

## **Path Analysis Between Job Satisfaction And Loyalty With Work Environment And Culture As Explanatory Variables**

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### **ABSTRACT**

Organizational culture and work environment are two main things in building social organization. Whether we realize it or not, the organization is a place where everyone interacts within the scope of work. Therefore there will be a direct relationship between employees, leaders and other parties. So that it takes togetherness of all parties to be able to socialize well, so as to create mutual comfort. Based on this background, this research was actually conducted with the aim of analyzing the ideal model in improving performance based on environmental factors and work culture. To answer this objective, a quantitative method was established as the basis of the research. Meanwhile, in analyzing the research data, linear regression statistical analysis was used. The unit of analysis in this study were 63 employees of the National Zakat Agency. Data were obtained through a simple random technique, through the distribution of questionnaires. The results of the study suggest that the work environment has the best path in increasing loyalty. This is because the work environment has a direct impact on the daily work of employees. Thus, a good and comfortable work environment is the need of all employees, which must be maintained together. In path analysis, satisfaction becomes a good model as a reinforcement of loyal behavior.

**Keywords:** Loyalty, Satisfaction, Comfortable Environment, Work Culture

### **INTRODUCTION**

The practice of Islamic philanthropy in Indonesia shows the potential for very rapid development. The practice of Islamic philanthropy in the form of zakat, infaq, and alms including waqf can be considered as an instrument of social solidarity and solidarity among the Muslim community. Demographically, the majority of Indonesia's population is Muslim and culturally the obligation to give zakat, infaq and alms and waqf (ZISWAF) has become a separate tradition among the Muslim community (Mubtadi, et, al., 2018). With more than 80% of the Muslim population in Indonesia, they have strategic potential that can create even distribution of welfare through zakat institutions.

The emergence of Islamic philanthropic institutions increasingly supports strengthening social solidarity and solidarity in a more organized collection and distribution process. The presence of Islamic philanthropic institutions also shows a change in people's behavior from previously distributing zakat, infaq and alms funds to charity individuals to zakat collection institutions (Wijayanti, et, al., 2020).

In the end, demands arose from the community that the institution must show good performance and be trustworthy so that the community feels calm about distributing its ZIS funds and will continue to distribute it in the institution. The key factor for the success of the organization in instilling trust in the community is in the human resources that manage (Asriandi, et, al., 2018).

In general, people who work in philanthropic institutions are those who have a high spirit of volunteerism. In accordance with the characteristics of the philanthropic institution itself which carries the values of volunteerism and service. Those who work in philanthropic institutions are not solely looking for material, but work because their hearts are knocked on the door (for volunteering), looking for a different togetherness and in terms of spirituality (Mukadar, et, al., 2022).

However, observations made by (Inayah, & Muanisah, 2018) show that there are still weaknesses in compliance and internal control and the lack of internal control carried out by leaders in the amil zakat institution. In addition, there is still a lack of teamwork and adaptation of amil zakat with the dynamics of the work environment which is still declining and still needs to be improved (Muhtadi, et, al., 2018). On the other hand, employees of philanthropic institutions are required to have a high level of religiosity and social responsibility which allows for pressure on employees (Mukadar, et, al., 2022).

The National Amil Zakat Agency (Baznas) is an Islamic philanthropic institution established by the government based on the Decree of the President of the Republic of Indonesia No. 8 of 2001. As a semi-state institution, Baznas must become a Role Model for a philanthropic institution that has professional performance, including in managing its human resources properly and professionally.

Similar to what many other philanthropic organizations have experienced, BAZNAS also has problems in managing Human Resources. Based on the results of an initial interview with one of the employees of the BAZNAS Secretariat named Harka, it

was stated that BAZNAS still has problems with employees who do not comply with the rules and lack discipline at work. In addition, there are also issues concerning human resources collectively, namely related to poor communication between superiors and subordinates, cooperative relations that have not been maximized, weak supervision/supervision carried out by superiors due to too many existing employees, and often found inconsistency in the application of organizational values (Faviandhani, et, al., 2018).

