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Abstract Employees who have high loyalty will be motivated to work and do their best for the company. This research aims to analyze the influence on satisfaction to the leader, compensation and the work environment against the loyalties of PT. ISS employees in Surabaya. Type of this research is quantitative explanatory. Primary data was obtained from questionnaires which distributed to 150 respondents. Valid questionnaires are up to 95, by type of work, cleaning services and parking, while the rest of employees are not qualified. The Result of this research present that satisfaction to the leader, compensation and the working environment have a positive and significant effect in partially and simultaneously toward employees' loyalty. Keywords: Satiscaction to the

leader, compensation, working environment and employee loyalties. Introduction Employees are an important aspects of a busi- ness and have a substantial influence on the success of a company. Employees with a high level of loyalty are essential for the progress of the company. Marti- wi, dkk (2012) mentioned that loyalty is an important aspect that must be owned by the employee in the work (Fajariani & Surya, 2015). Employees who have high loyalty will be motivated to work and do their best for the company. On the other side, leader is an important aspect. According to Thoha (2004), the success or failure of an organization depends on the leadership (in Mon- diani, 2012). A good leader should pay attention to the employee prosperity. Therefore employees will work well and have a high loyalty to the company. One of the benefits is often used to develop employ- yees loyalty is compensated (Dwipayoga & Adyani, 2013). Employee's loyalty to the company or organi- zation depends on the salary provided, if it satisfacto- ry, the employee will be loyal to the company, other- wise, if the benefit awarded is not feasible then the employee's performance will be decline or even dra- matically decreased. The compensation given by the company to employees can influence employee loyal- ty (Purwaningsih & Noermijati, 2015). Febriani and Indrawati (2013) and Situngkir (2013) mentioned that comfort and cleanliness within working environments is an important factor which can affects employee in completing working assignments (in Suwondo & Su- tanto, 2015). A comfortable and appropriate working environment will encourage employees to work as best as possible, it will smooth the company pro- duction process (Daulay, Maineldi, & Hendriani, 2014). Uncomfortable working environment will cause passiveness on employees. Employee's loyalty of PT. ISS Surabaya is re- latively low. Based on the early interview with several employees, there are quite many employees resign from the company and attending work late. It was also found that the relationship between leaders and employees are not harmonious, due to incompatibility among supervisors. Those matters made employees dissatisfied with their leader and choose to resign from the company. Compensation provided by PT. ISS, specific salaries are already meet the standard of the city minimum wage (UMK), but still, many employees complain regarding the salary received, it turn out smaller due to some deduction such BPJS health and employment and others. Employees also admit the importance of the work environment, when the working area is clean and comfortable, employees will enjoy working. Other problem that

occurred was the conflict between colleagues that causes discomfort in the work. According to Robbins and Judge (2011), there are four factors that will increase employee satisfac- tion: 1) Mentality challenging Profession Worker prefers the type of profession that able to give an opportunity to use skills and ability in completing varieties assignment also freedom and feedback on workers performance. Those charac- teristics are able to make the job mentally more challenging. 2) Decent rewards The satisfaction of employees will potentially ap- pear when both reward and promotion policy are fair, no hidden intentions and in accordance with employee expectations, based on the job require- ment, individual skills, and the applicable salary standard. 111

3) Comfortable working environment Employes are concerned with a comfortable working environment to facilitate good perfor- mance. Many researchers found that employees like a safe environment. Some other things that are preferred by employees are short distance between residences and working place in clean and modern facilities also well- equipped devices. 4) Supporting Colleague Many people resigned from a job are not because of money or a real achievement. For most people working is another way to fulfill a necessity of social interaction, therefore it is not surprising when colleague behave friendly each other and mutual support in job satisfaction. Job satisfaction is also determined by the superior behavior, em- ployee satisfaction can be increased when the lea- der is friendly, understandable, giving compliment for good performance, good listener and demon- strate personal interest to employees. Satisfaction against the leader is the pleasant fee- ling that arises through the relationship between the leader and employees in the process of influence, giving instructions and supervision. The following are indicators of employee satis- faction toward its leader (Robbins & Judge, 2011; Ha- sibuan, 2016) 1. An obedience The ability of an employee to accepting and execute leader instructions, when employees are satisfied, they will accepting and execute the leader instructions. 2. The relationship with the leader Any actions were taken by employees having an impact on the relationship with its leader. Accord- ing to Hasibuan (2016) the highest level of satis- faction is when a relationship between both parties is positive. 3. Collaboration with the leader Employees who have a positive collaboration

