



THE INFLUENCE OF JOB TRAINING, CAREER PATH CERTAINTY AND COMPENSATION ON CONTRACT EMPLOYEE LOYALTY AT PT. ABAD JAYA GROUP ACEH

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Abstract

One of the benchmarks of a company's success is human resources. Human resources are considered important because they can affect the efficiency and effectiveness of the company, and are the company's main expenses in carrying out its activities. Humans always play an active role in every company activity, namely as planners, actors and determinants of the realization of company goals, thus making humans a company asset that must be maintained, its efficiency and productivity improved. Saying that employee work loyalty is the determination and ability to follow with full awareness, responsibility, determination and ability that must be shown in daily attitudes and behavior, and in carrying out tasks. This opinion is interpreted that employee loyalty to work arises internally and loyalty to the company where they work because of their responsibility and ability. This research approach is quantitative research. Quantitative research methods can be interpreted as methods used to research a particular population or sample, data collection using research instruments, statistical data analysis, with the aim of testing the established hypothesis. While this type of research uses associative research. Associative research is research that aims to determine the relationship between two or more variables.

Keywords: *Human Resources, Employee Loyalty, Company, associative*

1. INTRODUCTION

WrongOne measure of a company's success is human resources. Human resources are considered important because they can affect the efficiency and effectiveness of the company, and are the company's main expenses in carrying out its activities. Humans always play an active role in every company activity, namely as planners, actors and determinants of the realization of company goals, thus making humans a company asset that must be maintained, its efficiency and productivity improved.

PT Abad Jaya Group Aceh is an experienced business entity that works on national projects. PT Abad Jaya Group Aceh currently has the qualifications and normal working on projects with various qualifications. The failure to achieve the targets set by the company is due to the lack of employee loyalty among contract employees who are the spearhead of the company.

PT is an experienced business entity that works on national projects located at Jl. Medan - Banda Aceh Km. 260 Krueng Geukueh Kec. Dewantara. PT Abad Jaya Group currently has qualifications to work on projects with the following sub-classifications:

1. BG001 Construction Services for Single and Double Residential Buildings
2. BG009 Construction Services for Other Buildings
3. SI001 Implementation Services for Construction of Water Channels, Ports, Dams, and Other Water Resources Infrastructure
4. SI003 Construction Services for Highways (except flyovers), roads, railways, and airport runways
5. SI004 Construction Services for Bridges, Flyovers, Tunnels and Subways

Company performance must be viewed broadly by identifying the success of the organization in meeting the needs of the community and making improvements or increasing services to the community because government performance has led to good governance. A

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successful organization is an organization that has a clear, measurable vision and mission that can be actualized in company performance. Performance measurement covers various aspects so that it can provide efficient and effective information in achieving this performance.

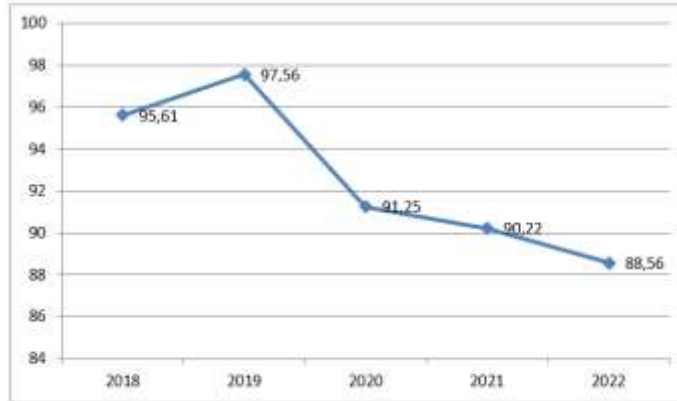


Figure 1.1 Performance of PT Abad Jaya Abadi Sentosa 2018-2022

The decline in PT Abad Jaya Abadi Sentosa's performance was mostly due to the large number of projects that had not been realized by the due date, so that PT Abad Jaya Abadi Sentosa had to pay a fine for project delays. Based on the results of interviews with project managers at PT Abad Jaya Abadi Sentosa, it is known that project delays are caused by employee performance starting to decline with many experts moving jobs, so that newly recruited HR do not have sufficient experience. This high turnover rate causes employee loyalty to the company to decline. Based on the data obtained, it can be seen that the number of contract employees who leave their jobs at PT Abad Jaya Group Aceh continues to increase every year.

