



LEVEL OF EMPLOYEE LOYALTY FROM GENERATION Z

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Abstract: Since generation Z dominates North Sumatra province and Medan City has the largest number of residents in North Sumatra province, we want to find out the level of employee loyalty from generation Z Medan City. The data was taken primarily and was distributed to 385 respondents of employees from generation Z Medan City using nonprobability sampling techniques. Data is processed using technical descriptive statistical analysis. The results showed that there are still many employees of Generation Z Medan City who have never changed jobs (44.94%) and the most working period is 1 year - 3 years (41.56%). The level of employee loyalty from generation Z Medan City is in a high category class from the aspects of obedience and submission, responsibility, devotion, and honesty. This is likely influenced by the characteristics of generation Z, the increasing unemployment rate in North Sumatra Province, and the impact of the COVID-19 pandemic. Generation Z women employees are more loyal than men employees, which may be caused by job stability or labor chaos.

Keywords: Employee Loyalty; Generation Z

INTRODUCTION

Loyalty which is usually also called loyalty attitude is crucial in the continuity of organizational activities. Without employee loyalty, the organization will spend more of the cost and time it takes to achieve its goals. Every organization expects its employees to have a high level of loyalty when good or bad circumstances hit the organization. Loyal employees will be able to feel the organization's property is also his or can be referred to as a sense of ownership. This means that employees are an inseparable part of an organization. However, loyalty is not something that can be easily obtained. With the change in the generation of workers, the level of employee loyalty will also change because the characteristics of each generation of workers are different.

According to Hasibuan (2016), loyalty is loyalty reflected by the willingness of employees to guard and defend the organization on and off the job from the wreckage of irresponsible people. According to Sudimin in Irta (2014), loyalty means the availability of employees with all the ability, skills, minds, and time to participate in achieving company goals, keeping company secrets, and not doing actions that harm the company as long as the person is still an employee. According to Widhiastuti (2012), loyalty is a measure of seeing whether an employee has a strong commitment to the company's organization.

Aspects of loyalty according to Saydam in Mariami (2013) are as follows : (1) Obedience and Submission: Obedience is the ability of an employee to obey all applicable military regulations and obey the orders of the office given by the competent superior, and cannot violate the prescribed prohibitions; (2) Responsible: Responsibility is the ability of an employee in completing the work submitted to him well, on time, and dare to take risks for decisions made or actions taken; (3) Devotion: Devotion is the contribution of thought and energy sincerely to the company; (4) Honesty: Honesty is the harmony between the spoken or the deed with the reality.

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Generasi Z is the generation born in 1995-2010 Bencsik, Csikos, and Juhez, 2016 in Wijoyo et al. (2020). By this time, some of generation Z had entered the world of work, especially the birth of 1995-2006 who had been 15 years old and above. Generasi Z is also called iGeneration, net generation, or internet generation. According to research Bencsik, Csikos, and Juhez (2016) in Wijoyo et al. (2020) show the inclusion of Generation Z in the generational group that can be seen in the following table:

Table 1. Generational Differences

Year of Birth	Generation Name
1925-1946	Veteran generation
1946-1960	Baby boom generation
1960-1980	X generation
1980-1995	Y generation
1995-2010	Z generation
2010+	Alpha generation

Source: Generasi Z & Revolusi Industri 4.0 (2020)

The six generations have different characteristics. The youngest generation that has just entered the workforce is generation Z. Generation Z has similarities with generation Y, but generation Z can apply all activities at one time (multi-tasking) such as: running social media using a mobile phone, browsing using a PC, and listening to music using a headset. Since childhood, they have known technology and are familiar with advanced gadgets that indirectly affect their personality.

Based on the results of the 2020 population census, generation Z is the generation that dominates the population in the province of North Sumatra as much as 31.70%. In the future, generation Z will dominate the generation of workers in North Sumatra Province. As much as 29.5% of the population of North Sumatra is in the cities of Medan and Deli Serdang. The number of residents in Medan City is the largest in North Sumatra province. Based on data from the Central Statistics Agency of Medan City in 2018 on the labor force, the number of workers aged 15-19 years amounted to 55,113 people and those aged 20-24 years amounted to 171,108 people so that it was totaled 226,221 people. The level of loyalty of generation Z will have a major influence on the development of existing organizations, especially in Medan City.

Based on the background of the information, I wanted to do a study entitled "Level of Employee Loyalty from Generation Z". The formula of the problem in this study is how the level of loyalty of employees from generation Z Medan City. The purpose of this study is to find out the level of loyalty of employees from generation Z Medan City. This study limit is the level of employee loyalty of the Z generation.