This problem allegedly made many employees feel uncomfortable and eventually resigned. Every year there are always cases where employees resign, although some for reasons such as getting a partner in the same office and prolonged illness. While some reasoned that they wanted to find another job and get a new job, it was suspected that it had a correlation with working and workplace conditions that made them dissatisfied and eventually left.

## **THEORETICAL BASIS**

### **Human Resource Management**

Human Resource Management is a concept that developed from the practice of administrative personnel management to the management of human beings as the most important resource in the organization. Human resources include everything contained in humans which include physical, psychological, nature and characteristics, knowledge and skills, as well as work-related experience (Sholihin, & Arida, 2021). In addition, Human Resource Management is a planning, organizing, coordinating, implementing and supervising procurement, development, remuneration, integration between employees and functions within the organization, maintenance and separation of workers with the aim of achieving organizational goals (Arifin, 2020).

### **Organizational Behavior**

Organizational behavior is a field of study that invests in the influence of individuals, groups and structures on behavior within organizations for the purpose of applying knowledge to increase organizational effectiveness (Nadhiroh, 2019). Meanwhile, according to (Nuriyah, & Azizah , 2021) expressed the opinion that organizational behavior is a study involving aspects of human behavior in an organization or a certain group.

From the opinions of the experts above, the authors can draw the conclusion that organizational behavior is a study that concerns aspects of human behavior both individually, in groups and in structures of behavior within organizations that aim to apply existing knowledge and increase the effectiveness of an organization.

### **Organizational**

Culture Organizational culture is the norms and values within an organization in which people will behave in accordance with the prevailing culture in order to be accepted by their environment (Gunawan, & Ardana, 2020). Organizational culture can also be said as a system that includes values, beliefs and basic principles that are the basis for management systems and practices and behaviors that enhance and strengthen these principles (Herianto, 2021). In addition (Faviandhani, et, al. 2018) provides an explanation that organizational culture as the dominant values disseminated in the organization is used as an employee work philosophy that becomes a guide for organizational policies in managing employees and consumers.

### **Work Environment**

The work environment is an environment in which employees carry out their daily work (Rindahati, & Helmy, 2021). The work environment is also a very important component part for employees who are working. A good work environment or good working conditions are able to provide motivation to work will affect employee morale at work. According to (Arifin, 2020) the work environment is a place where there is a group in which there are several supporting facilities to achieve organizational goals in accordance with the vision and mission of the organization.

### **Job Satisfaction**

Job satisfaction is a general attitude towards a person's work, the difference between the amount of rewards a worker receives and the amount they believe they should be (Rindahati, & Helmy, 2021). Job satisfaction can also be interpreted as an emotional attitude that is pleasant and loves his job. According to (Arifin, 2020) job satisfaction is a person's attitude towards their services, that attitude comes from their perception of their work.

## METHOD

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Wijayanti, et, al., 2020). Population refers to the whole group of people, events, or things of interest that the researcher wants to investigate. In this study, the population includes all Amil Implementing Units (Head of Division. Manager, Senior Staff, Staff/Non-Staff) totaling 170 people who work in the National Amil Zakat Agency (Baznas).

The sample is part of the number and characteristics possessed by the population. What is learned from the sample, the conclusion will be applied to the population. For this reason, samples taken from the population must be truly representative (Wijayanti, et, al., 2020).

Technique Sampling is a technique. To determine the sample to be used in the study, there are various sampling used (Wijayanti, et, al., 2020). The technique used in this research is Cluster Random Sampling. Cluster Random Sampling is a technique used to determine the sample if the object to be studied or the data source is very broad, then the sampling is based on a predetermined population area. Data is a description that describes the object in a particular variable. The source of research data is the subject from which the data is obtained. Researchers use questionnaires or interviews in collecting data, so the data source is called respondents, namely people who respond or answer research questions (Arifin, 2020).

