



Organizational Performance Analysis: Loyalty Predictors are Mediated By Work Motivation at Urban Village in Bekasi City

Abdul Rivai¹, Suharto² and Hapzi Ali³

¹ Rector and Lecturer of Economic and Business Faculty, Krisnadwipayana University, Jakarta Indonesia.

² Lecturer of Economic and Business Faculty, Krisnadwipayana University, Jakarta Indonesia.

³ Lecturer of Postgraduate Magister Management, MercuBuana University, Jakarta Indonesia

E-mail: hapzi.ali@mercubuana.ac.id

Abstract: This study aims to analyze the influence of employee loyalty to organizational performance either directly or indirectly through Work Motivation. Quantitative research method, the unit of analysis of this study is all Urban Village in Bekasi City Region as much as 56 Urban Village and 224 Urban Village devices. The sample was 140 respondents. This research uses path analysis technique (path analysis). SPSS analysis tool 21.00. The results of this study indicate that employee loyalty can directly affect the performance of the organization and can also affect indirectly from employee loyalty to work motivation (as intervening variable) and then to the performance of the organization. The better the employee loyalty, it will be able to increase employee motivation and impact on better organizational performance in Urban Village in Bekasi City Region.

Keywords: Employee Loyalty, Work Motivation, and Organizational Performance.

1. INTRODUCTION

Ongoing Regional Autonomy is a new thing for every Region in Indonesia, because the autonomy proclaimed through Law Number 32 Year 2004 has given freedom for the region to express itself in the direction of developing through the empowerment of the people of the region itself. No exception also with the kelurahan in the area of Bekasi City.

Regional Autonomy which is full of strategic issues in the form of institutional, human resources in the form of executor apparatus, network of work and environment that keep changing is a challenge for Bekasi City in this case is urban village which is spearheading local government in society, to respond with Fast in order to spur the development movement in tune with the dynamics of environmental change.

As a government agency directly in contact with the community, urban village officials are required to have a reliable apparatus in the effort to create more intensive and optimal work of the organization for optimizing the field of tasks it embodies. The performance of an organization is very important, because with the performance of the level of achievement of results will be seen so it will be known how far also the tasks that have been borne by the task and authority given can be implemented in real and maximum.

Performance related to business, activities / programs initiated and implemented to plan and direct and control employee performance (Ruky, 2002). Organizational performance that has been implemented with a certain level of achievement should be in accordance with the mission that has been established as a basis for performing the task carried. Thus performance is the level of achievement of the result or the degrees of accomplishment (Keban, 1995).

In an effort to achieve the performance of an organization required employees who have high work motivation. Because with a high work motivation, employees can work optimally. Conversely, low work motivation can affect the performance of employees who are not optimal (Siagian, 2008). Tiatna (2015) suggests a close relationship between motivation and performance, both of which are related to each other. Besides the various studies on the relationship between the two shows that good motivation will create good performance.

Every organization basically wants to have employees with high loyalty in carrying out their work. But to increase loyalty is not easy, loyalty is a mental attitude shown by employees to the organization. According to Agustini (2010) work loyalty is “determination and ability to obey, implement and practice something that is obeyed with full awareness and responsibility”. Loyal employees are highly valued in an organization, because the organization desperately needs employees who are loyal to the organization’s continuity in determining the organization’s future retreat.

Therefore, all members of the urban village organization have high work loyalty, because with high work loyalty is expected to be able to encourage employee work motivation to work optimally in providing optimal work results. This is very important for bureaucrats in the implementation of mission tasks in order to realize the goal toward success, namely in the form of fulfillment needs and desires of society.

In general, employee loyalty can be interpreted as loyalty, devotion and trust given or addressed to a person or institution in which there is a sense of love and responsibility to try, service and best behavior (Rasimin 1988), while according to Drever (1986) states that loyalty is Attitude / feelings of loyalty to a person or group perceived as obligation and love. Ardana (2012) said that if employees have high loyalty then the continuity of employee performance can be more assured or increased from time to time.

Research purposes

Based on the background and problems, the objectives of this research are:

- 1) Analyzing the effect of employee loyalty to work motivation partially.
- 2) Analyzing the influence of employee loyalty to partial organizational performance.
- 3) Analyzing the influence of work motivation on partial organizational performance.
- 4) Analyzing the influence of employee loyalty through work motivation on organizational performance at Urban Village in Bekasi City.