METHODS

This type of research is a quantitative descriptive that aims to find out the level of employee loyalty of generation Z in Medan City. The population in this study is all employees from generation Z in Medan City who are currently working and the number of the population is not known with certainty. If the number of populations in the study is not known with certainty, then the sample calculation can use the formula Cochran (Sugiyono, 2019). Once calculated, the number of samples to be taken is 385 people with a sample error rate of 5%. Sampling techniques use nonprobability sampling techniques, namely incidental sampling techniques and snowball sampling online.

To know the level of employee loyalty from generation Z, the data obtained must be in quantitative form. To obtain the data will be given details of questions or questionnaires based on aspects of loyalty to respondents (primary data) online. The value of the data will be measured using the Likert scale. The Likert scale has a graduation from very positive to very negative (Sugiyono, 2019). Description and scale values are: Never = 1, Seldom = 2, Sometimes = 3, Often = 4, Always = 5.

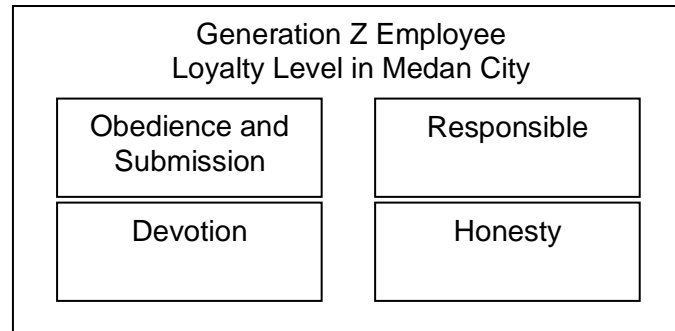


Figure 1. Research Framework

Source: Data that has been processed by the author (2022)

This study uses one variable/univariate, namely employee loyalty using four aspects of employee loyalty: obedience and compliance, responsibility, devotion, and honesty, and the number of jobs shifts and the current level of working life.

The data analysis techniques use descriptive statistical analysis techniques of research variables. Descriptive statistics are statistics used to analyze data by describing or describing data that has been collected as is without intending to make conclusions that apply to the public or generalizations (Sugiyono, 2019). The statistical data obtained, described descriptively as mean (average value) can be determined by dividing the total value of the data by the amount of data collected. Here's *the mean* formula and the description:

$$\bar{x} = \frac{x_1 + x_2 + x_3 + \dots + x_n}{n}$$

Information:

- \bar{x} = mean or average value
- x_n = nth data value
- n = the amount of data

Class intervals are the lower and upper limits of a category Purwanto (2011) in Wilianto (2019). Here's the class interval formula:

$$\text{Class Intervals} = \frac{\text{Maximum value} - \text{Minimum Value}}{\text{Amount of Class}} = \frac{5 - 1}{3} = 1.3$$

Based on the calculation of class intervals worth 1.3, the categories are set as follows:

Table 2. Class Intervals

Class Intervals	Employee Loyalty Indicators
1,00 ≤ Mean ≤ 2,30	Low
2,31 ≤ Mean ≤ 3,60	Medium
3,61 ≤ Mean ≤ 5,00	High

Source: Data that has been processed by the author (2022)



RESULTS AND DISCUSSION

Number of Moved Jobs

Table 3. Number of Moved Jobs

Number of Moved Job(s)	Number of People
0	173
1	103
2	63
3	33
4	8
5	4
6	1

Source: Data that has been processed by the author (2022)

Based on table 3, the number of moving job(s) the most is 0 (never) as many as 173 people and at least 6x as many as 1 person. In percent value, the number of generation Z employees who have never moved jobs by 44.94%, moved 1x by 26.75%, 2x by 16.36%, 3x by 8.57%, 4x by 2.08 5x by 1.04%, and 6x by 0.26% of 385 respondents.

This can happen possibly due to the increasingly high unemployment rate in North Sumatra Province and also due to the impact of the COVID-19 pandemic. Based on data from the Central Statistics Agency, in February 2021 recorded 449 thousand people are unemployed in North Sumatra. In August 2021 there was an increase in the number of unemployed to 475 thousand people. In February 2021, unemployment due to the impact of COVID-19 was recorded at 59 thousand people. In August 2021 there was an increase in unemployment due to the impact of COVID-19 84 thousand people. Therefore, employees of generation Z of Medan City can assume the increasing level of difficulty or limitations to find job openings during the COVID-19 pandemic and finally prefer to continue working in the organization now until the time the COVID-19 pandemic subsides.