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with the leader will be motivated to work. Satisfaction is the pleasure feelings that arise due to compensation received, it can be money or stuff, both directly and indirectly by the employees as a re- turn of services which are given to the company. Ac- cording to Mondy (2008), the form of compensations given by the company to employees, divided into two parts, financial compensation and non-financial com- pensation (in Purwaningsih & Noermijati, 2015): 1. Financial Compensation Compensation awarded to certain employees in the format of money 2. Non-financial Compensation Compensation awarded to employees as a return of retribution in the format of facilities. This type of compensation distinguished into two, non- financial the job (compensation which related to the job) and non-financial job environment. The following are indicators of employee satis- faction toward compensation (Hasibuan, 2016; Mangkunegara, 2013; Simamora, 2004): 1. Satisfaction on the salary The pleasant feeling due to income earned in the format of money as a return of the services pro- vided to the company. It is expected that emplo- yees will be satisfied when earned a larger salary. 2. Satisfaction on the religious holiday allowance The pleasant feelings caused by the existence of workers rights along with the amount that must be paid by the company before the religious holiday 3. Satisfaction on the pension allowance The pleasant feeling is caused by an existence of the life insurance program and the amount of it. The program aims to provide the assurance fund for the insured or participants when they reach the pension age and the family or when the insured or participants died. 4. Satisfaction on the health allowance The pleasant feeling caused by an existence of health benefit also the amount of it, which given by the company to employees. Satisfaction on the work environment is a plea- sant feeling that is created due to the condition of everything in the work environment. Many resear- chers show that employee's preferred a safe and com- fortable working environment. According to Se- darmayanti (2009) and Nitisemito (2013), working environment satisfaction indicators are as follows (in Norianggono, Hamid, & Ruhana, 2014) 1. Satisfaction on the cleanliness of the working environment The cleanliness of the working environment will create employee's satisfaction when it clean they will be happy to do their job 2. Satisfaction on the convenience of the working environment Employees who feel comfort in the workplace, then they will also feel the satisfaction of doing their job 3. Satisfaction on work environment safety Safety is important in the workplace. Employees who feel safety in the

working environment will feel peace and happy to do their job 4. A good relationship between employees It employees will create a comfort and satisfaction on the workplace.

Tjiptono (2006) opined that employee's loyalty to the company may develop responsibility in the work (in Hermawan and Riana, 2014). According to Saydam (in Daulay, Maineldi, & Hendriani, 2014) the indicators of employee's loyalty is as follows: 1. Obedience is the ability of employees to obey all regulations valid, to execute all duty given by the superior in charge and does not violate the pro- hibition that has been determined. 2. Responsibility is employees' capability in comple- ting assignment properly, on time and dare to endure the consequences of a decision or action taken. 3. Dedication is a contribution of idea and energy to the company sincerely. 4. Integrity is employees' ability to admit, speak or provide the appropriate information in accordance with reality and truth. Picture 1. The research framework Sources: Sedarmayanti, 2007 and Nitisemito, 2013 (in Norianggono, Hamid, & Ruhana, 2014); Simamora, 2009; Saydam, 2004 (in Daulay, Maineldi, & Hendriani, 2014); Hasibuan, 2016; Mangkunegara, 2013; Robbins and Judge, 2011. Research Method The population in this study were employees of PT. ISS Surabaya who worked on the cleaning ser- vice and parking, total employees are 200 people. Since the subject of this research is loyalty, the used samples are permanent staffs only. The sampling technique used was purposive sampling with criteria three years of service at PT. ISS Surabaya and obtained 95 people only as the total of sample mea- surement.