2. LITERATURE REVIEW

Loyalty

Loyalty is the desire of a person to provide the ability, dedication, identify and feel himself to be part of an organization is shown with the desire to work and do his best and to maintain membership in the organization and help realize the goals of the organization. Sheldon in Steers and Porter (1983), states that loyalty can mean an organization's orientation as it relates to the identification of a person to the organization. Kanter in Steers and Porter (1983) views loyalty as the will of social actors, to provide energy and devotion to the social system. Hall in Steers and Porter (1983) see loyalty as a process that makes the goals of the organization and individual goals grow fused and aligned. Salancik (Steers and Porter, 1983). More see loyalty as a state that makes individuals become bound by its activities. The consequences of that attachment give rise to a belief in maintaining its activity and involvement.

Other aspects of employee loyalty as proposed by Siswanto in Trianasari (2005) which emphasizes on what employees do for the organization include:

- a) Obey the rules. Every policy applied within the organization to smoothen and manage the course of execution of duties by the organization's management is properly adhered to and implemented. This situation will lead to discipline that benefits both internal and external organizations.
- b) Responsibility to the organization. The tertiary character of the work and the execution of its duties has consequences imposed by the employee. The employee's ability to perform the tasks as well as possible and awareness of any risks of carrying out their duties will provide an understanding of courage and responsible awareness of the risks to what has been done.
- c) Willingness to cooperate. Working with people in a group will enable the organization to achieve goals that people can not reach individually.
- d) The sense of belonging, the sense of belonging to employees to the organization will make employees have the attitude to participate in maintaining and responsible to the organization so that eventually will lead to loyalty for the achievement of organizational goals.
- e) Interpersonal relationships, employees who have high employee loyalty will have a flexible attitude toward the relationship between the personal. These personal relationships include: social relationships among employees, harmonious relationships between employers and employees, work situations and suggestions from co-workers.

Motivation

Motivation is the impulse that exists in man that causes him to do something (Wursanto, 2007). In human life always held a variety of activities. One of these activities is manifested in movements called work. According to As'ad (2009) work means to carry out a task that ends with the fruits of work that can be enjoyed by the human being concerned.

Terry, George R. & Leslie W.Rue (2010) argue that the motivation of work makes one complete the work with passion, because the person wants to do it. Wibowo (2013) Saymotivation of work is a boost to a series of processes of human behavior on the achievement of goals. Robbins (2010) argues that motivation

is defined as the willingness to expend high levels of effort for organizational goals, conditioned by the ability of the effort to meet individual needs. If a person is motivated, then someone will try his best and besides it must be considered also the quality and effort it and the intensity.

One of the known theories of motivation is Maslow's motivational theory. This motivational theory is called "A theory of human motivation". This theory follows the plural theory, a person behaves / works, because of the urge to meet the various needs. Maslow argues, the needs of a Desired someone Tiered, meaning that when the first requirement has been met, then the second level needs will be the main. Furthermore, if the second level needs have been met, then the third level needs and so on until the level of the fifth requirement (Suwatno and Priansa, 2011).

In another motivational study, McClelland in Mangkunegara (2011) suggests three kinds of human needs, namely the following. First Need for Achievement, which is the need for achievement which is a reflection of the drive for responsibility for problem solving. An employee who has high achievement needs tends to take risks. The need for achievement is the need to do a better job than before, always desiring to achieve higher achievement. The two Need for Affiliation, which is the need to affiliate which is the impetus to interact with others, be with others, do not want to do anything harmful to others. And Third Need for Power, that is the need for power which is a reflection of the urge to reach the authority to have influence on others.

Organizational Performance

Performance is a function of motivation and the ability to complete a person's task or job should have a certain degree of willingness and level of ability. One's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that every person displays as work performance generated by employees in accordance with their role in the organization. Employee performance is a very important thing in the organization's efforts to achieve goals (Rivai and Sagala, 2009). According to Locke (2009) suggests that historically, performance is defined as a set of task statements derived from job descriptions, then judged to know the extent to which they perform the task.