Length of Working Time

Table 4. Length of Working Time

Working Time	Number of People
< 3 months	44
3 months – 1 year	92
1 year – 3 years	160
3 years – 5 years	63
> 5 years	26

Source: Data that has been processed by the author (2022)

Based on table 4, the current working period is at most for 1 year - 3 years as many as 160 people and at least for > 5 years as many as 26 people. In percent value, generation Z employees with current working lengths < 3 months by 11.43%, 3 months - 1 year by 23.90%, 1 year - 3 years by 41.56%, 3 years - 5 years by 16.36%, and > 5 years by 6.75%.

The length of work of generation Z employees of Medan city is currently on average 1 year - 3 years which has similar results to the analysis of the CareerBuilder (2021) where the average working time of generation Z employees is 2 years to 3 months which is suspected due to the innate nature of generation Z employees who work flexibly and reflect on personal happiness.

On the other hand, this is likely due to the COVID-19 pandemic that made employees from generation Z choose to stay in the organization now because of the increasing unemployment rate which could signal the increasingly limited job openings and choose to stay in the organization now until the COVID-19 pandemic subsides which has been discussed in the sub-chapter on the number of job movements.

Based on a report from Indonesia.go.id by Nuraini (2020), the first COVID-19 case in Indonesia was on March 2, 2020. If calculated the period from the beginning of the COVID-19 case until January 2022, which is 1 year 10 months. If it is assumed that the average employee starts working 1 month - 1 year before the pandemic, then the length of work of employees to date is about 1 year - 3 years.

Level of Obedience and Submission

Table 5. Level of Obedience and Submission

Aspect Level	Frequency					Mean	Category
	Never	Seldom	Sometimes	Often	Always		
KK1	2	4	41	93	245	4,494	High
KK2	4	4	35	97	245	4,494	High
KK3	9	16	79	122	159	4,055	High
KK4	3	14	48	101	219	4,348	High
KK5	0	8	55	121	201	4,338	High
KK6	1	4	62	121	197	4,322	High
KK7	0	7	35	113	230	4,470	High
KK8	6	15	56	95	213	4,283	High
Total						4,350	High

Source: Data that has been processed by the author (2022)

Based on table 5, the total mean aspects of obedience and submission show a value of 4,350 that falls into high category class intervals. The level of obedience and submission to organizational regulations (KK1), working following SOP/work procedures (KK2), accepting and answering politely the work of superiors who are not employee jobs (KK3), accepting and answering politely if scolded by superiors for employee errors (KK4), working according to regulations even though the rules make the work more difficult (KK5), work according to regulations despite not liking certain regulations (KK6), arrive on time (KK7), and maintain the cleanliness of the organizational environment (KK8) including high category class.

Based on data from Money+ in blog.amartha.com (2021), generation Z Indonesia has a desire to be free. Based on the results of research the level of obedience and submission is in the high category that may occur because the policies of each organization are sufficient to provide freedom in work so that employees are resistant to organizational rules and policies.



Level of Responsibility

Table 6. Level of Responsibility

Aspect Level	Frequency					Mean	Category
	Never	Seldom	Sometimes	Often	Always		
BJ1	6	9	35	113	222	4,392	High
BJ2	1	9	103	170	102	3,943	High
BJ3	1	5	36	92	251	4,525	High
BJ4	2	2	19	77	285	4,665	High
BJ5	1	7	39	91	247	4,496	High
BJ6	19	36	104	63	163	3,818	High
BJ7	15	38	74	79	179	3,958	High
Total						4,257	High

Source: Data that has been processed by the author (2022)

Based on table 6, the total mean aspect responsible shows a value of 4,257 which falls into high category class intervals. The level of employees trying to complete work before the deadline (BJ1), working properly and correctly without errors (BJ2), will correct errors if they make mistakes in work (BJ3), working per obligations (BJ4), maintaining and not damaging organizational facilities (BJ5), notify 1 day or more before day H if requesting permission not to attend (BJ6), and report work if it has been completed (BJ7) including high category classes.

The results of this study are directly proportional to the results of a deep analysis of generation Z conducted by HakuHodo Institute of Life and Living ASEAN (HILL) (2021) where the results show that 86% of generation Z agree with the statement that Life is about fulfilling responsibility.

