
Determinant of Loyalty and Its Impact on Employee Performance of Aceh Financial Management Agency (BPKA)

*Nurlaila¹, Faisal², Ridwan Nurdin³

Department of Management, Universitas Syiah Kuala, Indonesia

Abstract

This research was made to examine the effect of quality of work life and job satisfaction on loyalty and its impact on employee performance at the Aceh Financial Management Agency. The research sample was 130 people. Data collection is done by questionnaire and analyzed by Structural Equation Model (SEM). The result shows quality of work life affects employee performance, job satisfaction affects employee performance, the quality of work life affects the loyalty, job satisfaction affects loyalty, loyalty affects employee performance, there is an indirect effect of the quality of work life on employee performance through the loyalty, there is an indirect effect of job satisfaction on employee performance through the loyalty. These all causality results strengthen the previous theories and can be a reference for the further scientific research. The novelty resides in the unification of previous models and become a developed model, and uses SEM as a statistics analysis tool, and also with the new object. The limitation lies in the number of variables and the object that is only one. This result also contribute to the practical managers, especially in the organization related in this research, the Aceh Financial Management Agency.

Keyword: Quality of Work Life, Job Satisfaction, Loyalty and Employee Performance.

1. Introduction

The Aceh Financial Management Agency is one of the government agencies working in the area of Aceh financial management. To improve maximum service, the Aceh Financial Management Agency always pays attention to professionalism at work so that good performance is created.

The performance of employees of the Aceh Financial Management Agency can be achieved by taking into account the quality of work life, job satisfaction and employee loyalty. Where every employee of the Aceh Financial Management Agency must be able to create a good quality of work life so that it can improve the performance of employees of the Aceh Financial Management Agency. Thus, the objectives of the Aceh Financial Management Agency will be achieved optimally so as to obtain effective and optimal results. An initial survey from the authors identified that the employee performance of The Aceh Financial Management Agency needs to be improved and is suspected by few determinants namely loyalty, quality of work life, and job satisfaction. Some of discussions to build the hypothesis about it start in the literature review especially in hypothesis development part in this article.

2. Literature Review

Employee Performance

In an organization, employee performance is needed to achieve effective and efficient goals within the organization. (Mangkuprawira & Hubeis, 2007) said that the work carried out planned at a certain time which is influenced by intrinsic and extrinsic factors of the employee is called performance.

(Simanjuntak, 2011) suggests that an achievement obtained by someone in work is called performance. Thus, it can be stated that performance is something that is obtained from the actions of employees through certain processes so as to achieve the desired goals.

Loyalty

Loyalty can be interpreted by someone's willingness to stay in an organization, in which there is responsibility and love to try to provide good behavior and service (Rasimin, 1988). In addition, (Nurdin, 2017) added loyalty is a person's commitment to an organization and believes that working for the organization is the best choice.

Quality of Work Life

(Hariandja & Hardiwati, 2002) mentioned that the quality of work life is a way to pay attention to the interests of employees in taking all attitudes to proclaim the quality of work life of each employee. Whereas (Rivai & Sagala, 2014) explained that quality of work life is an effort carried out by an organization that is useful so that employees can master their respective duties so that they can provide overall participation to the organization.

Job Satisfaction

Job satisfaction of employees must be considered well so that all employees can be dedicated which leads to better employee discipline. Satisfaction works when someone feels valued when getting rewards in accordance with the achievements of each employee.

In the opinion of (Luthans, 2006), job satisfaction was defined as the output of the views of employees who have important value to measure the level of their work. Robbins (2016), added, Job satisfaction can be interpreted as a positive condition regarding the results of the evaluation and the characters of a job. Furthermore, (Mahdani, Hafasnuddin, & Adam, 2017) added that job satisfaction can make someone feel at home in a place.