In performing its function, performance can not stand alone but relate to its supporting factors. According Mangkunegara as for the factors that affect the achievement of performance in the organization consist of two, namely individual factors and organizational environmental factors. Psychologically, normal individuals are individuals who have high integrity between psychic (spiritual) and physical (physical) functions. Given the high integrity of psychic and physical function, the individual has a good self concentration. This good concentration is the main capital of human individual to be able to manage and utilize his potential optimally in carrying out activities or daily work activities in achieving organizational goals.

While the environmental factors of the organization is very supportive for individuals in achieving work performance. Organizational environmental factors include clear job descriptions, effective work communication patterns, harmonious working relationships, respectful and dynamic work climate, career opportunities and work facilities are relatively adequate. Even if the environmental factors of the organization are less supportive, then for individuals who have a level of intelligence of the mind adequate with good emotional level, in fact he still can excel in work. This is for the individual, the organizational environment

can be changed and can even be created by himself and is a driver (motivator), challenge for himself in achieving in the organization.

Armstrong (1998) fully explains that the four factors that affect the performance are: 1) personal factors, including individual skills, competence, motivation, and commitment, 2) leadership factors, namely the quality of motivation, guidance and encouragement given by the leadership, 3) occupational system factors and facilities provided by the organization, and 4) situational factors, including changes and emphasis of internal and external factors.

According Caudron (1995) there are several indicators that need to be considered in assessing organizational performance, these dimensions include: 1) Work teams and information sharing are building block, 2) Provide the training and resources needed to do good job, 3) Provide measurement, feedback and reinforcement, 4) On going reinforcement, 5) Provide responsibility and authority, and 6) Flexible in internal procedure.

Concetual Framework

Performance related to the business, activities / programs initiated and implemented to plan and direct and control the performance of employees (Ruky (2002). In the effort to achieve the performance, an organization should have employees with high work motivation. Because with a work motivation High, employee can work maximally In contrast, low motivation of work can affect the performance of employees who are not maximal (Siagian, 2008). Tiatna (2015) suggests a close relationship between motivation and performance, both of which have interrelationship with each other. The various studies on the relationship between the two shows that good motivation will create good performance.

In addition to having a high work motivation in the effort to achieve organizational goals, each organization basically wants to have employees with high loyalty in carrying out their work. Because the loyal employees are highly valued in an organization, because the organization desperately needs employees who are loyal to the continuity of the organization in determining the forward and retreat of the organization in the future.

Therefore, all members of the kelurahan organization have high work loyalty, because with high work loyalty is expected to be able to encourage employee work motivation to work optimally in providing optimal work results.

Based on the background, the study of theory and relevant research conceptual framework of this research is like picture 1 below.

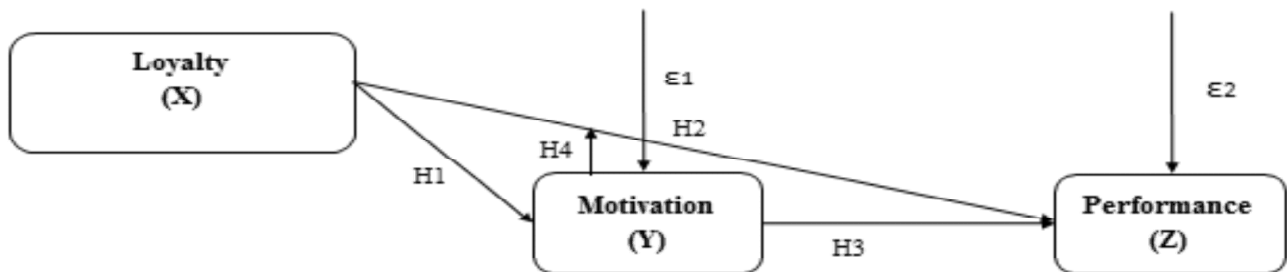


Figure 1: Concetual Framework

Research Hypothesis

Pursuant to research purpose hence this research hypothesis is:

- 1) Loyalty affects the motivation of work partially.
- 2) Loyalty affects partial organizational performance.
- 3) Work motivation affects partial organizational performance.
- 4) Loyalty through work motivation affect the performance of the organization at Urban Village in Bekasi City.

