Determinants Of Employee Performance At Matahari Department Store Arion Mall Based On Loyalty And Demographics

Determinan Kinerja Karyawan Matahari *Department Store* Arion Mall Ditinjau Dari Loyalitas Dan Demografis

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ABSTRACT

During the Covid-19 pandemic, Matahari Department Store Arion Mall has ups and downs in its development, employees are required to work harder and smarter to be able to increase company sales. This company annually conducts a Performance Appraisal to assess the performance of its employees. The condition in 2023 recorded 98.5% of its employees obtained results less than expectations. The average tenure of employees in this store is >5 years, generally employees with a long tenure have good loyalty and can make a positive contribution. Generally, the most gender is female, because the company is engaged in retail that sells fashion products, so they tend to hire women because of their neatness and character. While the most age is classified as mature, in this age range often has more work experience, so it is assumed that it can contribute effectively. The population of this study are employees at Matahari Department Store Arion Mall, namely grade 1 permanent employees as many as 67 people, so the sampling technique uses saturated samples. This study used a questionnaire with a Likert scale for data collection and quantitative analysis using the SPSS version 25 analysis tool. The results of this study indicate that although tenure has no effect on employee performance, other variables such as loyalty, gender, and age have a positive and significant effect.

Keywords: *Employee Performance, Loyalty, Length of Service, Gender, Age*

ABSTRAK

Di masa pandemi Covid-19, Matahari *Department Store* Arion Mall memiliki pasang surut dalam perkembangannya, karyawan diharuskan bekerja lebih keras dan cerdas untuk dapat meningkatkan *sales* perusahaan. Perusahaan ini setiap tahunnya melakukan *Performace Appraisal* untuk menilai kinerja karyawannya. Kondisi pada tahun 2023 mencatat 98,5% karyawannya memperoleh hasil kurang dari harapan. Rata-rata masa kerja karyawan di *store* ini adalah >5 tahun, umumnya karyawan dengan masa kerja yang cukup lama memiliki loyalitas yang baik dan dapat memberikan kontribusi yang positif. Umumnya gender paling banyak adalah perempuan, karena perusahaan bergerak di bidang retail yang menjual produk *fashion*, sehingga cenderung mempekerjakan perempuan karena kerapihan dan karakternya. Sedangkan usia paling banyak adalah tergolong *mature*, dalam rentang usia tersebut sering kali memiliki lebih banyak pengalaman kerja, maka diasumsikan bahwa dapat berkontribusi secara efektif. Populasi penelitian ini adalah karyawan di Matahari *Department Store* Arion Mall yaitu karyawan tetap grade 1 sebanyak 67 orang, sehingga teknik pengambilan sampel menggunakan sampel jenuh. Penelitian ini menggunakan kuesioner dengan skala likert untuk pengumpulan data dan analisis kuantitatif dengan menggunakan alat analisis SPSS versi 25. Hasil penelitian ini menunjukkan bahwa meskipun masa kerja tidak memiliki pengaruh terhadap kinerja karyawan, namun variabel lain seperti loyalitas, *gender*, dan usia memiliki pengaruh yang positif dan signifikan.

Kata Kunci: Kinerja Karyawan, Loyalitas, Masa Kerja*, Gender*, Usia

1. Introduction

The basic needs met by all humans are food, shelter, clothing and are called primary needs. The basic needs of an organism include things like food, clothing, and shelter that are essential for its survival (Gramedia Blog, 2021). Clothing is clothing, which is the basic need of humans as cultured beings. By wearing clothes, it can protect the body from cold and heat. Nowadays, there are various types of clothing, such as T-shirts, pants, shirts, jackets, and others (CCN Indonesia, 2021). In its development, clothing always provides the latest trends and models that make the business of making or selling clothing always have its own charm for the perpetrators. Nowadays clothing is better known as fashion.

Fashion merchandise is not limited to just clothing styles; fashion also has a relationship with cosmetics, hair, accessories and other styles that highlight a person's unique identity as the owner of the product. Every fashion product is sold on the open market to fulfill the needs and wants of every customer (Sa'diah, 2020). In today's modernization era where social media is a necessity for every individual in carrying out their activities, of course, because of the nature of humans who always need recognition, to get a test and satisfaction in social media, it is not uncommon for many people to be willing to spend more money to get the latest fashion online or offline in purchasing the desired type and fashion product.