Research Model

The thinking framework in this study describes the relationship of Exogenous Variables, namely (X1), (X2) to the Endogenous variable (Z) with Loyalty as a Mediating variable (Y). The following is a picture of the framework of this study:

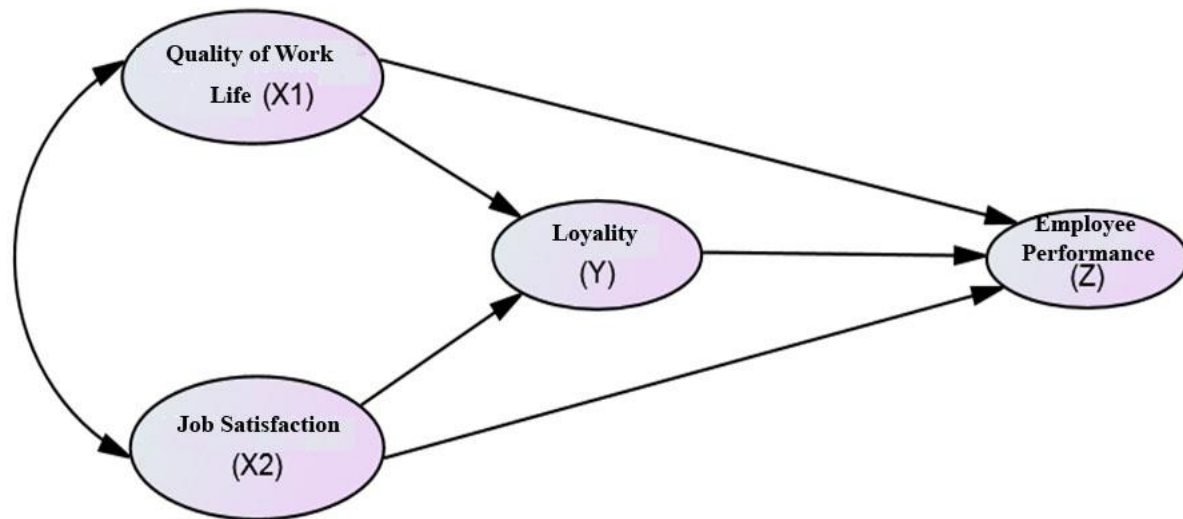


Figure 1. Research Framework

Hypothesis Development

The Effect of Quality of Work Life on Employee Performance

Previously, (Setiyadi et al., 2016) and (Mukuan, Sumayku, & Kaparang, 2014) had made research that showed the influence of work life quality on positive and significant performance. This performance cannot be separated from the quality of work life. These conditions indicate that employee performance will increase if the quality of work life of employees also increases.

The Effect of Job Satisfaction on Employee Performance.

A person's satisfaction in working can be interpreted as the impact of one's understanding of the level of activities they do that are considered important and valuable. The results of this study are in accordance with those made by (Gorda, 2006) in (Darmawan, 2012), revealed that one of the driving factors for increasing employee performance is job satisfaction so that it can contribute to improving employee performance in an organization.

The Effect of Quality of Work Life on Loyalty

The quality of work life is a condition that occurs in an employee at an organization where he works. A good quality of work life can make employees work efficiently and can cause performance to be good too. (Haryati, 2012) in her research revealed that an agency can get high productivity if the organization can build a quality of work life that provides individual encouragement to an agency.

The Effect of Job Satisfaction on Loyalty

The effect of job satisfaction on loyalty is positive and significant. This is in accordance with the research made by (Basalamah, 2012), revealing that job satisfaction has a positive and significant effect on loyalty.

The Effects of Loyalty on Employee Performance

Based on previous research made by (Pranita, Pascarani, & Supriliyani, 2016), revealed that loyalty affects the decline in employee performance. The decline will occur if the employee feels disloyal in work, causing a decrease in employee performance.

The Indirect Effects of Quality of Work Life on Loyalty Performance

The indirect influence of work life quality on employee performance through loyalty is expressed in research conducted by (Husnawati, 2006). In his presentation, Husnawati revealed that the quality of work life has an indirect influence on employee performance through loyalty.

The Indirect Effects of Job Satisfaction on Loyalty Performance

(Robbins & Coulter, 2016) reveals that job satisfaction is an employee's behavior for the difference in the amount of reward obtained and the amount of reward that should be obtained. Job satisfaction experienced by employees has an impact on increasing the performance of employees themselves. Job satisfaction will make employees work well so that it will improve employee performance. (Indrawati, 2013) in her research revealed that job satisfaction has an effect in decreasing employee performance. This decrease will occur if employee loyalty is not available at work. Thus, employee loyalty can mediate the influence between job satisfaction and performance.

