

Determination, Character, Competency, Training and Leadership towards Work Commitment through Loyalty in the Detachment of Navy Headquarters, Indonesia

¹Eko Agus Susanto, ²Chablullah Wibisono, ³Muammar Khaddafi

¹*Student of UNIBA HRM Doctoral Program, Indonesia*

²*UNIBA Sharia Economics Professor, Indonesia*

³*Lecturer Malikussaleh University Lhokseumawe, Indonesia*

I. Introduction

1. Background.

The Headquarters Detachment of the Naval Headquarters is the Indonesian Navy Service Agency, located directly under the Chief of Naval Staff or Kasal. The Naval Headquarters Detachment, as an internal part of the Naval Headquarters, in carrying out its powers, must be kept from the strength of the Indonesian Navy. Therefore, the Naval Headquarters Detachment must be a subsystem of the Indonesian Navy's Strategic Defense planning system, which can guarantee a certain level of capability and strength. The Navy Headquarters Detachment is a service body of the Indonesian National Army (TNI) Navy (A.L.), which is located directly under the Chief of Staff.

a. Primary Duties of the Naval Headquarters Detachment. The Navy Headquarters Detachment is tasked with carrying out services and internal affairs within the Navy Headquarters.

b. Functions of the Naval Headquarters Detachment. To carry out these tasks, the Naval Headquarters Detachment carries out the following functions:

1) Carrying out internal affairs, which include enforcing order, discipline, legal order, and security of personnel, material, and all installations at Naval Headquarters.

2) We organize personnel and health care, mental development, physical development and welfare, and training for Music Corps units.

3) We are organizing material maintenance and supplies.

4) We are organizing/arranging transportation, accommodation/houses and offices.

5) We organize security and guarding for Indonesian Navy officials and Kasal guests.

6) Arrange protocol/ceremonial affairs and meetings.

We are organizing communications support within the Navy Headquarters.

2. Formulation of the problem.

In this research, the Author formulated several research questions related to the influence of character, competence, training, leadership and loyalty on work commitment at the Naval Headquarters Detachment.

The following is the formulation of the problem proposed:

- 1) How does individual character directly influence the level of loyalty in the Naval Headquarters Detachment?
- 2) How does personnel competency directly influence the level of loyalty in the Naval Headquarters Detachment?
- 3) How does the training received by personnel directly affect the level of loyalty in the Naval Headquarters Detachment?
- 4) What is the role of leadership in shaping the level of loyalty of personnel in the Naval Headquarters Detachment?
- 5) How does individual character directly influence the level of work commitment at the Naval Headquarters Detachment?
- 6) How does personnel competency directly influence the level of work commitment at the Naval Headquarters Detachment?
- 7) How does the training received by personnel directly affect the level of work commitment at the Naval Headquarters Detachment?
- 8) What is the role of leadership in shaping the level of work commitment of personnel at the Naval Headquarters Detachment?
- 9) How does the level of personnel loyalty directly influence the level of work commitment at the Naval Headquarters Detachment?
- 10) How does individual character indirectly influence the level of work commitment through the influence of loyalty in the Naval Headquarters Detachment?
- 11) How does personnel competency have an indirect effect on the level of work commitment through the influence of loyalty in the Naval Headquarters Detachment?
- 12) How does the training received by personnel indirectly influence the level of work commitment through the influence of loyalty in the Naval Headquarters Detachment?

How does the leadership role indirectly influence the level of work commitment through the influence of loyalty in the Naval Headquarters Detachment?

II. Theoretical Framework.

1. Character Theory.

According to Zubaedi (2011:8), character is a subjective assessment of a personnel's personality related to personality attributes that are or are not acceptable to society.¹Character is a whole nature and disposition that has been stably mastered. It defines individual personnel in the overall order of psychological behaviour, making them typical in thinking and acting. Character determines whether a person uses the proper methods according to their environment and obeys the laws and rules of the group to achieve their desires. So, character is the nature or disposition of personnel that can be good or bad based on an assessment of their environment. Character is distinctively good values. They are namely knowing the value of Goodness, wanting to do good, actually living a good life and having a good impact on the environment which is embedded in oneself and manifested in behavior.