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The technique or method used for data collection is through questionnaire distribution, it consists of questions and statement for respondent to be answer- ed (Sugiyono, 2011). The answered is in Likert scale. Likert scale is a scale to measure attitudes, opinion, and perceptions of a person toward an object or phe- nomenon that occurs in the company (Siregar, 2014). Data Processing Techniques Below is the data processing which executed through some test: 1. Validity test Validity test is to find out the accuracy of the measuring devices that have been developing. The

validity of the measuring instrument used in this research is determined in accordance rational analysis on test or questionnaire, which the apprai- sal referes to the theoretical considerations and the measuring intstruments itself (Ghozali, 2013). 2. Reliability test Reliability refers to the consistency of an instru- ment to measure things from time to time. Re- liability is to discover the result of a measurement. The measurement result is accurate and reliable when there is no difference in the results obtained although it has done twice or more measurements on an object by using the same measuring device (Ghozali, 2013). 3. The classical assumption test Classic assumption test was done with three test, specifically the normality test, Multicollinearity and Heteroskedasticity test. The normality test is to determine whether the distribution of the variables is normal or close to normal. The Multi- collinearity test aims to test whether the regression model is found in the correlation between inde- pendent variables and The Heteroskedasticity test is to discover the difference of variance of residual inequality from one observation to another. Data analysis techniques in this research are: 1. Descriptive Analysis of Variables Research This analysis used two types of measurements. There are Mean and Interval Scale. Mean is used to discover the average frequency of respondents' feedbacks against each question. Interval scale is the scale of the scores awarding on the object which has the quality of ordinal and same distance or interval. 2. Multiple Linear Regression Analysis The analysis is used to discover the influence of the independent variables with the same de- pendent variable. 3. Hypothesis test

Consisted of t-test to indicate the influence of an independent variable individually, f-test is to indi- cate the influence of an independent variable against dependent variable simultaneously. Coeffi- cient determination test is beneficial to measuring the ability of the model to explain the independent variable variations. The Definition of Operational Variable Satisfaction on the Supervisor (X_1) is a pleasant feeling in the process of influencing and providing guidance and supervision that arise from the relation- ship between the leader and employees. This variable is measured through by several indicators: 1. The obedience to the leader 2. Relationship with the leader 3. Collaboration with the leader Satisfaction on the compensation (X_2) Satisfac- tion is the pleasant feelings that arise due to

compen- sation received, it can be money or stuff, both directly and indirectly by the employees as a return of services which are given to the company. The indicators used to measure satisfaction on compensation are as fol- lows: 1. Satisfaction on the salary/income 2. Satisfaction on the religious holiday allowance 3. Satisfaction on the pension allowance 4. Satisfaction on the health allowance Satisfaction on the working environment (X_4) is a pleasant feeling due to the condition of everything in the work environment. The indicators used to mea- sure satisfaction on the work environment are as fol- lows: 1. Satisfaction on the cleanliness of the working environment 2. Satisfaction on the convenience of the working environment 3. Satisfaction on the work environment safety 4. A good relationship between employees Employee loyalty (Y) is when the facilities earned by employees are satisfied, fulfilled, and com- fortable. Then the employee will work their best and loyal to the company. The indicators used to measure satisfaction on the work environment are as follows: 1. Obedience 2. Responsibility 3. Dedication 4. Integrity Result and Discussions Descriptive Analysis of the Research Variables The data obtained from the scale number 1 to 5, will be used to measure or to observe the reaction of respondents about the satisfaction of leader, com- pensation, the work environment, and employee lo- yalties. The reaction of respondents about each varia- ble will be measured by using the following formula: Interval Kelas= (5 - 1) / 3 = 1.3 Class interval 1.3 means 1.00–2.30 classified as a low category; 2.31–3.60 classified as a medium category; 3.61–5.00 classified as a high category. The average value for the leader satisfaction is 3.10 and it classified as a medium category. This can be hap- pened because of the way of the leader is too harsh in giving assignments, many rules or captious, all these things trigger the employees being passive. The high- est mean score is 3.20 indicates a good communica- tion with superiors, which means there are good com- munications between employees and the leader. The lowest mean value is 2.95, indicates that employees are obeying orders given by the leader, which means low satisfaction on the leader. The medium score for the satisfaction on salary variable is 3.06. It classified in a medium category. This is caused by low salary received by employees. The highest mean score is 3.24, indicates employees satisfaction on religion holiday allowance awarded by the company. The lowest mean value is 2.87, indi- cates the salary awarded by the company. The average score in the variable satisfaction on the work

