UDC 331

THE EFFECT OF MOTIVATION AND SATISFACTION TO THE EMPLOYEE PERFORMANCE THROUGH LOYALTY AS INTERVENING VARIABLE: A CASE STUDY IN RUMAH SAKIT IBU AND ANAK MUHAMMADIYAH OF PROBOLINGGO

Rosyadi Nur Imron*
Chief Financial Officer, Rumah Sakit Ibu and Anak Muhammadiyah, Probolinggo, Indonesia

Tobing Diana Sulianti K., **Suryaningsih Ika Barokah**
Faculty Economic and Business, University of Negeri Jember, Indonesia

*E-mail: n_rosyadi@yahoo.com

ABSTRACT
This study aims: (1) to know the effect of motivation toward loyalty partially and significantly; (2) the effect of satisfaction toward loyalty partially and significantly; (3) to know the effect of satisfaction toward employee satisfaction partially and significantly; (4) to know the effect of satisfaction toward employee performance partially and significantly; (5) to know the effect of loyalty toward employee performance. This research was conducted in Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65, Probolinggo with the sample of 42 employees. The statistical method used in hypothesis testing was path analysis. Increased employee motivation is preceded by employee loyalty to job satisfaction. It is required in order to realize optimal and high-quality employee performance in providing the service. This research data gave some important conclusions that the work motivation is very important for employees in an effort to improve the employee performance either directly or indirectly.

KEY WORDS
Work motivation, job satisfaction, work loyalty, employee performance

The human resources of Rumah Sakit Ibu and Anak Muhammadiyah of Probolinggo is an organization with some instruments to achieve goals, including natural resources (raw materials), human resources (employees), technology, and capital. However, the main instrument is actually human resources which is the most important driving factor in an organization. Amal Usaha Muhammadiyah requires competent and qualified human resources, especially in current globalization era. Nowadays, all organizations must be ready to adapt and strengthen themselves so that they can answer all challenges in the future.

In every Amal Usaha Muhammadiyah, the human resources play a very important role. Human resources are one of the production factors which become the main driver of the production process. In order to survive, an organization will achieve its goals and objectives if supported by sufficient facilities. Therefore, the quality and quantity of adequate human resources will be supporting elements for progress and success. The qualified human resources will have a positive impact on organizational change. The demand will be the absolute thing which will happen. In the future, organizations will demand more effective, efficient, and productive management.

This is in line with Siagian's opinion (2012) who argued that without decreasing the importance of attention constantly given to the management of other organizational sources, it is undeniable that the primary concern should not be not-given to human resource management. The employee performance of a good public organization will be evident from the provision of good service to community and timeliness of work completion. As well as Rumah Sakit Ibu and Anak which provides public services in charge of health services to the community.

In order to optimally achieve the goal, an organization is required to be able to maintain employee morale. In addition, it should always encourage the employee to work well so that every employee's work productivity can be increased. The reason is that employees are a

very important asset. In this case, Permenaker Number 01 of 2017 on the structure and scale of wages affects the motivation, loyalty, satisfaction, and have an important role in the employee performance. Meanwhile, job satisfaction aims to encourage employees' morale to be willing to work hard by providing all the skills for the realization of the organization. Leader who drives through motivation will create conditions in which employees feel inspired to work hard. Highly motivated employees are essential to obtain high-performance results consistently.

The desire to achieve something useful, achievement or success in the heart of a person which is influenced by a motivating factor is the understanding of the motivation. Motivation comes from the Latin word '*movere*' which means encouragement or move. The word motivation has now been acknowledged as a part of *Bahasa Indonesia* and it derived from an English vocabulary 'motivation'. The understanding of motivation should be sought in English treasury.

According to Ashar (2011), motivation is a process where the needs to encourage a person to perform a series of activities which will lead to the achievement of a particular goal. The process of motivation to employees is expected to increase the employee performance and cause a sense of love for his work. Employees will have loyalty to the company with the sense of love.