3. METHODS

- 5) The unit of analysis of this research is the urban village in Bekasi City and its devices spread in 12 districts in Bekasi City Region and identified 56 urban villages and 224 urban villages, the sample is 140 respondents. The research approach used in this research is quantitative approach by using path analysis (Path Analysis). This analysis is an expansion of the regression equation, which is an option in studying the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships. SPSS version 21.0 application data analysis tool.

After analyzed then continued with the test of determination analysis (R Square), partial hypothesis testing (t test) 5 percent error tolerance, and testing of hypothesis mediation by Sobel test (Sobel test). But beforehand first in the test of research instruments (questionnaires) with validity and reliability test.

4. RESULT AND DISCUSSION

In general, respondents gave a good perception of the questionnaires distributed in the City Government of Bekasi responded agree and strongly agree on the items of the questionnaire. This shows that employee loyalty, work motivation and organizational performance have been run in accordance with the perception of respondents.

Based on the respondent's answer can be given picture or description related to the variable focus of discussion. Where the description can be described as follows.

- 1) Respondents' response to the loyalty of urban village employees in general leads to the answers agreed and strongly agree on the aspects related to obey the rules; Responsibility to the organization, willingness to work together, ownership and interpersonal relationships.
- 2) In general, respondents agreed that the work motivation of the urban village employees in Bekasi City Region is relatively high. The respondent's attitude is based on the statement on the aspect of achievement needs, power needs and the need for affiliation from the urban employees.
- 3) Response of respondents on the performance of urban village in Bekasi City Region is also relatively good, it responded by respondents with average answers that lead to agree and strongly agree. This respondent's response is related to work team aspect and sharing of work information, preparing measurement, feedback on employee performance, reward and flexible rules.

To answer the objectives in this study, the main structure in the research model was broken into two sub-structures. Where to answer goal 1 with the first sub-structure, and to answer objectives 2 and 3 using the second sub-structure. While to answer the purpose of 4 values taken is the output value of the first and second sub-structure to see the direct and indirect effects. The following is the SPSS output of the two structures summarized in the following table.

Table 1
SPSS Output Two Sub Structures

Model	Standardized Coefficients	t	Sig.
	Beta		
X – Y	0.521	7.175	0.000
X – Z	0.284	3.640	0.000
Y – Z	0.430	5.507	0.000

Source: Data is processed from SPSS output.

The above output results are inserted into the picture of structural equations as follows:

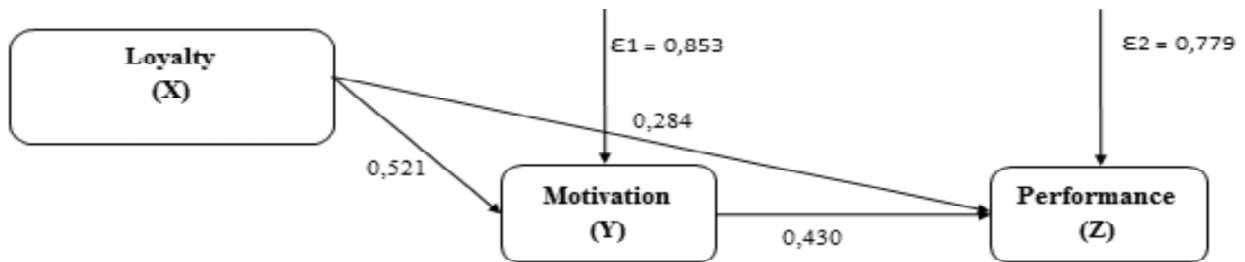


Figure 2: Path Analysis Results

Results of Determination Analysis (R²)

To see the total influence of loyalty variable (X) and work motivation (Y) on organizational performance (Z) can be seen from the coefficient of determination R2 as seen in Table 2 below:

Table 2
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627 ^a	.393	.384	2.628

a) Predictors: (Constant), Motivation_Y, Loyalty_X

Source: Output SPSS under 21.00

R value of 0.627 shows a double correlation (employee loyalty and work motivation) with organizational performance. Considering the variation of R Square value equal to 0,393 which shows the role or contribution of employee loyalty variable and work motivation able to explain the organizational performance variable equal to 39,3% and the rest 60,7% influenced by other factor not revealed in this model. Where other

factors can affect the performance of the organization can be a discipline of work and morale (Agussalim, Ali Hapzi, et.al, 2016).