¹(Zubaedi, 2016:8)

Character indicators, according to (Dharma Kesuma, 2019:9)², as material for implementing character education:

- 1) Religious: Attitudes and behaviour that are obedient in carrying out the teachings of the religion they adhere to, tolerant towards the practice of worship of other religions, and living in harmony with followers of other religions.
- 2) Honest: Behavior that is based on efforts to make oneself a person who can always be trusted in words, actions and work.
- 3) Tolerance: Attitudes and actions that respect differences in religion, ethnicity, ethnicity, opinions, attitudes and actions of other people who are different from themselves. Be tolerant of the practice of worship of other religions and live in harmony with followers of other faiths.
- 4) Discipline: Actions that demonstrate orderly behaviour and compliance with various rules and regulations.
- 5) Hard work: Behavior that shows serious effort in overcoming various learning obstacles and assignments and completing assignments as well as possible.

2. Competency Theory

It comes from the word competence, which means skill, ability and authority. Etymologically, competency is defined as a behavioural dimension of expertise or excellence of a leader or staff who has good skills, knowledge and behaviour. The observed ability of a person to be able to complete a job or task by predetermined operational standards.

Competence, according to (Moeheriono, 2014: 5), is the underlying characteristics of personnel related to individual effectiveness in their work or the basic characteristics of individuals that have a causal or cause-effect relationship with the criteria that are used as a reference, effective or superior in the workplace.³Every human being forever has a personal personality that can predict behaviour and performance broadly in all situations and job tasks.

Competency Indicators according to (Moeheriono, 2014:5)⁴Dimensions and indicators of competency are as follows:

- 1) Character. The indicators encourage further training of employees' mental characteristics to better comply with existing regulations within the organization or agency.
- 1) Motive. The indicators are like encouraging work so that you can be even more active at work, to meet the desires and needs of employees.
- 2) Self-concept. Indicators include encouragement for appearance, language and behavior good in the agency.
- 3) Knowledge. The indicators include encouragement for employees to expand their understanding of the tasks or work given by the agency.
- 4) Skills. The indicators encourage every employee to have skills in working to get good work results.⁵

3. Training Theory.

According to (Edy Sutrisno, 2016:67), training is an effort to improve the performance of personnel in their current job or in other jobs that will be carried out in an organization carrying out an activity with a predetermined goal

²(Dharma Kesuma, 2019:9)

³(Moeheriono, 2014:5)

⁴(Moeheriono, 2014:5)

⁵(Moeheriono, 2014:5)

according to the organization's plan. The organization's activities are practical if the results are achieved by what he desired and had previously planned.⁶

Training Indicators dIn achieving the desired goals of an organization, it is improving the performance of soldiers, where personnel are the most important resource as the organization's crew; if personnel carry out their duties well, then the goals of the organization will be achieved if personnel in carrying out their duties are not disciplined or decline then the goals of the organization will not be achieved Therefore, leaders must be able to bridge personnel efforts to be able to develop themselves, cultivate interests and talents which include:

- 1) Providing education and training as a basis for carrying out tasks more effectively.
- 2) With education and training, it is hoped that soldiers will be able to broaden and deepen their skills or knowledge
- 3) Forming personnel who are ready to use in their fields.
- 4) Encourage personnel in work stability for the progress of the organization.
- 5) Updating systems in work with the design of current and future organizational tasks.

In measuring training variables, the research adopted the indicators used in the study (Dessler, 2015:284)⁷, divided into five indicators, namely as follows:

- a) Trainers/Instructors remind that training is generally oriented towards improving skills, so the trainers selected to provide training material must have adequate qualifications according to their field and be professional and competent.
- b) Training participants must, of course, be selected based on specific requirements and appropriate qualifications.
- c) Training methods will ensure that practical human resource training activities occur if they are appropriate to the type of material and abilities of the training participants.
- d) Human resource training material is material or curriculum in accordance with the human resource training objectives the company wishes to achieve.
- e) Training objectives require objectives that have been set, especially those related to the preparation of action plans and setting targets, as well as the expected results from the training.

4. Leadership Theory.

According to Bass (Swandari, 2013: 103), leadership is a leader who has the power to influence subordinates in specific ways.⁸With leadership, subordinates will feel trusted, appreciated, loyal, and obedient to their leaders. In the end, subordinates will be motivated to do more than expected. Leadership includes changing efforts for subordinates to do better than what is usually done. In principle, modifying subordinates to do better than they can do can increase the subordinate's Trust or self-confidence, which will affect increasing ability.

Leadership indicators are:

1. the suitable leader model.
2. Continuously improve efficiency.
3. productivity.
4. business innovation to increase competitiveness in a more competitive world.