The hypothesis is:

H_{a1}: The quality of work life affects employee performance

H_{a2}: Job satisfaction affects employee performance

H_{a3}: The quality of work life affects the loyalty

H_{a4}: Job satisfaction affects loyalty

H_{a5}: Loyalty affects employee performance

H_{a6}: There is an indirect effect of the quality of work life on employee performance through the loyalty.

H_{a7}: There is an indirect effect of job satisfaction on employee performance through the loyalty

3. Research Methodology

Object and Variables

The study is conducted at the Aceh Financial Management Agency. The research variables are work life quality, job satisfaction, loyalty and employee performance.

Number of Populations and Samples

The population is all 366 employees of the Aceh Financial Management Agency. While the number of samples is 130 people which are determined by the Slovin formula.

Data Collection Techniques and Measurement Scale

Data collection techniques for the preparation of this final work researchers used 2 methods, namely:

1. Questionnaire, which is a questionnaire consisting of several items of questions distributed to employees of the Aceh Financial Management Agency.
2. Documentation, namely data obtained from the Aceh Financial Management Agency documentation.
3. In this study, subjects have 5 alternative answers using a Likert scale called the multicotomic questionnaire (many answer choices).

Data analysis technique

To test the perceptions of respondents, using descriptive test data analysis techniques, by testing according to the average value of all the variables to be studied. The basis used is if the average value of ≤ 4 , can be considered not good, if the average value of ≥ 4 , is considered good by the respondent.

The equations are as follows:

$$\eta = \gamma_{1.1}\xi_1 + \gamma_{1.2}\xi_2 + \zeta_1$$

$$\eta = \gamma_{2.1}\xi_1 + \gamma_{2.2}\xi_2 + \gamma_{2.3}\xi_3 + \zeta_2$$

Or

$$\text{Loyalty} = \gamma_{11} \text{ quality of work life} + \gamma_{12} \text{ job satisfaction} + \zeta_1$$

$$\text{Employee Performance} = \gamma_{21} \text{ quality of work life} + \gamma_{2.2} \text{ job satisfaction} + \gamma_{2.3}$$

$$\text{Loyalty} + \zeta_2$$

Where:

γ : The magnitude of the effect of exogenous latent variables on endogenous latent variables

β : The magnitude of the effect of endogenous latent variables on endogenous latent variables

ζ : The magnitude of the error in the structural relationship between variables

4. Results

Overview of Research Objects

The researcher circulated 130 questionnaires, which was in accordance with the sample size in this study, which was 130 respondents who were employees of the Aceh Financial Management Agency. Of the 130 copies of the questionnaire circulated, all of which can be involved for this research, data is obtained as shown in the table below:

Table 1. Characteristic of Respondent

No.	Description	Frequency	Percentage
1.	Gender:		
	▪ Men	94	72.3
	▪ Women	36	27.7
Total		130	100.0
2.	Age of respondents: < 25 Years		
	▪ 26-30 Years	16	12.3
	▪ 31-35 Years	36	27.7
	▪ 36-40 Years	26	20.0
	▪ 41-45 Years	25	19.2
	▪ >46 Years	20	15.4
Jumlah		70	5.4
Jumlah		130	100.0
3.	Marital status		
	▪ Married	99	76.2
	▪ Not Merried	17	13.1
	▪ Widows	7	5.4
	▪ Widower	7	5.4
Jumlah		130	100.0
4.	Last Education		
	▪ SLTA	12	9.2
	▪ Diploma	44	33.8
	▪ Bachelor	54	41.5
	▪ Postgraduate	20	15.4
Jumlah		130	100.0

Measurement Model

Measurement Model is a technique used in a model to test indicators that are used so that they can be confirmed and can be able to define a construct (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). Thus, it is obtained how much the value of loading factors exist so that they can describe all indicators The lowest value of loading factor is 6 0.6, which uses an analysis technique that is Confirmatory Factor Analysis (CFA)