Partial Effect Test Result (t test)

Hypothesis testing aims to explain the characteristics of specific relationships or differences between groups or independence of two or more factors in a situation, (Ali Hapzi and Lima, N., 2013). The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer the hypotheses of one, two and three of these studies.

a) The Influence of Loyalty To Performance

From Table 1 above, it can be seen that t count variable of loyalty (X) to work motivation is 7.175, because $t \text{ value} > t \text{ table}$ ($7.175 > 1.656$) then H_0 is rejected and H_1 accepted, it means partially there is significant influence of employee's loyalty to work motivation. In addition to test based on significance test, can be seen from the output significance of 0.000, because the level of significance more < 0.05 ($0.000 < 0.05$) it can be concluded that employee loyalty has a positive and significant impact on work motivation in Urban Village in Bekasi City Region. Thus the first hypothesis is proved and accepted.

Based on the results of hypothesis testing that has been done shows employee loyalty has an influence on work motivation. Loyalty is the main factor in supporting the motivation of urban village employee. In line with the research conducted by Trianasari (2005), that loyalty is a condition and activity related to physical, psychological and social that cause the individual has a strong sense of ownership, and the responsibility and willingness to contribute to the achievement of organizational goals. This condition implies that the members of the urban village especially the leaders of the urban village must obey the rules, have responsibilities to the organization, have a willingness to work together and the sense of ownership and strong interpersonal relationships.

b) The Effect of Employee Loyalty on Organizational Performance

From Table 1 above, it can be calculated that the variable of employee loyalty (X) is 3,640, because the value of $t \text{ arithmetic} > T \text{ table}$ ($3.640 > 1.656$) then H_0 is rejected and H_1 is accepted, it means partially there is significant influence of employee loyalty to organizational performance. In addition to test based on significance test, it can be seen from the significance output of 0.000, because the level of significance more < 0.05 ($0.000 < 0.05$) it can be concluded that employee loyalty has a positive and significant effect on organizational performance in Urban Village in Bekasi City Region. Thus the second hypothesis is proved and accepted.

From the results of hypothesis testing that has been done shows employee loyalty has an influence on organizational performance. The results of this study are in line with the theory that when employees have high loyalty then the continuity of employee performance can be more assured or increased from time to time (Ardana, 2012). The empirical study that supports the findings of this research is the result of research conducted by Saputra, A.T., Bagia, I.W., and Yulianthini, N.N. (2016) which states that employee loyalty in a positive and significant effect on employee performance. Employee loyalty has a big role in an organization loyalty work is a determination

and ability to obey, implement and practice something that is adhered to with full awareness and responsibility (Agustini, 2010).

c) The Effect of Work Motivation on Organization Performance

From Table 1 above, it can be seen that the t count of the work motivation variable (Y) is 5,507, because the value of t count > t table (5.507 > 1.656) then H_0 is rejected and H_1 is accepted, it means partially there is significant influence of work motivation on organizational performance. In addition, to test based on significance test, it can be seen from the significance output of 0.000, because the level of significance is more < 0.05 (0.000 < 0.05) it can be concluded that the work motivation has a positive and significant effect on the organization's performance in Urban Village in Bekasi City Region. Thus the third hypothesis is proved and accepted.

Testing the third hypothesis that has been done shows employee loyalty has an influence on organizational performance. The results of this study are in line with the theory put forward by Tiatna (2015) that there is a close relationship between motivation and performance, both of which are related to each other. Because with a high work motivation, employees can work optimally. Conversely, low work motivation can affect the performance of employees who are not optimal (Siagian, 2008). In addition, various studies on the relationship between the two showed that good motivation will create good performance, such as research conducted by Riyanto, S., Adonia., And Ali, H (2017) where the results of his research showed the motivation to have a positive influence and Significant against performance.

d) The Effect of Employee Loyalty Through Work Motivation To The Performance Of The Organization

To find out whether the variable of work motivation able to mediate employee loyalty variable to organizational performance as for the following steps.