Matahari Department Store is the largest retail platform in Indonesia with 148 stores in 80 locations, and an online presence at Matahari.com. For over 60 years, Matahari has been able to provide quality, affordable and stylish beauty products, footwear and apparel for the middle and lower middle class in Indonesia (matahari, 2022). Matahari Department Store has one of the branches in Arion Mall Jakarta, because of the large number of employees, it is difficult to sort out. Therefore, there must be an appropriate management system for human resources to increase employee productivity, as well as prevent employee productivity from being negatively affected by employee pluralism with a large number of employees so it is not easy to manage it, because to create a positive work environment, good human resource management is needed. so as to improve employee performance especially with employee pluralism which affects employee performance. In its journey, Matahari Department Store Arion Mall has ups and downs in its development until now. The peak was when Covid-19 came to Indonesia in 2020 which resulted in the imposition of Restrictions on Community Activities (PPKM) in various sectors and had an impact on the decline in consumer visits to Matahari Arion Mall. This is a challenge for Matahari Department Store Arion Mall, requiring employees to work harder and smarter to increase company sales.

Table 1. Employee Data Matahari Department Store Arion Mall

No.	Variable	Description	Frequency	%
1	Employee Performance	S	0	0.0%
		E	0	0.0%
		M	1	1.5%
		LE	66	98.5%
		F	0	0.0%
	Total		**67**	**100.0%**
2	Length of Service	<1 years	0	0.0%
		1 - 3 years	0	0.0%

		3 - 5 years	1	1.5%
		>5 years	66	98.5%
	Total		**67**	**100.0%**
3	Gender	Male	22	32.8%
		Female	45	67.2%
	Total		**67**	**100.0%**
4	Age	<19 years	0	0.0%
		20 - 29 years	14	20.9%
		30 - 39 years	6	9.0%
		40 - 49 years	32	47.8%
		>50 years	15	22.4%
	Total		**67**	**100.0%**

Source: Human Resource Matahari Department Store Arion Mall (2023)

Based on Table 1. it can be concluded that the performance of Matahari Department Store Arion Mall employees is 1.5% getting an assessment of Meets Expectations (M) or as expected and 98.5% who get an assessment of Less Than Expectations (LE) or less than expectations, service period> 5 years as much as 98%, female gender is more than men, namely 67.2%, the highest age is in 40 - 49 years as much as 47.8%. Seeing the existing problems, the high assessment results with LE scores in employee performance are dominated by employees with a work period of> 5 years and the average gender is female in the age range of 40 - 49 years.   In general, employees who have a long enough tenure can be said to have job loyalty so that employees can contribute effectively to the Company. At a mature age employees should be able to work better because they have long enough experience.

Previous research conducted by Maulida & Askiah showed that loyalty has a significant effect on employee performance (Izzatun Nisa et al., 2023; Maulida & Askiah, 2020; Satriawan, 2019). Meanwhile, research conducted by Zulfikri & Trisninawati shows that loyalty partially has no effect on employee performance (Zulfikri & Trisninawati, 2022). Farhansyah's research shows that tenure has a positive and significant effect on employee performance (Candra, 2018; Farhansyah, 2022; Martin, 2020), while Handayani's research shows that tenure has no positive and significant effect on performance (Handayani, 2020). Ariandi's research shows that gender has a positive and significant effect on employee performance (Ariandi, 2022), while Nurudin's research states that gender has no significant effect on employee performance (Nurudin et al., 2023; Soelistyoningrum, 2020). Research findings by Sari show that age affects employee performance (Harahap, 2019; Sari et al., 2021) while research conducted by Walneri shows that age has no effect on employee performance (Warneri et al., 2022; Winahyu & Samsuryaningrum, 2022).

Based on the above background which refers to existing phenomena and previous research, the researcher wants to further study, analyze and evaluate the things that cause the low employee performance appraisal. So with this the researcher conducted a research with the title "Determinants of Employee Performance of Matahari Department Store Arion Mall in View of Loyalty and Demographics".