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

Indicator		Variable	Estimate	Information
X11	<---	Quality_Life_Work_x1	.649	
X12	<---	Quality_Life_Work_x1	.616	
X13	<---	Quality_Life_Work_x1	.422	Discarded
X14	<---	Quality_Life_Work_x1	.879	
X15	<---	Quality_Life_Work_x1	.739	
X21	<---	Satisfaction_Work_x2	.929	
X22	<---	Satisfaction_Work_x2	.928	
X23	<---	Satisfaction_Work_x2	.864	
X24	<---	Satisfaction_Work_x2	.198	Discarded
X25	<---	Satisfaction_Work_x2	.338	Discarded
Y11	<---	Loyalty_Employee_Y	.648	
Y12	<---	Loyalty_Employee_Y	.525	
Y13	<---	Loyalty_Employee_Y	.870	
Y14	<---	Loyalty_Employee_Y	.894	
Y15	<---	Loyalty_Employee_Y	.283	Discarded
Z11	<---	Performance_employee_z	.772	
Z12	<---	Performance_employee_z	.644	
Z13	<---	Performance_employee_z	.677	
Z14	<---	Performance_employee_z	.614	
Z15	<---	Performance_employee_z	.353	Discarded
Z16	<---	Performance_employee_z	.088	Discarded

Evaluation of Goodness of Fit Criteria

In SEM analysis, the feasibility test of the full model uses Chisquare, GFI, CFI, TLI, CMIN/DF dan RMSEA, the results are shown in table 3 below:

Table 3. Feasibility Test Results (SEM)

Goodness of Fit Index	Cut off value	Result	Model Evaluation
Chi-Square (df=130)	Kecil (<462.070)	98.438	Well
RMSEA	≤ 0.08	0.040	Well
GFI	≥ 0.90	0.906	Well
AGFI	≥ 0.90	0.900	Well
CFI	≥ 0.90	0.981	Well
TLI	≥ 0.95	0.977	Well

The above values can be accepted because of all parameter values Goodness of Fit already bigger / smaller than Cut off Value.

Analysis of Structural Equation Modeling (SEM)

The result of the full SEM model test for conformity tests and statistical tests are shown in the following figure 2:

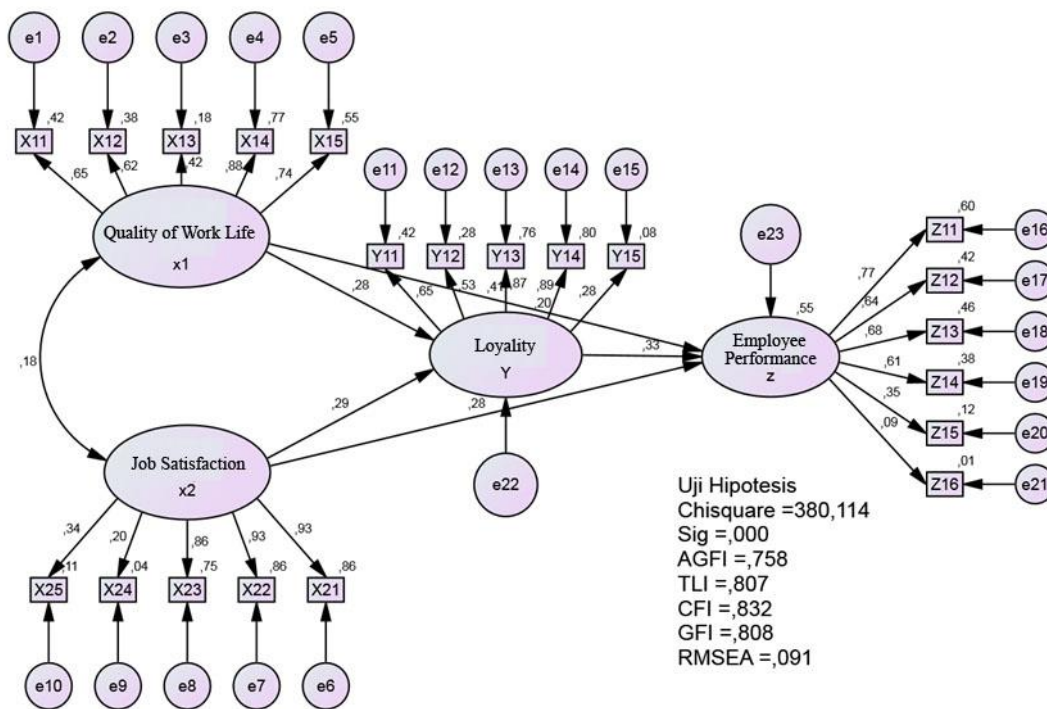


Figure 2. SEM Test Result

The Effect Test Result

Direct Effect

The next step to do is to test the direct effect hypotheses that re done according to the value of Critical Ratio (CR) as shown in table 4 below:

Table 4. Hypothesis testing**Regression Weight: (Group number 1 - Default model)**

Indicator		Variabel	Estimate	S.E.	C.R.	P
Loyalty_ Employee_Y	<---	Quality_Life_Work_x1	,278	,146	2,687	,007
Loyalty_ Employee_Y	<---	Satisfaction_Work_x2	,286	,100	2,992	,003
Performance_ employee_z	<---	Quality_Life_Work_x1	,385	,137	3,609	***
Performance_ employee_z_z	<---	Loyalty_ Employee_Y	,332	,096	3,142	,002
Performance_ employee_z egawai_z	<---	Satisfaction_Work_x2	,251	,087	2,746	,006

Ha1: The Effect of Quality of Work Life on Employee Performance

The CR value for testing the effect of work life quality on employee performance is 3.609 with P 0.000. The results obtained are in accordance with the conditions received by Ha1, namely the value of CR 3.609 exceeds 1.97 and P is less than 0.05. Therefore, the quality of work life has an influence on the performance of employees of the Aceh Financial Management Agency. This indicates that the more positive the quality of work life will affect the increase in the performance of employees of the Aceh Financial Management Agency. This is consistent with that made by (Husnawati, 2006), he argued that the quality of work life has a direct and indirect effect on performance.

Ha2: The Effect of Job Satisfaction on Employee Performance

The value of CR for the test of the effect of job satisfaction on employee performance is 2.746, and P 0.006. The results obtained are in accordance with the conditions to receive Ha2, namely the value of CR 2.746 exceeds 1.97 and P is less than 0.05. Therefore, the job satisfaction possessed by employees at the Aceh Financial Management Agency has an influence on employee performance. So indicating the better job satisfaction makes the employee's performance better too. This is consistent with the findings made by (Syaiin, 2008), proving the variable job satisfaction has a positive and significant effect on improving performance. (Rafiie, Nasir, & Sofyan, 2018) also made a study that revealed the results of job satisfaction on performance.

Ha3: Effect of Quality of Work Life on Loyalty

The CR value for testing the effect of work life quality on loyalty is 2.687 and P 0.007. The amount obtained is in accordance with the conditions for receiving Ha3, CR 2.687 exceeds 1.97 with P less than 0.05. Therefore, the quality of work life has an influence on the employee loyalty of the Aceh Financial Management Agency. This indicates that the better quality of work life of employees at the Aceh Financial Management Agency will have a positive impact on increasing the loyalty of employees of the Aceh Financial Management Agency, especially in improving the work of all employees within the organization. This result is consistent with the research made by (Afrizal, Aziz, & Yunus, 2012) in their research that they found the quality of

work life had an influence on employee loyalty. In other words, the higher the quality of work life of an employee, the loyalty of the employee will be good too.

Ha4: Effect of Job Satisfaction on Loyalty

The CR value of the test results influences job satisfaction on loyalty, which is 2.992 and P 0.003. The amount obtained is in accordance with the conditions for receiving Ha4, namely CR 2.992 exceeding 1.97 with P less than 0.05. Therefore, the job satisfaction of all employees of the Aceh Financial Management Agency has an influence on increasing loyalty. These results are consistent with the findings made by (Basalamah, 2012), revealing that employee job satisfaction has a positive and significant influence on loyalty. In addition, this result is in accordance with what was done by (Husni, Musnadi, & Faisal, 2017), which revealed job satisfaction had an effect on loyalty.

Ha5: The Effect of Loyalty on Employee Performance

The CR value of the test results of the effect of loyalty on employee performance is 3.142, and P 0.002. The amount obtained is in accordance with the conditions for receiving Ha5, namely CR 3.142 exceeding 1.97 with P less than 0.05. Therefore, loyalty has an influence on employee performance at the Aceh Financial Management Agency. This indicates that the higher the loyalty generated by employees of the Aceh Financial Management Agency will further improve employee performance, because each employee will be able to produce a predetermined work target.

Ha6: Indirect Effects of Quality of Work Life on Employee Performance

There is a positive indirect influence on the quality of work life on employee performance through loyalty. The indirect effect between exogenous variables of work life quality (X1) on endogenous variables of the performance of employees of the Aceh Financial Management Agency (Z) through mediating loyalty variables (Y) is obtained based on the results of calculations through AMOS application which is equal to 0.092.