⁶(Edy Sutrisno, 2016:67)

⁷(Dessler, 2015:284)

⁸(Standard, 2013:103)

5. change.

5. Loyalty Theory.

According to Griffin (2015:04), a consumer is said to be loyal if he or she shows regular purchasing behaviour or if there is a condition that requires the consumer to buy at least twice within a certain time interval.⁹To find out whether someone is loyal to an organization, there are several aspects that organizations can use to measure this loyalty. According to (Siswanto, 2015:17)¹⁰Loyalty indicators include:

a) Obedience or obedience to regulations.

Loyal personnel will always comply with the regulations. By the definition of loyalty, this compliance arises from personnel awareness that the rules made by the organization are solely prepared to facilitate the implementation of the organization's work.

b) Responsibility to the organization.

When a personnel has an attitude by the definition of loyalty, he will automatically feel that he has a great responsibility towards his organization. Personnel will be careful in carrying out their duties but simultaneously dare to develop various innovations for the organization's benefit.

c) Willingness to work together.

Personnel with an attitude per the definition of loyalty do not hesitate to work together with other personnel. Working together with other people in a group allows personnel to realize the organization's dreams and achieve goals that are impossible for personnel to achieve individually.

d) A sense of belonging.

Having a sense of ownership by personnel towards the organization will make personnel have an attitude of taking part in maintaining and being responsible for the organization, which will ultimately lead to an attitude in accordance with the definition of loyalty in order to achieve organizational goals.

e) Interpersonal relationships.

Personnel who have high work loyalty will have good interpersonal relationships with other personnel and also with their superiors. By the definition of loyalty, interpersonal relationships include social relationships in daily interactions, both regarding work relationships and personal life.

f) Passion for work

As humans, personnel will experience times of boredom with the work they do every day. A personnel with an attitude by the definition of loyalty will be able to face this problem wisely. This can only be done if personnel love their job.

6. Work Commitment Theory.

Several opinions are presented regarding the meaning of work commitment. One of them, according to Mowday (2018:3), states that work commitment is a person's relatively strong identification and involvement with the organization. Work commitment is another term for organizational commitment, a behavioural aspect that can be used to assess employee tendencies. Work commitment is an employee's support for a particular organization and its goals and desires to maintain its membership.¹¹

Work commitment is a feeling and attitude of solid attachment to the organization or company where one works in terms of company values, the environment and the reciprocity provided by the organization. Robbin and Judge's explanation is almost in line with that stated by Baron, namely the attachment of individuals to organizations in

⁹(Griffin, 2050:04)

¹⁰(Student, 2015:17)

¹¹(Mowday, 2018:3)

terms of achieving the goals to be achieved by the organization. In contrast, the opinion presented by Mowdays places more emphasis on individual involvement with an organization. Accurate work commitments can guarantee fair job placement decisions. Determining a valid and quality assessment is very difficult because it must have certain conditions, including:

- The assessment must be objective, honest, fair and have in-depth knowledge of the elements to be assessed so that the evaluation is by existing reality and facts.
- Assessments should not be based on physical characteristics, likes or dislikes.
- The appraiser must clearly know the work history of the personnel to be assessed so that the assessment results can be properly accounted for.

Ricard in (Lubis, 2021)¹² Describes several indicators of attitudes possessed by individuals who have a work commitment, namely:

- Trust and support for high organizational values.
- Desire to make severe efforts on behalf of the organization.
- Desire to maintain organizational membership.
- Strong Desire to remain a member.
- Willingness to try as best as possible for the organization's benefit.

7. Research Model

The relationship between each latent variable and its respective indicators/question items so that a complete path diagram model can be displayed. Determination of Character, Competency, Training and Leadership on Work Commitment Through Loyalty as an Intervening Variable at the Navy Headquarters Detachment.