Direct influence of employee loyalty to organizational performance.

$$\begin{aligned} &= P_{zx} (p1) \\ &= 0,284 \end{aligned}$$

The indirect effect of employee loyalty on organizational performance

$$\begin{aligned} &= P_{yx} (p2) \times P_{zy} (p3) \\ &= 0,521 \times 0,430 = 0,22403 \end{aligned}$$

Total influence (employee loyalty to organizational performance)

$$\begin{aligned} &= p1 + (p2 \times p3) \\ &= 0,284 + 0,22403 = 0,50803. \end{aligned}$$

The result of path analysis shows that employee loyalty can have direct effect on organizational performance and can also indirectly influence from employee loyalty to work motivation (as intervening variable) then to organizational performance. To know the effect of mediation indicated by the multiplication coefficient (p2 x p3) of 0,50803 significant or not, tested with Sobel test as follows:

Calculate the standard error of indirect effect coefficient ($Sp2p3$)

$$Sp2p3 = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2}$$

$$Sp2p3 = \sqrt{(0,430)^2(0,104)^2 + (0,521)^2(0,042)^2 + (0,104)^2(0,042)^2}$$

$$Sp2p3 = \sqrt{(0,1849.0,010816) + (0,271441.0,001764) + (0,010816.0,001764)}$$

$$Sp2p3 = \sqrt{0,0019998784 + 0,000478821924 + 0,000019079424}$$

$$Sp2p3 = \sqrt{0,002497779748} = 0,050$$

Based on the results of this $Sp2p3$ we can calculate the value of t statistical influence of mediation with the following formula:

$$t = \frac{p2p3}{Sp2p3} = \frac{0,50803}{0,050} = 10,1606$$

Because the value of t arithmetic = 10,1606 is greater than the value of t table with a significant level of 0.05 is 1.656, it can be concluded that the coefficient of mediation 0,50803 significant which means there is influence of mediation. This means that work motivation can mediate employee loyalty to improve organizational performance in Urban Village in Bekasi City Region.

- 6) Every organization basically wants to have employees with high loyalty in carrying out their work. But to increase loyalty is not easy, loyalty is a mental attitude shown by employees to the organization. Loyal employees are highly valued in an organization, because the organization desperately needs employees who are loyal to the organization's continuity in determining the organization's future retreat. Therefore, all members of the urban village in Bekasi City.organization have high work loyalty, because with high work loyalty is expected to be able to encourage employee work motivation to work optimally in providing optimal work results. This is very important for bureaucrats in the implementation of mission tasks in order to realize the goal toward success, namely in the form of fulfillment needs and desires of society.

5. CONSLUSSION AND SUGESTION

Conclusion

Based on the results and discussion then the conclusion of this research are:

- 1) Loyalty with the dimensions of obedience to the rules; Responsibility to the organization; Willingness to cooperate; And sense of ownership have an effect on work motivation partially with dimension of achievement requirement; Power needs; And affiliate needs. The higher the employee's loyalty will increase the work motivation of employees on Urban Village in Bekasi City Region.
- 2) Loyalty with the dimensions of obedience to the rules; Responsibility to the organization; Willingness to cooperate; And a sense of ownership have an effect on partial organizational performance with work team input dimension and work information sharing; Preparing measurements, feedback on employee performance; appreciation; And flexible rules. The higher

the loyalty of the employees will be better also with the organization's performance on Urban Village in Bekasi City Region.

- 3) Motivation of work with the dimensions of achievement needs; Power needs; And affiliate needs affect the performance of the organization partially with the dimensions of team work input and information sharing work; Preparing measurements, feedback on employee performance; Penghargaan; And flexible rules. The higher the work motivation of employees will be better also with the organization's performance on urban village in Bekasi City Region.
- 4) The result of path analysis shows that employee loyalty can have direct effect on organizational performance and can also indirectly influence from employee loyalty to work motivation (as intervening variable) then to organizational performance. This shows if employees have high work loyalty is expected to be able to encourage employee motivation to work optimally in delivering optimal work results.

Suggestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- 1) Need to do research with a relatively larger sample involving organizations from other Governments that can be used as a comparison, so generalization of research results can more represent the condition of Government in general in Indonesia.
- 2) It is necessary to consider other variables in shaping organizational performance in addition to indicators in loyalty, work motivation, and organizational performance. For example work climate variables, work environment, work culture in order to improve organizational performance.

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