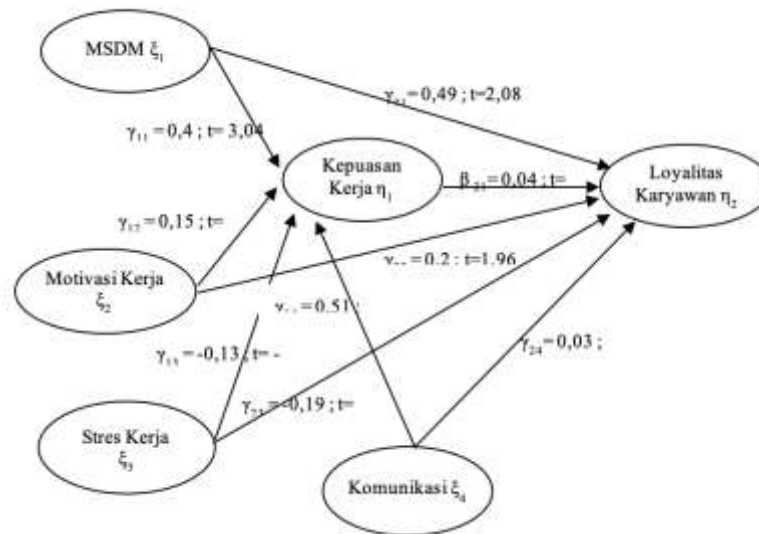


Figure 1. The Combined Research Results Model

- The results of the analysis show that the value of $\gamma_{11} = 0.40$, and the statistical value of t count = 3.04 is greater than the t table statistic for $\alpha 5\% = 1.96$. The results of the analysis can be concluded that Hypothesis-1 is proven that HRM has a positive and significant effect on Employee Job Satisfaction.
- The results of the analysis show that the value of $\gamma_{21} = 0.49$ and the statistical value of t count = 2.08 is greater than the t table statistic for $\alpha 5\% = 1.96$. From the results of this analysis it can be concluded that Hypothesis-2 is proven that HRM has a positive and significant effect on Employee Loyalty.
- From the results of analysis of research data shows that the value of $\gamma_{12} = 0.15$ and the statistical value of t count = 2.71 is greater than the t table statistic for $\alpha 5\% = 1.96$. So it can be concluded that Hypothesis-3 is proven that work motivation has a positive and significant effect on job satisfaction.

- d) The results of data analysis show that the value of $\gamma_{22} = 0.2$ and the statistical value of t count = 1.96 is the same as the t table statistic for $\alpha 5\% = 1.96$. So it can be concluded that Hypothesis-4 is proven that Work Motivation has a positive but not significant effect on Employee Loyalty.
- e) From the analysis of research data, it shows that the value of $\gamma_{13} = -0.13$ and the statistical value of t count = -2.41 is greater than the statistical t table for $\alpha 5\% = -1.96$. So it can be concluded that Hypothesis-5 is proven that Job Stress has a negative and significant effect on Job Satisfaction.
- f) From the analysis of the research data, it shows that the value of $\gamma_{23} = -0.19$ and the statistical value of t count = 1.96 is the same as the t table statistic for $\alpha 5\% = -1.96$. So it can be concluded that Hypothesis-6 is proven that Job Stress has a negative but not significant effect on Employee Loyalty.
- g) From the analysis of the research data, it shows that the value of $\gamma_{14} = 0.51$ and the statistical value of t count = 3.87 is greater than the statistical t table for $\alpha 5\% = 1.96$. So it can be concluded that Hypothesis-7 is proven that Communication has a positive and significant effect on Job Satisfaction.
- h) From the results of analysis of research data shows that the value of $\gamma_{24} = 0.03$ and the statistical value of t count = 3.87 is the same as the t table statistic for $\alpha 5\% = 0.14$. So it can be concluded that Hypothesis-8 is proven that Communication has a positive and significant effect on Employee Loyalty.
- i) From the analysis of the research data, it shows that the value of $\beta_{21} = 0.04$ and the statistical value of t count = 3.87 is the same as the t table statistic for $\alpha 5\% = 0.25$. So it can be concluded that Hypothesis-9 is proven, where Job Satisfaction has a positive and significant effect on Employee Loyalty.
- j) The results of the analysis prove that HRM has a positive effect on POPT-BTPH Job Satisfaction in South Sulawesi Province. The results of the analysis show that the value of $\gamma_{11} = 0.40$, and the statistical value of t count = 3.04 is greater than the t table statistic for $\alpha 5\% = 1.96$.
- k) The analysis shows that work motivation has a positive effect on job satisfaction for OPT-BTPH officers in South Sulawesi province. Where from the results of the research data analysis it shows that the value of $\gamma_{12} = 0.15$ and the statistical value of t count = 2.71 is greater than the t table statistic for $\alpha 5\% = 1.96$. So it can be concluded that work motivation has a positive effect on job satisfaction.
- l) The results of the analysis show that work stress has a negative effect on job satisfaction for OPT-BTPH officers in South Sulawesi Province. Where from the results of the analysis of the research data it shows that the value of $\gamma_{13} = -0.13$ and the statistical value of t count = -2.41 is greater than the t table statistic for $\alpha 5\% = -1.96$.
- m) The results of the analysis show that communication has a positive effect on Job Satisfaction of OPT-BTPH Officers in South Sulawesi Province. From the analysis of research data, it shows that the value of $\gamma_{14} = 0.51$ and the statistical value of t count = 3.87 is greater than the t table statistic for $\alpha 5\% = 1.96$. So it can be concluded that Hypothesis-7 is proven where Communication has a positive effect on Job Satisfaction.