environment is 3.38 classified as a medium category. This is caused by employees sense of bored on the work environment. Employees working as a cleaning service will always work indoor, while park- ing management always works in the parking lot or basement, it makes employees feel uncomfortable. The highest mean value is 3.87 indicates that em- ployees have a good relationship with colleagues. The lowest mean value is the variable of employee feel comfortable working for the company is 2.93 which means that employees dissatisfied and uncomfortable with the working environment. The average score on the working environment is 3.02 classified as a medium category. The highest mean value is 3.17 indicates that employees complete the work as the leader instructions. The lowest mean value is 2.92 indicates that employees reporting if there is any damage to the facilities in the workplace because of the employees and inform the supervisor when absent. Validity Test Validity test used to measure the validity of a questionnaire made. The method used is a compari- son between r counts (value of Pearson correlation) with r table, when r counts positive and r counts > r table, it means a point or a variable valid. Sutanto: Antecedents Variable of Employees Loyalty 115 Tabel 1 in the statement of satisfaction on the work environ- The

Validity Test Result on Satisfaction towards the Leader 1

ment (X3)

is greater than rtable value (0.202). It can be concluded that the entirety statement of satisfaction on Variable 1

Indicator rcounts rtable Remarks the work environment variable (X3) are valid. Further- Satisfaction X1.1 0.866 0.202 Valid more, each statement on employee loyalties variable on X1.2 0.851 0.202 Valid

(Y) is greater than rtable value (0.202) as seen in Table 1

The Leader X1.3 0.714 0.202 Valid

4. It can be concluded that the entirety statement of 1

(X1) X1.4 0.878 0.202 Valid employee loyalties variable (Y) is

valid. Table 2 Reliability Test The Validity Test Result towards Compensation Satis- faction

Relibility test used to evaluate the consistency of

Variable Indicator rcounts rtable Remarks the

research instruments. This testing is done by ob-

X2.1 0.811 0.202 Valid

serving the value in the column of Cronbach's Alpha.

X2.2 0.697 0.202 Valid

When the value of Cronbach's Alpha > 0.7 it means

Satisfaction X2.3 0.854 0.202 Valid the point or variable is reliable. on the X2.4 0.777 0.202 Valid Compentation X2.5 0.896 0.202 Valid Tabel 5 (X2) X2.6 0.848 0.202 Valid Reliability Test X2.7 0.890 0.202 Valid Variable Crisis Cronbach's Point Alpha Remarks

Tabel 3 The Validity Test Result towards Satisfaction on the

Satisfaction on he Leader Work Environment (X1) 0.7 0.844 Reliable Satisfaction on the Variable Indicator rcounts rtable Remarks Compensation (X2) 0.7 0.922 Reliable X3.1 0.929 0.202 Valid Satisfaction on the Work Satisfaction X3.2 0.889 0.202 Valid Environment (X3)

0.7 0. 958 Reliable on the X3 .3 0. 934 0. 202 Valid Employee Loyalties (Y) 0.7 0.855 Reliable

Work X3.4 0.961 0.202 Valid Environment X3.5 0.741 0.202 Valid

Table 5 shows that statement in the question-

(X3) X3.6 0.852 0.202 Valid

naire which consists of four variable which is satis- 1

X3.7 0.961 0.202 Valid

faction on the leader, satisfaction on the compensa- tion, satisfaction on the work environment and emplo- Table 4 **yee loyalties are reliable since Cronbach's alpha va-** 1