Table 1.1 Resigned Employee Data

Year	Number of employees	Number of Employees Resigning	%
2020	181	49	27%
2021	193	58	30%
2022	185	61	32%

Source: PT. Abad Jaya Group

Most of PT Abad Jaya Group Aceh's employees are contract employees who work in the field. Contract employees do not get enough training from the company, minimal career development opportunities and compensation that is also different from permanent employees make employees at PT Abad Jaya Group Aceh choose to quit their jobs or resign. Employee work loyalty is the determination and ability to follow with full awareness, responsibility, determination and ability that must be shown in daily attitudes and behavior, and in carrying out tasks. This opinion is interpreted that employee loyalty to work arises internally and loyalty to the company where he works because of his responsibility and ability.



2. LITERATURE REVIEW

A. Employee Loyalty

Riyanti (2017) said that employee work loyalty is the determination and ability to follow with full awareness, responsibility, determination and ability that must be shown in daily attitudes and behavior, and in carrying out tasks. This opinion is interpreted that employee loyalty to work arises internally and loyalty to the company where they work because of their responsibility and ability. Hasibuan (2021) stated that employee work loyalty is the diversity of roles and members in using their minds and time to achieve company goals. Meanwhile, Suhendi (2017) said that employee work loyalty is indicated by employee commitment to the company, company commitment can be formed by several factors both from the company and individuals.

B. Job Training

The term “training” often refers to the means of acquiring knowledge and skills as a result of learning about practical skills and knowledge related to specific useful competencies. Training is a narrow human resource management concept that involves the activities of providing planned specific instructions (such as training in specific training operating procedures) or skills training (such as task-related training, job induction programs).

C. Certainty of Career Path

Career ladder is a path that an employee passes to advance to a higher position and greater responsibility. Not all ladders in the Career Ladder are smooth and straight towards the goal. Career ladder traditionally describes a vertical growth or benefit that you get in a higher position. Career Ladder according to Papatungan (2016) the term career is interpreted as a journey of individual change in going through work experience with different positions in a company.

D. Compensation

Priansa (2014) stated that compensation is the overall arrangement of providing remuneration for employers and employees, both directly in the form of money (financial) and indirectly in the form of money (non-financial). Sinambela (2016:182) stated that compensation is a reward or remuneration given by the company to the workforce because the workforce has contributed energy and thoughts for the progress of the company in order to achieve the goals that have been set. Hasibuan (2017) stated that compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company. According to Dahlia (2022) compensation is everything received either physically or non-physically. Compensation also means all rewards received by a worker/employee for services or results of their work in a company in the form of money or goods, either directly or indirectly.

3. IMPLEMENTATION METHOD

A. Types and Approaches of Research

This research approach is quantitative research. Quantitative research methods can be interpreted as methods used to research a particular population or sample, data collection using research instruments, statistical data analysis, with the aim of testing the established hypothesis. While this type of research uses associative research. Associative research is research that aims to determine the relationship between two or more variables.

B. Population and Sample

The population in this study were all contract employees at PT Abad Jaya Group Aceh, totaling 124 people. The sample is a portion or representative of the population that is the actual source of data in a writing where some of the individuals used are examples (Sekaran, 2016)”.

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C. Data collection technique

The data source in this study is primary data, which is data that is not yet available in the scope of observation, but there must be interaction between researchers and respondents. Sekaran (2016:77) states that primary data is data obtained through answers from respondents collected directly by researchers. The data is in the form of questionnaires filled out by respondents. The questionnaire will be collected by researchers for data processing purposes. The data collection technique used in this study is the technique of directly distributing questionnaire sheets to respondents. This distribution is carried out directly by researchers at the place of observation. Researchers directly distribute questionnaires to respondents who have been selected as research samples.

D. Variable Measurement Scale

The measurement scale of the variables used in this study uses a Likert scale that functions to measure variable indicators that produce ordinal data. The Likert scale is used to measure attitudes, opinions, and perceptions of people or groups of people about this social phenomenon that has been specifically determined by researchers (Sugiyono, 2017:130).

E. Classical Assumption Test

The use of multiple linear regression as a data analysis tool requires a classical assumption test. The classical assumption test used in this study includes normality and multicollinearity tests. While the autocorrelation test and heteroscedasticity test are not used, because generally cases of autocorrelation and heteroscedasticity only occur in time series data (Sekaran, 2013:51).