Direct Influence, Indirect Influence and Total Influence Value

Table 1. below shows the influences between variables, both direct, indirect and total effects.

Table 1. Direct, Indirect and Total Influence Value

No.	Channel	Direct Influence	Intervening Variable	Indirect Influence	Total Influence
1	The Influence of HRM on Employee Loyalty	0,49	Job satisfaction	$0,4 \times 0,04 = 0,016$	0,506
2	The Effect of Motivation on Employee Loyalty	0,2	Job satisfaction	$0,15 \times 0,04 = 0,006$	0,206
3	Effect of Job Stress on Employee Loyalty	-0,19	Job satisfaction	$- 0,13 \times 0,04 = 0,005$	-0,185
4	The Effect of Communication on Employee Loyalty	0,03	Job satisfaction	$0,51 \times 0,04 = 0,0204$	0,05

Source: Analysis Result



The role of the practical variable Job Satisfaction as an intervening variable in the model can increase the significant influence of all exogenous variables namely HRM, Work Motivation, Job Stress and Communication on Employee Loyalty. The effect value of Job Satisfaction on Employee Loyalty is low, namely 0.04. Quantitative job satisfaction has not had a major effect on employee loyalty (Ana and Zvezdan, 2015) although employee job satisfaction has an effect on employee loyalty (Roslina et al., 2018). HR development can help develop employee commitment, loyalty and performance (Hana and Lucie, 2018), and HR practices directly affect satisfaction (Junaidah, 2016).

Focus Group Discussion

The results of discussions with employees to build employee loyalty in the digital and pandemic era at the Technical Implementation Unit of the South Sulawesi Province Food Crops and Horticulture Protection Agency, were very effectively focused on the Strengthening of Human Resource Practices variable which has the greatest influence on increasing job satisfaction and loyalty. Based on the results of focused discussions with BTPH South Sulawesi staff in prioritizing coaching using the Analytical Hierarchy Process (AHP) Coaching can be started from 1) building communication, 2) strengthening human resource practices, 3) motivating employees, and 4) reducing stress.

Table 2. Analysis Process Hierarchy

	Practice HR	Motivation	Work Stress	Communication	Total	Average	Priority Order
Human Resources (HR) Practice	3	5	3	5	16	4,0	2
Motivation	3	1	5	3	12	3,0	3
Work Stress	3	1	1	3	8	2,0	4
Communication	7	3	3	5	18	4,5	1
Score:							
1 Equally important than the others							
3 Moderate importance compared to others							
5 Strong importance than the others							
7 Very strong importance compared to others							
9 Extremely strong compared to others							
2,4,6,8 Score between 2 adjacent assessments							

4. Conclusion

Human Resource Management Practices have the greatest and most significant influence on employee loyalty, so that human resource practices are a very important variable for changing employee behavior towards strengthening better employee loyalty. While the variables of motivation and work stress do not significantly influence employee loyalty, job satisfaction is significantly influenced by all variables Communication, Human Resource Management Practices, Work Motivation, while the variable stress negatively affects employee job satisfaction. The variable that has the greatest influence on job satisfaction is the communication variable. Likewise, the variable job satisfaction as an intervening variable can increase the positive influence of all variables on human resource management practices, motivation, stress, and communication on loyalty. Variable indicators of good Human Resource Practices are the process of recruitment, selection of employees, training, performance appraisal, work safety, occupational health, realizing pension rights needs to be maintained is good and needs to be maintained. The indicators of good communication variables are understanding the purpose of communication, communication processes, communication for farmer services, increasing direct and independent communication skills. Furthermore, the indicators of the stress variable that are already good are feeling physically tired and lazy at work, lack of enthusiasm in completing work, feeling bored with daily work. And the overall indicators of motivational variables such as trying to meet daily needs, trying to meet occupational health needs, motivation for relationships to be well established, trying to gain experience and new information in agriculture are good and need to be maintained.

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