Employee Performance

Employee performance is an important thing for a company or organization to pay attention to, because it can affect the achievement of progress and goals of an organization in global

competition that can change (Zulfikri & Trisninawati, 2022). Performance is the application to the scheme that has been duplicated. Job achievement is made possible by the presence of people with the necessary skills, motivation, resources, and competitiveness. Actions that must be taken by the organization concerned to view, assess, and implement human activities that will significantly improve their employees' perceptions of risk and work ethics (Siregar, 2022). Performance is the actual behavior of each individual person, because the work performance performed by representatives is very valuable in the organization's efforts to achieve goals (Apriani et al., 2021). Based on the explanation given above, researchers can say that in order to carry out the company's goals, objectives, intentions, vision, and strategies that have been outlined in a strategic plan, performance stands for the level of success in implementing programs, activities, or policies.

The dimensions and indicators in measuring employee performance according to (Rahmawati & Marhalinda, 2023) are as follows: (1) Quality of work, with indicators such as success, ability and neatness; (2) Quantity of work, with indicators such as satisfaction and speed; (3) Responsibility, with indicators such as decision making, facilities provided and work results; (4) Cooperation, with indicators such as good relations with coworkers and superiors, employee cohesiveness at work; and (5) Initiative, with indicators such as independence.

Loyalty

Loyalty is loyalty, obedience and obedience, saying that loyalty is a willingness to cooperate, namely a willingness to sacrifice oneself, a willingness to exercise self-control, and a willingness to prioritize one's own interests. This sacrifice includes a sense of devotion to the company (Satriawan, 2019). Loyalty is no longer just the ability of employees to carry out their duties and responsibilities in accordance with the job description, but to do the best for the company as optimally as possible (Maulida & Askiah, 2020). Based on the explanation given, researchers can say that workplace loyalty is a characteristic of employees for an organization or company that is characterized by a strong commitment to stay close to the organization, work diligently to advance the organization's goals, and put everything they have into it.

The dimensions of employee loyalty according to (Wahyu Prastiyo Aji, Lod Sulivyo, S.E., 2021) are as follows: (1) Seriousness in trying; (2) Subordinate dedication; (3) Seriousness in trying; (4) Following directions from superiors; (5) Feeling one with the company; and (6) Having the same values as the company. Meanwhile, the indicators of employee loyalty according to Putra et al. (2021) are as follows: (1) Responsibility in the company; (2) Obeying the rules; (3) Responsibility in the company; (4) Willingness to cooperate; (5) A sense of belonging to the company; (6) Interpersonal relationships; (7) Love for work.

Demographics
Length of Service

A worker's tenure indicates the level of their professional skills calculated from the hours worked in a particular field and according to certain measures (Farhansyah, 2022). Tenure is the calculated time based on the first year of the employee's tenure, calculated in years. The amount of fatigue increases with working hours because longer working hours lead to boredom due to non-stop work, which in turn has an impact on worker fatigue (Pabumbun et al., 2022). In carrying out their profession well, success in the workplace depends on certain talents, talents, and abilities, tenure is the length of time a person contributes his work to the organization (Tribudi &

Fuady, 2018). From the above definition, the researcher concludes that the length of time a worker has been employed by a company is referred to as tenure.

Dimensions and Indicators according to (Firmansyah, 2022) in tenure, are as follows: (1) Length of time on probation or apprenticeship; (2) Length of Employment; (a) Length of time working in the company (b) Length of time working in the current job position.

Gender

In the field of psychology, gender (which is derived from social and religious factors) and sex (which is derived from biological factors) are described as two separate phenomena. Although each addresses sex, they have similar meanings and significance. Some theories about gender stereotypes that apply to men and women in social and psychological contexts are explained as such (Kholidah, 2022). Gender is defined as employees who contribute their work to a particular company. The ability of the workforce to deliver good results at work depends on their ability to perform their duties efficiently (Novita et al., 2022). Gender is the English word for sex. In terms of behavior and values, women and men are clearly different from each other in Webster's New World Dictionary. The cultural idea called gender aims to distinguish between the mentality, behavior, roles, and emotional traits of men and women who grow up in society, which in English is the women's studies encyclopedia (Sulistyowati, 2021). Based on the definition given above, researchers can conclude that the roles and functions associated with gender are influenced by social, economic, and cultural factors. Based on the definitions given above, researchers can conclude that gender-related roles and functions are influenced by social, economic, and cultural factors. Gender can be used to determine the impact of life and cultural factors and together in distinguishing women and men. The aspects of femininity and masculinity of a person in a particular culture are the basic aspects emphasized in gender. That way gender is basically a construction that is formed, strengthened, socialized, and even culturally and socially legitimized.