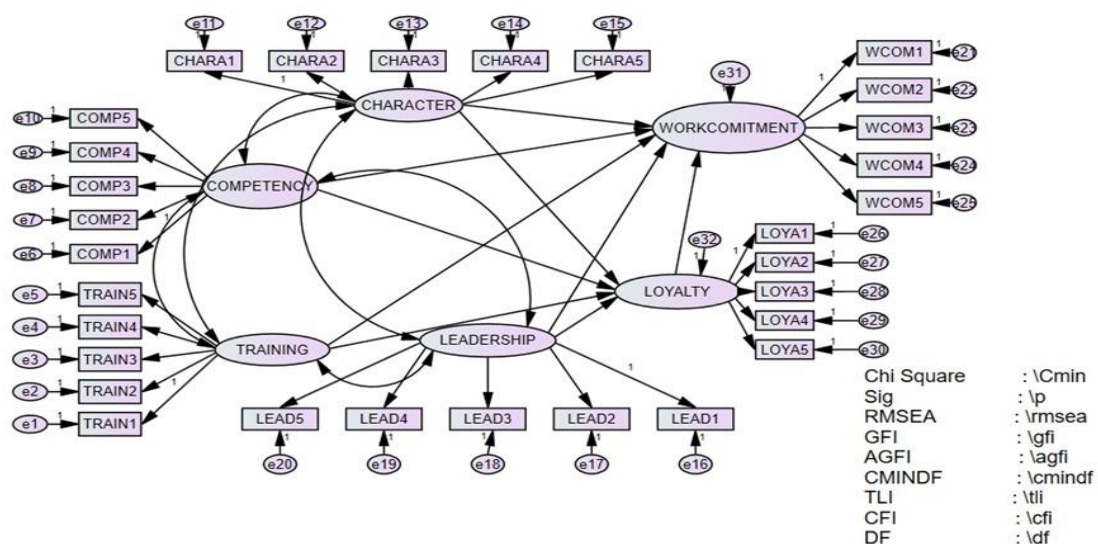


Figure 1. Research Model

8. Research Hypothesis

Based on the formulation and objectives of this research, the Author will determine the research hypothesis as follows:

¹²Ricard in (Lubis, 2021)

1. Character influences loyalty.
2. Competence influences loyalty.
3. Training influences loyalty.
4. Leadership influences loyalty.
5. Character influences work commitment.
6. Competence influences work commitment.
7. Training influences work commitment.
8. Leadership influences work commitment.
9. Loyalty influences work commitment.

III. Research Methodology

This research will use a combined method to test specific theories by examining the relationships between variables using research instruments and statistical procedures. The type of research carried out was a survey with descriptive-analytical methods. Survey research is a quantitative study used to investigate the symptoms or behaviour of individuals or groups. To strengthen the survey results, interviews were conducted with representative respondents according to the cluster.

1. Population.

The population in this study refers to all individuals who are the object of research, namely the personnel of the Naval Headquarters Detachment. This population includes all personnel from various unit elements in the Naval Headquarters Detachment.

2. Sample.

A sample is a data collection method in which only a portion of the entire population is taken and used to represent its characteristics and traits. By using samples, researchers can obtain information about the population more efficiently, especially if the population is large and it is not possible to collect data from all of it.

The sample is part of the population used as the research subject, and representativeness is very important in selecting the sample. The sample must be able to represent the characteristics and variations in the population so that the research results can be generalized and relied upon to conclude the population as a whole. In selecting samples, researchers must use appropriate and accurate methods so that the samples taken can reflect the actual conditions of the population studied.

3. Data analysis technique

Data was analyzed using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS from Arbuckle, and for descriptive analysis, SPSS.

Seven steps must be taken in SEM modelling, namely:

- 1) Development of theory-based models
- 2) Making flow diagrams (path diagrams)
- 3) Convert a flow diagram into a series of structural equations
- 4) Selection of input matrices and estimation techniques for the model being built
- 5) Assess possible identification problems
- 6) Evaluation of Goodness of fit criteria
- 7) Model interpretation and modification

4. Research Results and Discussion

1) Research result

The research entitled Determination of Character, Competency, Training and Leadership on Work Commitment Through Loyalty as an Intervening Variable at the Navy Headquarters Detachment was carried out to confirm the hypothesis model through empirical data—hypothesis model as an explanation of the framework of thought. Meanwhile, empirical data was obtained from 136 respondents. Each respondent was asked to answer a questionnaire whose validity and reliability had been tested regarding the variables of character, competence, training, leadership, loyalty and work commitment. In this way, respondents' answers were obtained, which were tabulated using Microsoft Excel.

Data were processed with the Amos for Windows version 24.0 Statistics program for Normality test, CFA and influence test with SEM based on assumptions in Structural Equation Modeling (SEM) to test the feasibility of the model.

