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Analysis of Loyal Work Behavior Personality Perspective and Organizational Work Culture

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ABSTRACT

Seeing loyal, professional and total work behavior is a blessing in itself for an organization. Because having employees who are dedicated and committed to work and the company can bring progress and provide long-term benefits, both material and psychological. Work behavior beyond standards is more skewed by ingrained personality and culture. So it is interesting to study, to see how big the impact is on company performance. To prove this statement, a quantitative method was established with the implementation of a survey. Data were collected by distributing questionnaires and analyzed using probability-based linear regression statistics. The research subjects were employees of Perkebunan Nusantara 11 who were office employees. Sampling was carried out using the proportional method for each work unit, and the number of respondents was 70 people. The results of the study explain that the birth of work behavior beyond standards is more influenced by self-commitment or a personality that has been attached to an employee. In addition, the work model that has become a culture is a factor that shapes it. This suggests the importance of recruiting employees by looking at personality as capital in the formation of expected work behavior.

Keywords: Loyal Work Behavior, Employee Personality, Work Culture, Commitment, Loyal Work Behavior

INTRODUCTION

Human resources are needed in various roles in the organization, the role of human resources is very necessary because it can have a good impact on the organization (Man, 2020). An organization if it does not have good human resources will certainly have an impact on organizations that are difficult to achieve industrial goals (Larasati, 2018). One thing that also needs to be considered by organizations to manage management functions is to manage human resources in order to increase effectiveness and efficiency (Sukarno & Kustini, 2018). In today's world of work the ability to be flexible in doing work is very important, organizations do not only want good and productive human resources, but organizations also expect an employee to be willing to do tasks outside of an employee's job description, namely the attitude and

behavior of workers in doing work. sincerely, voluntarily, happily and not always having to be ordered (Sinambela, 2021), and regulated by the company to provide a good service which is known as loyal work behavior.

loyal work behavior is often interpreted as employee behavior outside of formal obligations (Sari & Ali, 2022), in other words employees do other work outside of their duties and responsibilities and there is no direct relationship with compensation (Andrade & Neves, 2022). That is, employees with high loyal work behavior are willing not to be paid in the form of money or bonuses, and each individual prefers social behavior that exceeds what is expected. Loyal work behavior has the characteristics of voluntary behavior or extra-roll behavior by not being involved in the behavior being carried out, job descriptions, suggestions or orders, not easy to see and assessed by job evaluation and this behavior is helpful or helpful (Nadeak, et al., (2021) Efforts are voluntary and constructive in making a change in the organization, with workers having a sense of personal responsibility to do work outside the given jobdesc in order to achieve goals within the organization (Ridlo & Jessica, 2021). Workers with good citizenship has the characteristics of voluntarily being willing to do extra work, trying to avoid conflict, respecting company regulations, being willing to accept losses and disturbances related to work (Novianti, 2021).

This study used the research object, namely Perkebunan Nusantara 11, which is a State-Owned Company (BUMN) engaged in sugar cane plantations to produce sugar and in the field of production or manufacture of alcohol and spirit from sugarcane molasses. Loyal work behavior is very rare among employees, employees tend to do work individually without any attitude of voluntarily helping other employees in completing their work, it can be seen through the individual nature and low cooperation of workers in carrying out their work. Employees on average do work individually which looks indifferent to other employees, employees at Perkebunan Nusantara 11 work in teams when they receive orders from the leadership. This shows that the implementation of organizational culture is low because workers have low self-awareness and underestimate the organizational culture that has been implemented. Organizational culture has an influence on worker satisfaction because organizational culture is a fundamental belief regarding the vision, mission, goals and values of role models for members from a leader to low-level employees (Hariani & Al Hakim, 2021).

Of course, companies will need employees who are responsible for their work and the company where they work (Qorfianalda & Wulandari, 2021). Every employee is required to have loyalty to the organization, employee loyalty to the organization will create a sense of concern for the organization and can make the organization achieve company goals. The study conducted (Nuswantoro, 2021) shows that organizational commitment in fact has a positive and significant influence on OCB behavior among employees. Some employees are seen chatting outside of the topic of work during working hours. Apart from that, the next problem is related to organizational commitment, namely some work who come in the morning just for attendance and then the employee leaves the office to look for breakfast or other things. Organizational commitment is involvement, identification of feelings and loyalty of workers to the organization where they work and serve (Ningrum & Purnamasari, 2022). The purpose of this study is to measure the influence of organizational culture on loyal work behavior, as well as measure the influence of organizational commitment on loyal work behavior.

THEORETICAL BASIS

Organizational Culture

For Sutoro, et al., (2020) organizational culture can be interpreted as a device of a system or*value*, assumptions or*assumptions*, belief or*beliefs*, norms that have been in force and made agreements and have been followed by members of the organization in guidelines for behavior and problem solving within the organization. Organizational culture is said to be the culture of the company which is a set of norms and values that have been running for a long time and are followed by members of the organization or employees for norms of behavior in order to solve company or organizational problems. Organizational culture according to Deliana, (2020) defines organizational culture as a system of shared meaning followed by members of the organization which is a differentiator among other organizations. This shared meaning system, if properly cared for, is an important or major characteristic that is highly valued in the organization.

Organizational Commitment

For Putra & Darmawan, (2022), organizational commitment is the condition of an employee who has a strong desire to protect his membership in the company. The

existence of this is not only a matter of career paths, salaries and others, but regarding the feelings and deep security of working in the company. Sholikhah, & Frianto, (2022), organizational commitment is a contract or agreement to do something. In the form of promises to others or to yourself. Commitment is a complete acknowledgment of the true attitude that is born from one's character.