Dimensions and Indicators according to (Febriyanto et al., 2018) in gender are as follows: (1) Behavior, is the difference in behavior between men and women; (2) Emotional characteristics, is the nature of male and female superiors in guiding subordinates; (3) Role, is the gender ideology of the past and present; and (4) Mentality, is the mental strength of men and women when under pressure.

Age

Age is an indicator for an organization when determining its workforce. The working age to be hired for the required job with the age rating determined by the company's selected age group. Due to the amount of experience gained during a professional career, the amount of professional experience also builds an effective and efficient work model (Sari et al., 2021). Age, which can be measured chronologically in terms of time, is the span of a person's existence; normal people can be observed at the same stage of anatomical and physiological development (Novita et al., 2022). Age is the time he lives or exists since birth. Age also affects a person's psyche, with young age often causing confusion, tension, anxiety and fear that can affect behavior (Harahap, 2019). Based on the definitions given above, researchers can say that age is the level or stage of life that humans have gone through which is calculated from the year of birth to the current year of life. Human age is closely related to the development of human life.

Indicators according to (Nurmajidah et al., 2020) in measuring age are as follows: (1) The length of time or tenure of the workforce; (2) The level of ability and skills he has; (3) Mastery of workers and equipment; and (4) Personal background. An explanation of the conceptual model

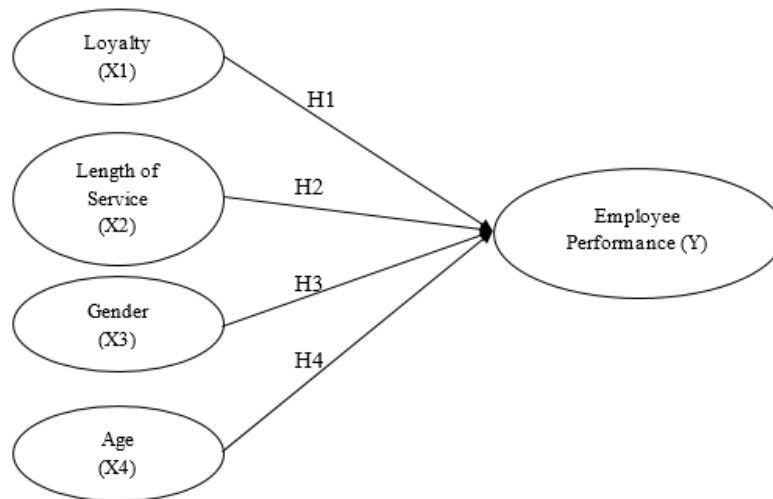can be seen in the figure below, which is based on the theoretical review and previous research as follows:

Figure 1. Conceptual Framework

2. Methods

In researching the determinants of employee performance of Matahari Department Store Arion Mall in terms of loyalty and demographics using a quantitative approach, which is in the form of numerical research and analysis using statistics. Research to solve problems through careful measurement techniques on certain variables, conclusions can be generalized regardless of the context of time and situation and the type of data collected, especially the type of data collected, especially quantitative data.

The data collection method in this research uses a survey in the form of a questionnaire with google form. The population in this study are employees at Matahari Department Store Arion Mall, namely grade 1 permanent employees as many as 67 people, so the sampling technique uses saturated samples. The data analysis method carried out in this research is with the help of SPSS version 25 (Statistical Package for Social Science) software.

3. Results and Discussion

Validity Test

The results of the validity test based on the analysis of loyalty, tenure, gender and age can be explained in Table 4 as follows:

Table 2. Validity Test Item-Total Statistics

Variable	Indicator	Pearson Correlation (r hitung)	r tabel	Result
Loyalty	Responsibility to the Company	0.716	0.2404	Valid
	Obey the rules	0.67	0.2404	Valid
	Willingness to cooperate	0.804	0.2404	Valid
	A sense of belonging to the Company	0.662	0.2404	Valid
	Inter-personal relationship	0.768	0.2404	Valid