Ha7: The Indirect Effects of Job Satisfaction on Employee Performance

There is a positive indirect effect on job satisfaction on employee performance through loyalty. The indirect effect between exogenous variables namely job satisfaction (X2) on endogenous variables of the performance of employees of the Aceh Financial Management Agency (Z) through mediating loyalty variables (Y) is obtained based on the results of calculations through AMOS application which is equal to 0.095.

To find out whether there is a direct or indirect influence in this study, it must first be seen the magnitude of the coefficients available, based on the results of calculations issued by AMOS, the following:

Table 5. Inter Variable Effect Coefficient

No	Variable	Direction of Influence	Variable	Estimate
1	Quality of work life	--->	Loyalty	.278
2	Job satisfaction	--->	Loyalty	.286
3	Quality of work life	--->	Employee performance	.385
4	Loyalty	--->	Kinerja pegawai	.332
5	Job satisfaction	--->	Kinerja pegawai	.251

Direct and indirect effects, as explained in table 6 below:

Table 6. Direct and indirect effects

No	Uraian	Direct Effect	Indirect Effect	Total Effect	Information
1.	The Effect of work life quality on employee performance	0.385	$0.278 \times 0.332 = 0.092$	0.478	Direct > Indirect
2.	The Effect of job satisfaction on employee performance	0.251	$0.286 \times 0.332 = 0.095$	0.346	Direct > Indirect

Indirect Effect

To prove that there is a partial or simultaneous influence based on a test of an indirect relationship between exogenous and endogenous variables. The testing of mediating effects in this study uses the approach of Ma'ruf (2005).

Ha6: There is an indirect effect of the quality of work life on employee performance through the loyalty

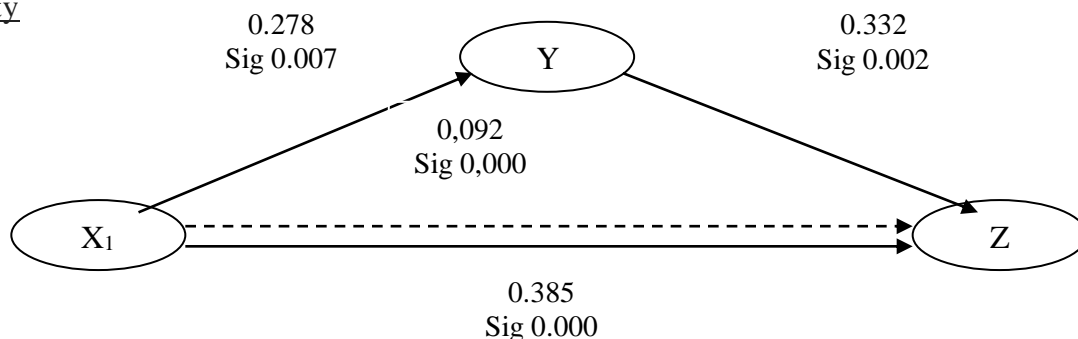


Figure 4. Mediation Effect of Quality of Work Life on Employee Performance through Loyalty

Based on the results of the tests above illustrating the influence of work life quality on loyalty is positive, and the effect of loyalty on employee performance is significant. Thus this test shows that there is fully mediated, meaning that exogenous variables of work quality (X1) can directly influence endogenous variable employee performance (Z) through mediating variable employee loyalty (Y).

Ha6: There is an indirect effect of the quality of work life on employee performance through the loyalty

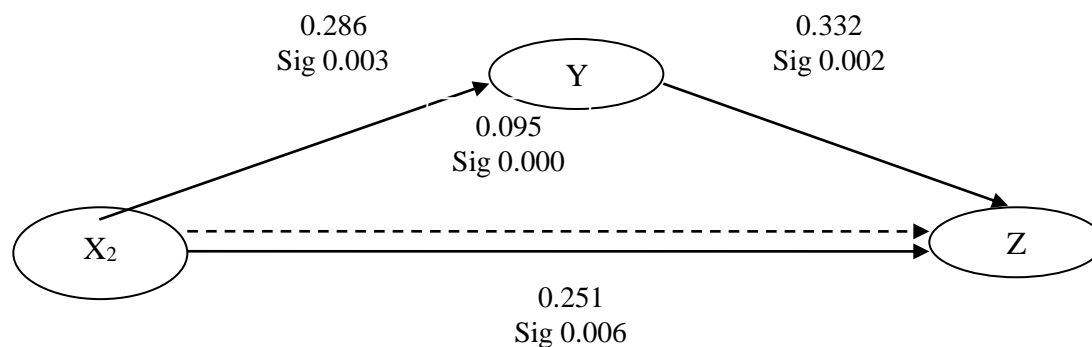


Figure 5. Mediation Effect of Job Satisfaction on Employee Performance through Loyalty