Loyal Work Behavior

For Sausan & Sabrina, (2021), that is a behavior that cannot always be seen, whether in fellow workers or in the organization. Where in that behavior there is behavior that exceeds the standard behavior and provides a benefit to the organization. The picture of loyal work behavior in performance can be seen in employees and has a positive influence on the organization.

METHOD

This study uses a quantitative method using techniques for sampling with proportional random sampling, which is a sampling method with all members having the same opportunity to be used as research samples. With a population of all employees at the head office of Perkebunan Nusantara 11 in all sections, 70 employees were sampled and techniques for data collection used primary data obtained through observation, interviews and questionnaires distributed to respondents. The technique for analysis used in this study uses the Partial Least Square application and through validity testing, reliability testing and hypothesis testing.

RESULT

Validity test

The indicator can be said to be valid as a suitable measuring tool if the gain from Outer Loading is > 0.70. In order to obtain gains for convergent validity on indicators and variables obtained by Outer Loading. Based on the CFA test, all constructs have a loading factor value greater than 0.70, so it can be concluded that the measurement can be fulfilled for the criteria of convergent validity. Convergent validity can be obtained from the Average Variance Extracted (AVE) obtained in each part of the construct and a minimum number of 0.50. Based on the CFA test, all gains for AVE values > 0.50, it

can be concluded that the measurement has completed the criteria for convergent validity and can be said to be ideal.

Reliability Test

The questionnaire can be called reliable if the scores obtained from Construct Reliability and Validity: Cronbach's Alpha and Composite Reliability > 0.70. The reliability test was carried out in order to measure the consistency of the respondents' answers. Based on the statistical test, it shows that Construct Reliability and Validity: Cronbach's Alpha and Composite Reliability get a higher coefficient of 0.70, therefore the answers from the respondents can be said to be consistent and the questionnaire of this study can be said to be reliable.

Hypothesis testing

Tests for the acquisition of p-values were carried out by comparing the values of the p-values and t-table ($\alpha = 0.05$) and using a significant limit of 5% with alpha being the maximum level of error allowed in the study. The value for the p-values with the first hypothesis is higher (>) 0.05, which means that there is an influence that is not significantly significant between organizational culture and loyal work behavior. Compared to the acquisition of p-values in the second hypothesis with less (<) 0.05, it means that there is a direct significant effect between organizational commitment and loyal work behavior. The value of the t-test is the significant influence on the variable and is obtained if the acquisition of t-statistics > the acquisition of t-table (critical value) in $\alpha = 0.05$. It can be concluded if the t-table with a gain of 1.96. Based on the PLS test, it can be seen that the gain for the t-statistic with the first hypothesis is less than 1.96, meaning that there is an insignificant and direct effect between organizational culture on loyal work behavior. For the acquisition of the second hypothesis t-statistic which is higher 1.96, it can be interpreted that there is a significant and direct influence between organizational commitment on loyal work behavior. The original sample was used to test the hypothesis. From the output obtained, the original sample was obtained with an organizational culture hypothesis value for loyal work behavior of 0.217 and a hypothesis for organizational commitment to loyal work behavior of 0.309. It can be concluded that organizational commitment is the largest or dominant acquisition result with direct loyal work behavior. It can be seen that the two hypotheses with the acquisition of the original sample are positive which means that the variables for

organizational culture or organizational commitment have a positive and direct influence on loyal work behavior.

The Effect of Organizational Culture on Loyal Work Behavior

Based on statistical tests, it was found that the results of organizational culture had a direct, insignificant and positive influence on behavior. Loyal work behavior for Perkebunan Nusantara 11 employees in all sections of the head office. The existence of this can be interpreted if every worker at Perkebunan Nusantara 11 has done the jobdesk properly and maximally in every task given by the company but has low self-awareness when providing assistance to other employees to complete a job, so that loyal work behavior cannot be created. It is known that the creation or non-creation of organizational culture in Perkebunan Nusantara 11 does not have an influence on the behavior of loyal work behavior.

The Effect of Organizational Commitment on Loyal Work Behavior

Based on the results of the studies carried out, it was found that Organizational Commitment had a direct, significant and positive influence on the behavior of loyal work behavior at Nusantara 11 Plantations in all sections of the Head Office. It can be concluded that high organizational commitment will be able to increase loyal work behavior well. In accordance with the study by Wahyuni & Supartha, (2019) there is a positive and significant influence on organizational commitment to loyal work behavior. If the greater the organizational commitment, of course, the greater the loyal work behavior to the company. That is, the organizational commitment that employees have to the company must really be created. The results of the study show that each employee is required to have responsibility for the work assigned in completing the work. When other employees need help, loyal work behaviors will arise that are in accordance with the company's demands for a sense of responsibility. Shows if the company requires workers to have a high sense of organizational commitment, which can arise loyal work behavior.

CONCLUSION

Obtained from this study using PLS analysis to determine the influence of organizational culture and organizational commitment to the loyal work behavior of Perkebunan Nusantara 11 head office employees in all sections, the conclusion that can

be drawn is that organizational culture makes a good contribution to the company and does not affect work behavior loyal to Perkebunan Nusantara 11 in all parts. That is, the higher the level of good organizational culture cannot increase good loyal work behavior. Organizational commitment makes a good contribution to the company and influences the loyal work behavior of Perkebunan Nusantara 11 in all sections. With the conclusion, the greater the organizational commitment can increase the behavior of good loyal work behavior.

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