4. RESULTS AND DISCUSSION

A. Descriptive Research Data

Respondent perception analysis is useful for analyzing respondent perception in answering each question item in the questionnaire. Data analysis tools to test respondent perception by calculating the average value and then grouping it into the respondent perception assessment category. The score range is calculated by dividing the difference between the highest and lowest scores by the number of questionnaire answer score options.

Table 4.7 Perception Based on Score Interval

Average Score	Category
1.00 – 1.79	Very bad
1.80 – 2.59	Not good
2,100 – 3.39	Not good
3.40 – 4.19	Good
4.20 – 5.00	Very good

Source: Suryana (2015)

To provide an overview of the achievement of each variable of this study, the range of average score criteria from respondents' answers is used. If the average score is above 3.41, it can be concluded that in general the respondents gave an agreeable or good response to each question item in the questionnaire.



1) Descriptive Variables of Employee Loyalty

Table 4.8 Respondents' Perceptions of Employee Loyalty Variables

No	Statement	Alternative Answers					Average	Note
		SS	S	KS	TS	STS		
1.	I obey the rules set by the company	32	36	22	4	0	4.02	Good
2.	I obey the orders given by my superiors	34	38	20	2	0	4.10	Good
3.	I obey the working hours determined by the company	30	48	14	2	0	4.12	Good
4.	I can complete the task well	15	73	6	0	0	4.09	Good
5.	I take good care of the office supplies I use.	14	71	9	0	0	4.05	Good
6.	I don't blame other people for my failures	35	31	23	5	0	4.02	Good
7.	Idonateideas for company progress	37	33	20	4	0	4.09	Good
8.	I am sincere about what I have done so far for the company.	33	43	14	4	0	4.11	Good
9.	I do my job honestly	18	66	8	2	0	4.06	Good
10.	I do not abuse my authority	17	64	11	2	0	4.02	Good
11.	I reported the results of the work to my superior.	14	67	11	2	0	3.98	Good
Average							4.06	Good

Source: Primary Data, 2023 (processed).

Based on Table 4.8, it can be seen that the average Loyalty value is 4.06. The average value of $4.06 > 3.41$, meaning that the respondents' perception of the question items related to Loyalty is "Good". The lowest average value on the indicator "reporting work results to superiors" is 3.98. This shows that most employees rarely report work results to their superiors. While the highest average value on the indicator "always obeying the working hours that have been determined" is 4.12. This shows that most respondents have obeyed the working hours that have been determined by the company.

2) Descriptive Variable of Career Level Certainty

Table 4.10 Respondents' Perceptions of Career Level Certainty Variables

No	Statement	Alternative Answers					Average	Note
		SS	S	KS	TS	STS		
1.	I have a match between my interests and my job	49	32	12	1	0	4.36	Very good

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No	Statement	Alternative Answers					Average	Note
		SS	S	KS	TS	STS		
2.	I have career development opportunities within the company	45	31	17	1	0	4.27	Very good
3.	I have long-term and short-term career clarity	38	39	17	0	0	4.22	Very good
4.	I am included in the resources that the company takes into account	35	40	18	1	0	4.15	Good
5.	I get information about my career	46	34	14	0	0	4.34	Very good
6.	I got information about promotion	43	32	15	4	0	4.21	Very good
7.	I am experienced in my current field of work	36	40	14	4	0	4.14	Good
8.	I have the educational qualifications that the company requires.	31	43	13	7	0	4.04	Good
Average							4.22	Very good

Source: Primary Data, 2023 (processed).

Based on Table 4.10, it can be seen that the average value of Career Path Certainty is 4.22. The average value of 4.22 > 3.41, meaning that the respondents' perception of the question items related to Career Path Certainty is "Very Good". The lowest average value on the "education" indicator is 4.04. This shows that most employees think they do not have the educational qualifications required by the company. While the highest average value on the "interest-job match" indicator is 4.36. This shows that most respondents think that they already have a match between their interests and jobs.