Based on the results of the above tests showing the effect of job satisfaction on loyalty is positive, and the effect of loyalty on employee performance is significant, thus this test shows the existence of fully mediated, meaning that exogenous variables of job satisfaction (X2) can directly influence endogenous variable employee performance (Z) through mediating loyalty variable (Y).

Based on the results of the analysis show that all exogenous variables have an effect on the endogenous variables significantly and there are no insignificant variables found. Thus it can be concluded that the findings in this subsample are consistent with the findings of the entire sample, where the variable quality of work life and job satisfaction has a mediating role among the loyalty variables with the performance of employees of the Aceh Financial Management Agency.

Managerial Implications

Policy implications obtained from the results of the analysis of the influence between variables in the study. From these results it was found that loyalty is an important variable in mediating the influence of work life quality and job satisfaction on employee performance. Guided by these results, the policy implication aimed at the Aceh Financial Management Agency is to pay attention to work life quality and job satisfaction to improve the performance of employees at the Aceh Financial Management Agency through:

1. Improving the quality of work life that can create loyalty and performance of employees. Of the five indicators used to measure the quality of work life shows all indicators that are perceived as less agree by the respondents. Therefore, it is very important for the Aceh Financial Management Agency to pay attention to the role of quality of work life because these variables have a significant effect on organizational support and job satisfaction.

2. Job satisfaction that can make employee loyalty and performance. The 5 indicators used as a measure of job satisfaction show that all indicators are perceived as less agreeable by respondents. Therefore it is very important for the Aceh Financial Management Agency to pay attention to the current job satisfaction that is in line with organizational needs because this variable has a significant effect on employee loyalty and performance.

5. Conclusion

The result shows quality of work life affects employee performance, job satisfaction affects employee performance, the quality of work life affects the loyalty, job satisfaction affects loyalty, loyalty affects employee performance, there is an indirect effect of the quality of work life on employee performance through the loyalty, there is an indirect effect of job satisfaction on employee performance through the loyalty. These all causality results strengthen the previous theories and can be a reference for the further scientific research. The novelty resides in the unification of previous models and become a developed model, and uses SEM as a statistics analysis tool, and also with the new object. The limitation lies in the number of variables and the object that is only one.

This result also contribute to the practical managers, especially in the organization related in this research, the Aceh Financial Management Agency. Some of figures in further are captured. The quality of work life of an employee depends very much on the work atmosphere in an organization. A comfortable working atmosphere in the organization can improve the quality of work life. At the Aceh Financial Management Agency, the working atmosphere is still inadequate in accordance with expectations so that comfortable working conditions are not created. Based on this, it is important to pay attention to matters relating to a good working atmosphere, such as paying attention to adequate employee needs and placing employees in accordance with their respective fields.

Other, one indicator to improve job satisfaction is to pay attention to the work itself. The work that is given to employees must be in accordance with the knowledge possessed by the employee concerned. This must be taken more seriously by the leadership so that they can help employees to work effectively and make employees more motivated to produce better jobs.

High employee loyalty also will lead to good performance. It is important for supervisors to increase employee loyalty at work among others, by paying attention to matters relating to loyalty, namely, faithful work in an organization, willing to work overtime, obey regulations without the need for supervision, willing to participate in organizational activities and willing to cooperate and help colleagues. Thus it can be ascertained that the level of employee loyalty will increase so that the creation of conditions that are effective and efficient in the organization.

Employees also have the desire to have a good leader. Good leadership will really help to improve performance in an organization. Based on this, the highest employer must pay attention to the leadership below to be able to work with all employees who are appointed to be direct subordinates in an organization. So that all employees can work together with their immediate

supervisor and are responsible for their respective work so that good performance is created in the organization.

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