The Validty Test Result towards Employee Loyalties lue is greater than 0.7. Variable Indicator rcounts rtable Remarks Y1.1 0.706 0.202 Valid Normality Test Y1.2 0.762 0.202 Valid Y1.3 0.839 0.202 Valid Normality test aims to determine the normality Employees Y1.4 0.740 0.202 Valid

of each variable distribution. Normality test is re- 1

loyalty Y1.5 0.804 0.202 Valid

quired to test other variables by assuming that the 1

(Y) Y1.6 0.506 0.202 Valid

value of the residual follows a normal distribution 1

Y1.7 0.509 0.202 Valid

(Ghozali 2013). Testing is done with a graphical ana- 1

Y1.8 0.559 0.202 Valid

lysis (scatterplot) by looking at the normal probability plots comparing to the cumulative distribution with a 1

From Table 1, it can be seen in the statement of normal distribution. **The** normal distribution **is** 1

a

satisfaction on the leader (X_1) is greater than

rtable

straight diagonal line and residual plotting data will be

value (0.202). It can be concluded that the entirety

compared with diagonal lines, when the residual data

statement on the leader satisfaction variables (X_1) are

distribution in normal, then the line that represents the

valid. From Table 2 it can be seen in the statement of

actual data will follow a diagonal line. The data resi-

compensation satisfaction (X2) is greater than rtable

dual dissemination has followed the pattern of a nor-

value (0.202). It can be concluded that the entirety

mal distribution,

it can be concluded that the regres- statement on the compensation satisfaction variables

sion model used in this research has been meeting the

(X2)

are valid. Meanwhile, from Table it can be seen assumptions of

normality.

Picture 2. Normality test on p-plot graphic Multicollinearity Test Multicollinearity test aims to find the perfection of correlation between independent variable. Mul- ticollinearity test results based on the value of Tole- rance dan Variance Infating Factor (VIF), when the value of tolerance > 0.1 and VIF <10. This means that multicollinearity does not happen in a regression model (Santoso, 2002). Table 6 Multicollinearity Test Collinearity Variable

Statistics Remarks Tolerance VIF Satisfaction on the 0.430 2.328 Non Leader (X1) Multicollinearity Satisfaction on the 0.375 2.667 Non compensation (X2) Multicollinearity Satisfaction on work 0

.558 1.791 Non environment (X3) Multicollinearity From Table 6, it is known that VIF value from the three variables is smaller than 10. It can be con- cluded that there is no correlation between variable satisfactions on the leader (X1), satisfaction on com- pensation (X2) and satisfaction on the work environ- ment (X3). Heteroskedasticity Test Heteroskedasticity test aims to find the equiva- lence or nonequivalence of a variance from one obser- vation residue to another, if there is no equality, it means no problem. Heteroskedasticity Test is per- formed by observing to the dots spread with no pat- tern, above and below the zero on the Y axis on a scatterplot, there is no heterokedastistas in linear re- gression. Picture 3. Heteroskedasticity test On the scatterplot graph shows that data is spread above and below 0 (zero) number on the Y axis and there is no abvious pattern in a spread of the data. This means there are no heterroskedastisitas on regression equation model. The Analysis of Multiple Linear Regression Multiple linear regression model was used to describe the influence of independent variable against constrained variable by creating multiple

linear re- gression line equation. Multiple linear regression analysis in this research is to find the influence bet- ween the satisfaction on the leader, compensation and work environment against employee loyalties. Based on the result SPSS Program (Statistical Package for Social Science) version 22.0, the pattern of a regres- sion model is as follows: Y = 0,691 + 0,

356X1 + 0,288X2 + 0,104X3

Notes: Y = Employee loyalties Variable X1 = Satisfaction on the Leader Variable X2 = Satisfaction on Compensation Variable X3 = Satisfaction on the Work Environment Varia- ble Table 7 Regresion Model Model Regression Coeficient Constants Satisfaction on the Leader Satisfaction on Compensation Satisfaction on Work Environment 0. [1]