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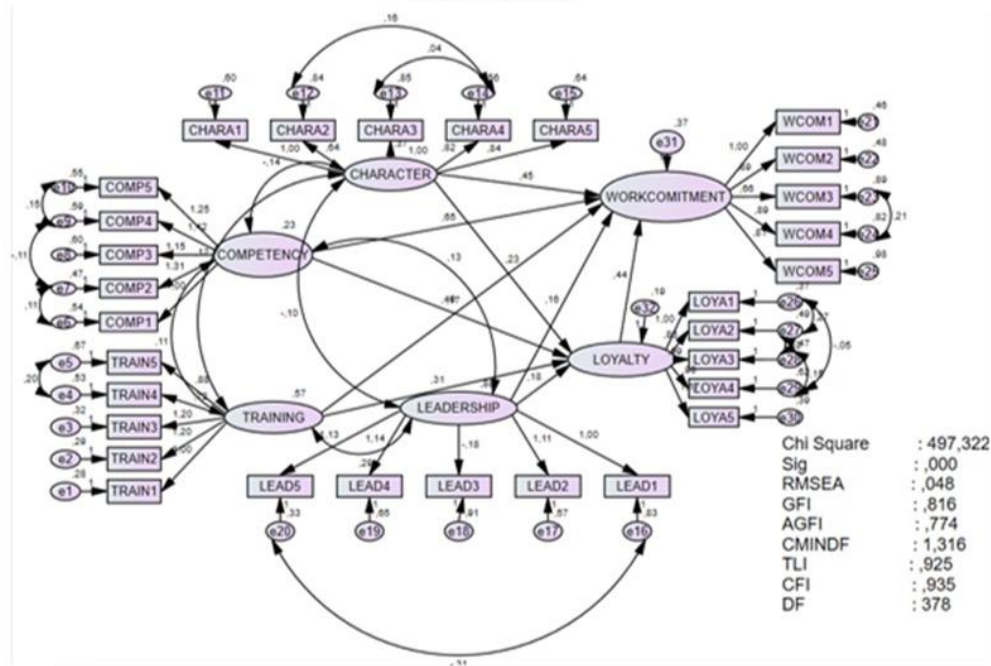


Fig.2. Full Model

Based on the picture above, measurement model analysis can be carried out with lambda parameters, Goodness of fit determination analysis and Measurement Model Analysis with Determination for the influence of character, competence, training, leadership, loyalty and work commitment.

Table 1, Regression Weights: (Group number 1 - Default model)

| | | | Estimate | S.E | C.R. | P | Label |
|---------|------|-----------|----------|------|-------|-----|--------|
| LOYALTY | <--- | CHARACTER | ,231 | ,068 | 3,407 | *** | par_32 |

| | | | Estimate | S.E | C.R. | P | Label |
|--------------------|------|------------|----------|------|-------|------|--------|
| LOYALTY | <--- | COMPETENCE | ,485 | ,168 | 2,884 | ,004 | par_34 |
| LOYALTY | <--- | TRAINING | ,312 | ,091 | 3,434 | *** | par_36 |
| LOYALTY | <--- | LEADERSHIP | ,182 | ,067 | 2,726 | ,006 | par_38 |
| WORK COMMITMENT | <--- | CHARACTER | ,450 | ,115 | 3,911 | *** | par_31 |
| WORK COMMITMENT | <--- | COMPETENCE | ,652 | ,266 | 2,452 | ,014 | par_33 |
| WORK COMMITMENT | <--- | TRAINING | ,172 | ,137 | 1,256 | ,209 | par_35 |
| WORK COMMITMENT | <--- | LEADERSHIP | ,164 | ,098 | 1,673 | ,094 | par_37 |
| WORK COMMITMENT | <--- | LOYALTY | ,438 | ,220 | 1,991 | ,046 | par_39 |

Table 2. Standardized Regression Weights: (Group number 1 - Default model)

| | Estimate |
|---------------------------------|----------|
| LOYALTY <--- CHARACTER | ,347 |
| LOYALTY <--- COMPETENCE | ,349 |
| LOYALTY <--- TRAINING | ,352 |
| LOYALTY <--- LEADERSHIP | ,257 |
| WORK COMMITMENT <--- CHARACTER | ,445 |
| WORK COMMITMENT <--- COMPETENCE | ,309 |
| WORK COMMITMENT <--- TRAINING | ,128 |
| WORK COMMITMENT <--- LEADERSHIP | ,152 |
| WORK COMMITMENT <--- LOYALTY | ,288 |

From the two tables above, it can be seen that several latent variable indicators have a standardized estimate (regression weight) in the form of a loading factor or lambda (λ) > 0.50, C.R. critical value > 2.000 and a probability smaller than 0.05 (***). Based on the results of calculating the regression coefficient (regression weight), which can be seen in the output table, the following is presented.