	Enjoyment of work	0.735	0.2404	Valid
Length of Service	Length of probation or internship period	0.751	0.2404	Valid
	Length of time in the company	0.669	0.2404	Valid
	Length of time working in current position	0.769	0.2404	Valid
Gender	Differences in male and female behavior	0.765	0.2404	Valid
		0.749	0.2404	Valid
	The nature of male and female superiors in guiding subordinates	0.777	0.2404	Valid
		0.796	0.2404	Valid
	Gender ideology in the past and present	0.849	0.2404	Valid
		0.879	0.2404	Valid
	Mental strength of men and women under pressure	0.843	0.2404	Valid
		0.833	0.2404	Valid
Age	Length of time or period of work taken by the workforce	0.856	0.2404	Valid
	Level of ability and skills possessed	0.73	0.2404	Valid
	Mastery of workers and equipment	0.741	0.2404	Valid
	Personal background	0.748	0.2404	Valid
Employee Performance	Success	0.835	0.2404	Valid
	Ability	0.872	0.2404	Valid
	Neatness	0.814	0.2404	Valid
	Satisfaction	0.884	0.2404	Valid
	Speed	0.872	0.2404	Valid
	Decision making	0.706	0.2404	Valid
	Facilities provided	0.873	0.2404	Valid
	Work Result	0.849	0.2404	Valid
	Good relationship with coworkers and superiors	0.789	0.2404	Valid
		0.766	0.2404	Valid
	Employee cohesiveness at work	0.701	0.2404	Valid
	Independence	0.767	0.2404	Valid

Source : data processed with SPSS Version 25

Based on table 2 above, it can be concluded that the value of the coefficient of choreography in the validity test, namely the variabel obtained states r count> r table, so that the validity test on the variables of loyalty, tenure, gender and age is declared valid.

Reliability Test

The purpose of the reliability test is to see if the data works consistently or reliably to be able to proceed to the next calculation. Alpha value with Cronbach's Alpha value> 0.6 can be declared reliable (Ghozali, 2018). The results are:

Table 3. Reliability Test

Reliability Statistics		
Variabel	Cronbach's Alpha	Result
Loyalty	0.816	Reliable
Length of Service	0.533	Not Reliable
Gender	0.925	Reliable
Age	0.746	Reliable
Employee Performance	0.95	Reliable

Source : data processed with SPSS Version 25

Based on the results of the reliability test above, it can be concluded that there are still variables that are not reliable, namely the tenure of 0.533 so that retesting is carried out by removing the X2.1 indicator with the highest Cronbach's Alpha if Item Deleted value of 0.700 in the research model, so that reliability retesting is carried out on the tenure variable. After retesting, the new Cronbach's Alpha value is obtained as below:

Table 4. Reliability Test

Reliability Statistics		
Variabel	Cronbach's Alpha	Result
Loyalty	0.816	Reliable
Length of Service	0.7	Reliable
Gender	0.925	Reliable
Age	0.746	Reliable
Employee Performance	0.95	Reliable

Source : data processed with SPSS Version 25

Based on the table above, it is said that all variables have Cronbach's Alpha values> 0.06 so it can be said that all variables are reliable.

Regression Test

Table 5. Regression Test

	Coefficients[a]						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Result	
	B	Std. Error	Beta				
1 (Constant)	8.464	6.913		1.224	0.225		
Loyalty	0.67	0.265	0.252	2.53	0.014	Supported	
Length of Service	-0.337	0.546	-0.083	-0.617	0.54	Not Supported	
Gender	0.359	0.128	0.348	2.809	0.007	Supported	
Age	1.086	0.329	0.405	3.304	0.002	Supported	

a. Dependent Variable: Employee Performance

Source : data processed with SPSS Version 25

Based on the regression test table above, Coefficient can show the standard value of Coefficient Beta on the loyalty variable of 0.252 and a significance value of 0.014 <0.05, which means that the Loyalty Variable has a positive and significant effect on tenure. The standard coefficient beta value of the tenure variable is -0.083 and the significance value is 0.540> 0.05, which means that the tenure variable has no effect on tenure. The standard coefficient beta value of the gender variable is 0.348 and the significance value is 0.07 <0.05, which means that the tenure variable has a positive and significant effect on tenure. The standard value of Coefficient Beta on the Age Variable is 0.405 and the significance value is 0.02 <0.05, which means that the Age Variable has a positive and significant effect on tenure.