691 0.356 0.288 0.104

Based on Table 7, found that satisfaction on the leader (X1) variable, satisfaction on compensation (X2) variable and satisfaction on the work environment (X3) variable has a positive influence toward employ- [1]

yee's loyalty (Y). In this case when satisfaction on the leader (X1) variable is high, then employees will be loyal to the company. When satisfaction on compen- sation (X2) variable is suitable as employee's expecta- tion, then employees will be loyal to the company. When satisfaction on the work environment (X3) va- riable is high, it means employees are comfortable in working and do not consider to move to others com- pany. Result of t-test t-test is used to find the influence of one indivi- dually independent variable in explaining variation in the dependent variable, in this case is to find whether satisfaction on the leader (X1), satisfaction on compen- sation (X2) and satisfaction on the work environment (X3), partially effect significantly to employee's loyal- ty (Y). Based on the result SPSS Program (Statistical Package for Social Science) version 22.0, the result of a partial test is as follows: Table 8 t-test Independent Vaiable B Std. Error Beta t Sig. Satisfaciton on the Leader [1]

Satisfaction on Compensation

Satisfaction on the work nvironment 0. 356 **0.** 082 **0.** 288 0.084 **0.**

104 0.045 0.397 4.339 0.000 0.336 3.426 0.001 0.188 2.340 0.021

It is shown in Table 8, the significant value of tcounts **on satisfaction on the leader, compensation and work environment showed significant value, is below 0.05. It can be concluded that satisfaction on the lea- der, compensation and work environment has a signi- ficant influence on employee's loyalty (Y). This result supports the previous research by Safitri (2015) that suggested employees' satisfaction on compensation affected their loyalty. Result of F-test F-test aims to find the satisfaction on the leader** (X1), **satisfaction on compensation** (X2), **and satisfac- tion on the work environment** (X3) **have a positive in- fluence simultaneously on employee loyalty. Based on the result SPSS Program (Statistical Package for Social Science) version 22.0, the result of a partial test is shown in Table 9. Based on Table 9, it is found that the signifi- cance value of** Fcounts **is 0.000, this value is smaller than 0.05. The hypothesis results show that** H0-3 **is**

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-3 is accepted. It can be concluded that the satisfaction on the leader (X1), **satisfaction on compensation** (X2) **and satisfaction on the work envi- ronment** (X3) **have significant influence simultaneous- ly on employee loyalty (Y). Table 9 F-test** Fcounts **Significance Remarks 62.290 0.000 Influence Coeficient Determination Test** (R2) **Based on Table 10, it can be seen that the re- gression result produce a multiple correlation values (R) of 0.820, which means there is a close connection between satisfaction on the leader** (X1), **satisfaction on compensation** (X2) **and satisfaction on the work envi- ronment** (X3) **to employee loyalty. The regression re- sult indicate that the coefficient of multiple determi- nation** (R2) **is equal to 0.673, this means that employ- yee loyalty is influenced by satisfaction on the leader, compensation and work environment is 67.3%, mean- while the rest of 32.7% is influenced by others factor out of the research such as discipline, work motiva- tion, etc. Table 10 The Result of Coeficient Determination Test** (R2) **R R**

2 0.820 0.673 According to employees, the most satisfactory compensation is the holiday religion allowance, in ad- dition to the amount that is satisfactory and acceptable in every year, also due to the employees needed for Eid, while the most unsatisfactory are pension allow- ance since it can be withdrawn after the age of 56 years. Conclusions and Implications Satisfaction on the leader, compensation, the work environment have a significant influence on em- ployee loyalty, besides satisfaction on the leader, compensation and work environment variable are si- multaneously affect significantly on employee loyal- ty. The majority of employees have a respectable as- sessment on satisfaction to the leader, satisfaction on compensation and work environment variable. Based on an assessment of the employee, it is important for companies to continue to ensure that employees can continue to be motivated to improve their perform-

ance by providing the facilities, fulfill their needs, pay attention to their future security and provide opportu- nities, those will support the company to grow and be- come better in the future. Employee compensation should be increased, especially salaries. It can satisfy employees and raise the spirited at work, for example coming to work on time, willing to work overtime and finish every as- signment on time. The result of this research showed that satisfac- tion on the work environment has the smalles influ- ence on employee loyalty. The company should pro- vide comfort to employees, for example by keeping the work environment clean because it influence em- ployee to work well, creating a comfortable atmos- phere in the workplace, establish a team that aims on collaboration and interaction between employees.

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