Standardized Direct Effects (Group number 1 - Default model)

| | LEADERSHIP | CHARACTER | COMPETENCE | TRAINING | LOYALTY | WORK COMMITMENT |
|-----------------|------------|-----------|------------|----------|---------|-----------------|
| LOYALTY | ,257 | ,347 | ,349 | ,352 | ,000 | ,000 |
| WORK COMMITMENT | ,152 | ,445 | ,309 | ,128 | ,288 | ,000 |

Based on the three tables above, it can be seen:

- 1) The influence of character latent variables on loyalty latent variables.

Having a standardized estimate (regression weight) of 0.231 with a C.R. (Critical Ratio = identical to the t-count value) of 3.407 at probability = 0.000, C.R. value = 3.407 > 2.000 and Probability = 0.000 < 0.05 shows that the influence of latent character variables on the loyalty latent variable is significantly positive.

- 2) The influence of the competency latent variable on the loyalty latent variable.

Has a standardized estimate (regression weight) of 0.485 with a C.R. (Critical Ratio = identical to the t-count value) of 2.884 at probability = 0.004. The C.R. value of 2.884 > 2.00 and Probability = 0.004 < 0.05 indicates that the influence of the competency latent variable on the loyalty latent variable is significantly positive.

- 3) The influence of the training latent variable on the loyalty latent variable.

Has a standardized estimate (regression weight) of 0.312 with a C.R. (Critical Ratio = identical to the t-count value) of 3.434 at Probability = ***. The C.R. value of 3.434 > 2.000 and Probability = *** < 0.05 indicates that the influence of the training latent variable on the loyalty latent variable is significantly positive.

- 4) The influence of the leadership latent variable on the loyalty latent variable.

Has a standardized estimate (regression weight) of 0.182 with a C.R. (Critical Ratio = identical to the t-count value) of 2.726 at probability = 0.006. The C.R. value of 2.726 > 2.000 and Probability = 0.006 < 0.05 indicates that the influence of the leadership latent variable on the loyalty latent variable is significantly positive.

- 5) The influence of character latent variables on work commitment latent variables.

Has a standardized estimate (regression weight) of 0.450 with a C.R. (Critical Ratio = identical to the t-count value) of 3.911 at probability = 0.000. The C.R. value of 3.911 > 2.000 and Probability = 0.000 < 0.05 shows that the influence of the character latent variable on the work commitment latent variable is significantly positive.

- 6) The influence of the competency latent variable on the work commitment latent variable.

Has a standardized estimate (regression weight) of 0.652 with a C.R. (Critical Ratio = identical to the t-count value) of 2.452 at probability = 0.014. The C.R. value of 2.452 > 2.000 and probability = 0.014 > 0.05 indicates that the influence of the competency latent variable on the work commitment latent variable is positive and not significant,

- 7) The influence of the training latent variable on the work commitment latent variable.

Has a standardized estimate (regression weight) of 0.172 with a C.R. (Critical Ratio = identical to the t-count value) of 1.256 at probability = 0.209. The C.R. value of 1.256 < 2.000 and Probability = 0.209 > 0.05 indicates that the influence of the training latent variable on the work commitment latent variable is positive and not significant.

- 8) The influence of the latent variable leadership on the latent variable work commitment.

Has a standardized estimate (regression weight) of 0.164 with a C.R. (Critical Ratio = identical to the t-count value) of 1.673 at probability = 0.094. The C.R. value of $1.673 < 2.000$ and Probability = $0.094 > 0.05$ indicates that the influence of the leadership latent variable on the work commitment latent variable is positive and insignificant.

9) The influence of the latent variable loyalty on the latent variable work commitment.

Has a standardized estimate (regression weight) of 0.438 with a C.R. (Critical Ratio = identical to the t-count value) of 0.907 at probability = 0.075. The C.R. value of $1.991 < 2.000$ and Probability = $0.046 < 0.05$ indicates that the influence of the loyalty latent variable on the work commitment latent variable is significantly positive.