3) Descriptive Compensation Variables

Table 4.11 Respondents' Perceptions of Compensation Variables

No	Statement	Alternative Answers					Average	Note
		SS	S	KS	TS	STS		
1.	I get a salary that matches my job description	19	67	8	0	0	4.11	Good
2.	The company gives bonuses to employees who work overtime	21	60	13	0	0	4.08	Good
3.	The company provides incentives to high-achieving employees	26	54	14	0	0	4.12	Good
4.	The company provides health insurance to employees	27	58	9	0	0	4.19	Good
5.	The company provides allowances for the positions held by employees	22	53	19	0	0	4.03	Good
6.	The company provides pension	22	53	19	0	0	4.03	Good



No	Statement	Alternative Answers					Average	Note
		SS	S	KS	TS	STS		
	money to all employees							
Average							4.09	Good

Source: Primary Data, 2023 (processed).

Based on Table 4.11, it can be seen that the average Compensation value is 4.09. The average value of $4.09 > 3.41$, meaning that the respondents' perception of the question items related to Compensation is "Good". The lowest average value on the "pension money" indicator is 4.03. This shows that most employees think that the company does not provide pension money to all employees. While the highest average value on the "insurance" indicator is 4.19. This shows that most respondents think that the company has provided health insurance to employees.

4) Normality Test Results

The normality test is used to see the distribution of research data. The normality test in this study was carried out using the Kolmogorov-Smirnov non-parametric statistical test. The basis for making decisions on this normality test is: if the significance value is greater than 0.05, then the data is normally distributed. Conversely, if the significance value is less than 0.05, then the data is not normally distributed. The results of the normality test for this research data can be seen in Table 4.12.

Table 4.12
Normality Test – One Sample Kolmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		94
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.31690065
Most Extreme Differences	Absolute	.049
	Positive	.047
	Negative	-.049
Test Statistics		.049
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS Output Results

Table 4.12 shows that the significance value of the normality test is 0.055 or > 0.05 , meaning that the residual data is normally distributed. The results of the above test are also supported by the results of the graphic analysis, namely the histogram graph and the Normal Probability Plot graph as seen in Figure 4.1 and Figure 4.2 below. Based on the Histogram graph in Figure 4.1 below, it can be concluded that the data distribution pattern is approaching normal.

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5) Multicollinearity Test

Table 4.13 Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Information
Job Training	0.409	2.445	Free from Multicollinearity
Certainty of Career Path	0.376	2,659	Free from Multicollinearity
Compensation	0.555	1,803	Free from Multicollinearity

Source: 2023 data (processed).

From Table 4.13 it can be shown that all independent variables have a Tolerance value of more than 0.10, meaning there is no correlation between the independent variables. Likewise, the results of the calculation of the Variance Inflation Factor (VIF) value also show the same thing that all independent variables have a VIF value of less than 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model in this study.

6) Multiple Linear Regression Results

Table 4.14 Results of Regression Analysis

Model	Unstandardized Coefficients			t	Sig.
	B	Std. Error			
1 (Constant)	1,517	0.259		5,850	0.000
Job Training	0.193	0.080		2,421	0.009
Certainty of Career Path	0.180	0.080		2,248	0.001
Compensation	0.237	0.079		3,011	0.003

Source: Processed Primary Data, 2023

Thus, the results of the statistical calculations can be written as a simultaneous multiple linear regression equation as follows:

$$Y = 1.517 + 0.193X_1 + 0.180X_2 + 0.237X_3$$

From the results of the regression equation above, the results of the research are as follows:

1. The constant value is 1.517, meaning that if the variables Job Training, Career Level Certainty and Compensation have a value of zero or constant, then the Loyalty variable will have a positive value of 1.517.
2. The regression coefficient of the influence of Job Training of 0.193 explains that every increase in Job Training will increase Loyalty by 0.193, meaning that there is a positive influence of the Job Training variable on Loyalty.
3. The regression coefficient of the influence of Career Level Certainty of 0.180 explains that every increase in Career Level Certainty will increase Loyalty by 0.180, meaning that there is a positive influence of the Career Level Certainty variable on Loyalty.
4. The regression coefficient of the influence of Compensation of 0.237 explains that every increase in Compensation will increase Loyalty by 0.237, meaning that there is a positive influence of the Compensation variable on Loyalty.