Level of Devotion

Table 7. Level of Devotion

Aspect Level	Frequency					Mean	Category
	Never	Seldom	Sometimes	Often	Always		
P1	9	19	92	129	136	3,945	High
P2	1	4	57	126	197	4,335	High
P3	12	19	107	121	126	3,857	High
P4	3	21	94	120	147	4,005	High
P5	35	51	118	78	103	3,423	Medium
P6	74	68	114	67	62	2,935	Medium
P7	18	33	154	95	85	3,509	Medium
P8	12	20	88	116	149	3,961	High
Total						3,746	High

Source: Data that has been processed by the author (2022)

Based on table 7, the total mean aspect of devotion shows a value of 3,746 which belongs to the high category class interval. The level of employees works sincerely for the organization (P1), try as much as possible in terms of work (P2), provide more than performance standards (P3), be active in doing work (P4), and prepare the needs in advance before starting the job including high category classes. The level of employees looking for work that can be done when they do not have a job (P5), working outside working hours for the organization (P6), taking the initiative in



helping colleagues so that the work is quickly completed (P7) including medium category classes.

The level of employees looking for work that can be done when they do not have work is in the middle class which could be affected by job flexibility, work environment, leadership, compensation, and job satisfaction which causes employee productivity to be slightly reduced.

The characteristics of generation Z are based on Betterteam stating that generation Z has a desire to work individually and has a competitive spirit that may lead to employee initiatives in helping coworkers be at a moderate level. The level of employees working outside of working hours is at a moderate level may also be caused by the characteristics of generation Z employees who want a job and a healthy life were working until the hours come home following the work contract then enjoy life after work.

Level of Honesty

Table 8. Level of Honesty

Aspect Level	Frequency					Mean	Category
	Never	Seldom	Sometimes	Often	Always		
K1	4	12	26	105	238	4,457	High
K2	8	28	110	88	151	3,899	High
K3	29	21	90	98	147	3,813	High
K4	2	6	42	100	235	4,455	High
K5	55	35	65	75	155	3,623	High
K6	29	37	88	95	136	3,706	High
K7	30	59	133	70	93	3,356	Medium
Total						3,901	High

Source: Data that has been processed by the author (2022)

Based on table 8, the total mean aspect of honesty shows a value of 3.901 which belongs to a high category class interval. The level of employees in reporting their actual work to superiors (K1), giving honest reasons if they do not come to work (K2), not using organizational facilities for personal gain without the permission of the boss (K3), admitting if they make mistakes (K4), giving the real reason why overtime (K5), and telling the real reasons why they have not done the job (K6) belongs to the high category class. The employee level does not steal time to work on personal matters during working hours (K7) including moderate category classes.

Based on the results of Schawbel's research (2014), 52% of Generation Z stated that honesty is the most important quality for being a good leader. This can be interpreted that more than half of Generation Z strongly upholds the value of honesty and being honest, which the results of this study show positive results to the results of Schawbel's research.

Overall Loyalty Level

Table 9. Overall Loyalty Level

Number of Samples	Aspect			Mean	Category	
	Obedience and Submission	Responsibility	Devotion Honesty			
385	4,350	4,257	3,746	3,901	4,064	High

Source: Data that has been processed by the author (2022)



Based on table 9, the employee loyalty level from generation Z Medan City is in the high category. The largest mean values are obedience and submission, and the smallest mean value is devotion. Overall, the high level of employee loyalty of generation Z Medan City may be influenced by the characteristics of generation Z, the rising unemployment rate in North Sumatra, and the impact of the COVID-19 pandemic.

Employee Loyalty Levels by Gender

Table 10. Loyalty Levels by Gender

Gender	Aspect				Mean	Category
	Obedience and Submission	Responsibility	Devotion	Honesty		
Male	4,22	4,163	3,668	3,817	3,967	High
Female	4,441	4,322	3,801	3,96	4,131	High

Source: Data that has been processed by the author (2022)

According to table 10, the loyalty levels of Generation Z female employees are higher than male employees in all aspects: obedience and submission, responsibility, devotion, and honesty.

Based on the results of research published in The American Sociological Review reported by Anna (2014), the level of loyalty of female employees is higher than male employees which can be caused by several factors, namely work stability or labor chaos. Likely, the stability of work or chaos in employment in the organization of women employees of generation Z Medan City has a more stable level so female employees have high loyalty.

CONCLUSION

Based on the results of the research and discussion above, this study concludes many employees from generation Z Medan City have never moved jobs, most employees' work period is 1 year - 3 years. The level of employee loyalty of generation Z Medan City in aspects of obedience and submission, responsibility, devotion, and honesty is in the high category class. Overall aspects, the loyalty level of generation Z employees is in the high category class. It could be due to the influence of generation Z characteristics, the rising unemployment rate in North Sumatra Province, and the impact of the COVID-19 pandemic which demands that employees become more loyal. The level of loyalty of female employees is higher compared to male employees. It can happen possibly because of job stability or chaos in employment in more stable female employee organizations.

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