## RESULT

### Path Analysis Model

**Table 1. Determination Test in First Model**

| Indicator         | Value |
|-------------------|-------|
| R Square          | 0.610 |
| Adjusted R Square | 0.589 |

Source: Research data, 2021

The data above explains that the work environment and work culture have a major contribution to satisfaction. This is confirmed by the coefficient of determination greater than 50%, which is 58.9%. In other words, employees are happier if they have good colleagues and superiors, are friendly and polite, and can be invited to work together. In addition, work values have a positive impact on the personality of

employees. The existence of values, norms, and ethics in work indirectly creates a humanist and socialist work process.

**Table 2. Anova Test**

| Indicator   | Value   |
|-------------|---------|
| F value     | 0.000   |
| Sig value   | 48.018  |
| Mean Square | 441,289 |

Source: Research data, 2021

**Table 3. Structure 1**

| Model | Value |
|-------|-------|
| X1-Y  | 0.287 |
| X2-Y  | 0.554 |

Source: Research data, 2021

The results of data management sub-structure-1 using the SPSS 16.0 program are presented in tables 4.1 to 4.3 with summary results, calculation results and coefficient testing results path in table 4.4. The overall F test in sub-structure-1 shows the  $t_{\text{calculated}} = 47,032$  with a significance of  $0.000 < 0.05$ , so it can be continued with the individual test or t test which is presented in table 4.3. Based on the results of the path analysis sub-structure-1 (*coefficient table*) shows that all path coefficients are significant because all variables have a significance level below 0.05.

Based on the results of the analysis in table 4.3, the path coefficient value of  $X_1$  to Y is  $p(YX_1) = 0.287$  and  $X_2$  to Y is  $p(YX_2) = 0.554$ , while in table 4.1 the coefficient of the determinant or contribution of  $X_1$  and  $X_2$  to Y ( $R_{\text{square}} = R^2$ ) is 0.781, which means that 78.1% of the variation in job satisfaction Y can be explained by variations in Organizational Culture ( $X_1$ ) and Work Environment ( $X_2$ ) and the remaining 21.9% is the influence of other variables outside of  $X_1$  and  $X_2$ . While the magnitude of the residual coefficient  $1 - r = 1 - 0.781 = 0.46$ . Thus the structural equation for sub structure 1 is  $Y = 0.287X_1 + 0.554X_2 + 0.46$  with the following path diagram:

## CONCLUSION

From research that has been carried out related to the influence of organizational culture and work environment on employee loyalty Through job satisfaction, several conclusions can be drawn as follows:

1. There is a positive and significant influence of Organizational Culture ( $X_1$ ) on Job Satisfaction (Y) where the t value is 2.571 with a significance level of 0.013

- <0.05. Then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted
2. There is a positive and significant influence of the Work Environment (X<sub>2</sub>) on Job Satisfaction (Y) where the t value is 4.962 with a significance level of 0.013 <0.05. Then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted
  3. There is a positive and significant influence of Organizational Culture (X<sub>1</sub>) and Work Environment (X<sub>2</sub>) and simultaneously on Job Satisfaction (Y) where the calculated f value is 47,032 with a significance level of 0.000 <0.05. Then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted
  4. There is no positive and significant influence of Organizational Culture (X<sub>1</sub>) on Employee Loyalty (Z) where the t value is 0.864 with a significance level of 0.391 >0.05. Then H<sub>0</sub> is accepted and H<sub>1</sub> is rejected.
  5. There is a positive and significant influence of the Work Environment (X<sub>2</sub>) on Employee Loyalty (Z) where the t value is 2.960 with a significance level of 0.004 <0.05. Then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted
  6. There is no positive and significant effect of Job Satisfaction (Y) on Employee Loyalty (Z) where the t value is 1.504 with a significance level of 0.138 >0.05. Then H<sub>0</sub> accepted and H<sub>1</sub> rejected
  7. There is a positive and significant influence of Organizational Culture (X<sub>1</sub>) Work Environment (X<sub>2</sub>) and Job Satisfaction (Y) on Employee Loyalty (Z) where the calculated f value is 20.493 with a significance level of 0.000 <0.05. Then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted

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