A. Discussion

1. The Influence of Job Training, Career Path Certainty and Compensation on Employee Loyalty

The result of dividing the Mean Square regression with the Mean Square residual obtained a calculated F value of 34.164 with a probability significance value limit of 0.000. While the F table value at a significant level of 5% and df 90 is 2.71. Thus the calculated F value (34.164) is greater than the F table (2.71) so that a decision can be taken, namely



accepting the alternative hypothesis (H_a) and rejecting the H_0 hypothesis, meaning that Job Training (X_1), Career Path Certainty (X_2) and Compensation (X_3) together have an effect on Loyalty (Y). From the SPSS output results, the Adjusted R Square is 0.532. The Adjusted R Square value of this amount explains that the role of the variables Job Training (X_1), Career Path Certainty (X_2) and Compensation (X_3) in influencing Loyalty (Y) is 0.532 or 53.2%. Meanwhile, the remainder (residual value) of the role of the variable is 0.468 or 46.8% influenced by other variables not included in this study.

2. The Influence of Job Training on Employee Loyalty

From the results of the comparison of the regression coefficient value with the standard error, the calculated t value for the influence of the Job Training variable is 2.421 at the significance probability value limit of 0.018. While the t -table value on df 91 and a significance level of 5% is 1.986. The results of this calculation indicate that the calculated t value is greater than the t -table value so that a decision can be taken that the alternative hypothesis (H_a) can be accepted and reject the null hypothesis (H_0), meaning that Job Training (X_1) partially has a significant effect on Loyalty (Y). This is supported by the results of research by Alyani and Djastuti (2017) who found that training has an effect on employee loyalty.

3. The Influence of Career Path Certainty on Employee Loyalty

From the results of the comparison of the regression coefficient value with the standard error, the calculated t value for the influence of the Career Path Certainty variable is 2.248 at the significance probability value limit of 0.027. While the t -table value in df 91 and a significance level of 5% is 1.986. The results of this calculation indicate that the calculated t value is greater than the t -table value so that a decision can be taken that the alternative hypothesis (H_a) can be accepted and reject the null hypothesis (H_0), meaning that Career Path Certainty (X_2) partially has a significant effect on Loyalty. This is supported by the results of Barkiah's research (2016) which states that career levels have an effect on employee loyalty.

4. The Influence of Compensation on Employee Loyalty

From the results of the comparison of the regression coefficient value with the standard error, the calculated t value for the influence of the Compensation variable is 3.011 at the significance probability value limit of 0.003. While the t -table value on df 91 and a significance level of 5% is 1.986. The results of this calculation show that the calculated t value is greater than the t -table value so that a decision can be taken that the alternative hypothesis (H_a) can be accepted and reject the null hypothesis (H_0), meaning that Compensation (X_3) partially has a significant effect on Loyalty. This is supported by Juliana's research (2020) which states that compensation has an effect on employee loyalty.

5. CONCLUSION

Conclusion

Based on the discussion of the research results presented in the previous section, the following conclusions can be drawn:

1. Job Training has a positive and significant effect on the Loyalty of Contract Employees at PT Abad Jaya Group Aceh.
2. Career Path Certainty has a positive and significant effect on the Loyalty of Contract Employees at PT Abad Jaya Group Aceh.
3. Compensation has a positive and significant effect on the loyalty of contract employees at PT Abad Jaya Group Aceh.

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4. Job Training, Career Level Certainty and Compensation have a significant influence on the Loyalty of Contract Employees at PT Abad Jaya Group Aceh.

Suggestion

Based on the research results, the suggestions that can be given are:

1. To increase employee loyalty, the company PT Abad Jaya Group Aceh can provide compensation to employees because compensation is the factor that has the greatest influence on loyalty. Compensation can be given to field officers who have worked until late at night.
2. The lowest average value for the indicator “reporting work results to superiors” is 3.98. This shows that most employees rarely report work results to their superiors. This can be a concern for company management so that they can provide direction to all employees to always report work results to their superiors. Directions can be given during the morning briefing so that they can be heard by all employees. For field officers, it can be done by supervisors.
3. In addition, to overcome project delays due to network constraints, management can add new employees whose job is to collect data directly in the field and report directly on the same day. So that project work is not disrupted and network problems can be resolved.
4. To reduce the possibility of employee turnover, the management of PT Abad Jaya Group Aceh can consider providing training to new employees so that employees already understand the tasks that must be done in the field. This can reduce the level of employee stress about their work and reduce the workload received by employees.
5. Furthermore, the management of PT Abad Jaya Group Aceh can also consider providing certainty of career paths for employees, where employees who have worked for at least one year can be given the opportunity to pursue a career as permanent employees in the company.

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