H1: Loyalty has a positive and significant effect on employee performance.

The employee loyalty variable shows that the willingness to work together indicator is the most influential factor in the loyalty variable. It is stated that the willingness to cooperate of each employee is high, because each employee pursues the incentives provided by the company if they reach the target for each division that has been determined, this will cause employee loyalty to the company to be high due to satisfaction with the work provided. Meanwhile, the indicator of obeying the rules is an influential but low factor in the loyalty variable. This can be seen that there are still employees who do not comply with the rules set by HR regarding tidiness and grooming. Employees who have high loyalty will tend to comply with the rules set by the company. Based on the results of the research conducted, it is said that loyalty will have a good impact on the company in terms of its performance.

The results of this study are consistent with research conducted by Izzatun Nisa et al., (2023); Maulida & Askiah, (2020) which explains that work loyalty has a significant effect on employee performance. Meanwhile, this study contradicts the research conducted by Zulfikri & Trisninawati, (2022) which explains that loyalty partially has no effect on employee performance.

H2: Working period has no effect on employee performance

The tenure variable shows that the indicator of the length of time working in the current job position is the most influential factor. This states that employees have a long tenure in their current position, because extensive efforts will result in a lot of experience with the conditions of the work being done and how to complete it. Meanwhile, the indicator of the length of time of probation or internship is an influential but low factor in the tenure variable. It is said that the length of time of internship at the Company is still lacking. Based on the results of the research conducted, it is said that the length of service has no influence on employee performance.

The results of this study are consistent with research conducted by Handayani, (2020) which explains that tenure has no positive and significant effect on employee performance. Meanwhile, this study contradicts the research conducted by Candra, (2018); Martin, (2020) which explains that tenure affects employee performance.

H3: Gender has a positive and significant effect on employee performance

The gender variable shows that the indicator of gender ideology in the past and present is the most influential factor. This is stated by the role of male employees in a large job in completing work compared to the role of female employees, because in field conditions the role of men is needed when assisting in completing work that requires physical strength and men tend to have physically stronger than women. Meanwhile, the indicator of the nature of male and female

superiors in guiding subordinates is an influential but low factor in gender variables. It is stated that female employee supervisors are more impatient in assisting subordinate work, because women tend to use feelings at work. According to the research findings, gender has a positive impact on employee performance.

The results of this study are consistent with research conducted by Ariandi, (2022); Fathonah et al., (2020) which states that gender has a positive and significant effect on employee performance. Meanwhile, this research contradicts the research conducted by Nurudin et al., (2023) which explains that gender has no significant effect on employee performance.

H4: Age has a positive and significant effect on employee performance

The age variable shows that the indicator of the length of service or the length of time taken by the workforce is the most influential factor. This is stated that employees who enter in building a career in the company from a young age, because employees in the company are dominated by employees with an age range of 40 - 49 years. While the indicator of mastery of work and equipment is an influential but low factor in the age variable. Because employees in the company are dominated at the age of 40 - 49 years, the mastery of the work and equipment used by the company is a little slow. Based on the results of the research conducted, it is said that age has a significant impact on employee performance.

The results of this study are consistent with research conducted by Harahap, (2019); Sari et al., (2021) which discusses how employee performance is affected by age. Meanwhile, this study contradicts research conducted by Warneri et al., (2022) which explains that personal factors (age) have no effect on employee performance.

4. Conclusions

Based on the analysis of the research data conducted, it is stated that the variables of loyalty, gender and age have a positive and significant effect on employee performance. It is stated that high loyalty to the company is able to attract employees to set an example of good performance for the company. Gender is also stated to affect employee performance, because men and women have different emotional levels. Age differences also affect employee performance, this is because the higher the age, generally the level of knowledge and experience is more than employees who are still at a young age, but have limited memory compared to young age. Meanwhile, this study states that the length of service has no effect on employee performance, because employees who have a long service period, these employees feel comfortable so they have less desire to develop themselves. In general, tenure has an influence on employee performance, because the longer you work, the more you master the job. Suggestions for future research re-examine the length of service on employee performance. In this research, the sample is limited to one branch only, henceforth it can add a much larger population and sample, in order to obtain more accurate result

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