2. Determination Analysis of Fit

Based on the test criteria, Chi-square (χ^2), Relative Chi-square (χ^2/df), RMSEA, GFI, AGFI, TLI, and CFI above and the Goodness of Fit values resulting from processing Amos for Windows version 24.0 as shown in the image above, a table can be created as follows.

Table 3. Evaluation of Goodness of Fit

| <i>Goodness of Fit Index</i> | <i>Cut-off Value</i> | <i>Model Results</i> | <i>Information</i> |
|--|----------------------|----------------------|--------------------|
| <i>Chi-square</i> (χ^2) | Expected to be Small | 497,322 | Marginal |
| <i>Relative Chi-square</i> (χ^2/pdf) | $\chi^2/3.00$ | 1,316 | Good |
| <i>Probability</i> | $\chi^2/0.05$ | 0,000 | Marginal |
| RMSEA | $\chi^2/0.08$ | 0.048 | Good |
| GFI | $\chi^2/0.90$ | 0.816 | Marginal |
| AGFI | $\chi^2/0.90$ | 0.774 | Marginal |
| TAG | $\chi^2/0.95$ | 0.925 | Marginal |
| CFI | > 0.95 | 0.935 | Marginal |

*) Meets Goodness of fit

+) Marginal

Pay attention to the cut-of-value and Goodness of fit of the model results in Table 4.25 above, you can see two good and six marginal of the eight criteria used. Because two good and six marginal of the eight criteria are required, the model above can be stated as a suitable mode (Solimun, 2002:80 and Solimun, 2004:71).

3. Measurement Model Analysis with Determination

Below is a model analysis. Measurement model analysis with Determination is used to determine the magnitude of the contribution of exogenous variables to endogenous variables. For this analysis, Square Multiple Correlation is used. The size of the Square Multiple Correlation can be seen in the following table.

Table.4.Squared Multiple Correlations: (Group number 1 - Default model)

| | Estimate |
|-----------------|----------|
| LOYALTY | ,580 |
| WORK COMMITMENT | ,638 |

Square Multiple Correlation whose respective values for loyalty = 0.580, for work commitment = 0.638 as seen in Table 4.22. on. According to (Ferdinand, 2002: 114), the Square Multiple Correlation value for variable loyalty $R^2 = 0.580$ is identical to R^2 in SPSS of 0.580, so the amount of Determination is the Square Multiple Correlation value for variable loyalty times 100% = $0.580 \times 100\% = 58\%$.

Thus, changes in loyalty are influenced by character, competence, training and leadership by 58%. Meanwhile, the Square Multiple Correlation values for the variable work commitment $R^2 = 0.638$ are identical to R^2 in SPSS of 0.580, so the amount of Determination is the Square Multiple Correlation values for the variable work commitment times 100% = $0.638 \times 100\% = 63.8\%$. Thus, change in work commitment is influenced by loyalty, character, competence, training and leadership by 63.8%.

Overall, the analysis above can conclude that all indicators for character, competence, training and leadership towards work commitment through loyalty as an intervening variable are six significantly positive, and three are not significantly positive. From the results of the Goodness of Fit Evaluation, there are two good and six marginal of the eight required criteria, so the model above can be declared a good model (meets Goodness of fit).

From the Square Multiple Correlation results, the respective values for loyalty = 0.580 for work commitment = 0.638. The magnitude of the Determination of the Square Multiple Correlation values for the loyalty variable times 100% = $0.580 \times 100\% = 58\%$, changes in loyalty are influenced by character, competence, training and leadership by 58%. The magnitude of the Determination of the Square Multiple Correlation value for the work commitment variable = $0.638 \times 100\% = 63.8\%$, changes in work commitment are influenced by character, competence, training and loyalty by 63.8%.

Bibliography

- [1] Zubaedi (2014:8), A subjective assessment of personnel personality related to personality attributes that are or are not acceptable to society.
- [2] Dharma, Kesuma, (2014:9), As a material for implementing character education, Jakarta.
- [3] Moehariono (2014:5), The underlying characteristics of personnel are related to individual effectiveness in their work or the essential characteristics of individuals, which have a causal or cause-effect relationship with the criteria used as a reference, effective or superior in the workplace.
- [4] Dessler (2015:284) defines training as the process of teaching new or existing employees the basic skills they need to carry out their jobs. Training is one effort to improve the quality of human resources in the world of work.
- [5] Edy, Sutrisno, (2016:67), Efforts to improve personnel performance in their current job or other jobs that will be carried out in an organization.