Job satisfaction is basically an individual matter, each individual has a different level of job satisfaction in accordance with the wishes and value systems he embraces (Handoko, 2001). The more aspects which fit with desires and value systems adopted by the individual, the higher level of satisfaction that will be obtained. On the contrary, the more work aspects which do not fit the desires and value systems adopted by the individuals, the lower the level of satisfaction that will be obtained. Job satisfaction is a pleasant emotional state of how employees perceive their work. It reflects an individual's feelings towards his work, which can be seen from the employees' attitude to the job and everything else in the environment.

Robbins (2006) stated that an employee who gets job satisfaction usually perform better than those who do not work. The employee will be satisfied if his work is considered to have met his expectations in accordance with the purpose of his work. When an employee wants something, he has a hope in which he will be motivated to take action toward the achievement of hope. He will be satisfied if his wish is fulfilled. In this condition, employees who get high job satisfaction is expected to have a high performance as well.

In the current condition of Rumah Sakit Ibu and Anak Muhammadiyah, there are some seniors or permanent employees with indifferent work performance. They are neither too good or too bad in their achievement. However, their loyalty to the hospital is very good. Whereas different things happen to junior employees whose performance is very good and discipline but their loyalty is still in doubt and they tend to resign.

The existence of the phenomenon attracts the researcher's attention to conduct a study related to motivation and loyalty to the employee performance by taking the title 'The Effect of Motivation and Satisfaction to the Employee Performance Through Loyalty as Intervening Variable.

Based on the explanation above, the researcher was interested to describe the influence of employee performance at Rumah Sakit Ibu and Anak Muhammadiyah of Probolinggo, Jalan Panglima Sudirman No. 65, Probolinggo. The sample was taken from hospital staff as the result of policy output directly related to the result of community service. Thus, the researcher decided to conduct a research titled "The Effect of Motivation and Satisfaction to the Employee Performance Through Loyalty as Intervening Variable (Case Study in Rumah Sakit Ibu and Anak Muhammadiyah of Probolinggo)."

LITERATURE REVIEW

Work Motivation. The success of organizational management is determined by the empowerment of human resources as well as its techniques to maintain employees' achievement and job satisfaction. One of them is by providing spirit and motivation to subordinates to perform their function and duty as an employee. The purpose of motivation

itself is a set of factors that generate, direct, and maintain an individual's behavior to choose a particular path in achieving the goal (Sugiyono, 2013). According to Martoyo (1994), motivation is a process of influencing an individual to do what we want. Motivation means behaviors implemented to meet the particular needs (Winardi, 2004).

According to Safaria (2004), motivation is a process starting from a lack of both physiology and psychology which leads to a behavior or drive directed to achieve a specific goal. While Robbins and Judge (2008) argued that motivation is a process which explains intensity, direction, and effort persistence to achieve the goal. According to Manullang (2006), work motivation is something that arises the encouragement and morale. Meanwhile, according to Kertonegoro (1994), motivation is the willingness to perform high levels of effort to achieve organizational goals as long as the effort also meets the individual needs. Robbins (2006) also said that motivation is the desire to do something that determines the ability to act to satisfy individual's life.

Sofyandi and Garniwa (2007) defined motivation as an encouragement to increase the effort in achieving organizational goals within the constraints of ability to satisfy one's needs. In order to encourage the employees to achieve and work in accordance with company's target, each employee must have a high motivation and loyalty to the workplace. Hence, they are willing to contribute positively in achieving company's goals. However, it will not be achieved without the support of the company, especially the support from the leader. Motivation factors are very important in improving employee performance, motivation is a driving force to carry out an activity in order to get good results. The employee motivation should be improved for the best performance of the employees. Otherwise, employees who do not have high motivation in doing their work will be difficult to work well and tend to be irresponsible even if he has a good ability. The leader should know the motivation desired by employees in order to motivate the employees. One thing must be understood is that people want to work because they want to meet their needs, both conscious and unconscious needs, material or non-material.

Human Resource Management should pay more attention to the motivational issue in the company. In today's world, many modern companies should make the employees as their assets and not just means of production alone. Hence, the company needs to create a conducive condition which makes employees feel comfortable and their needs have been fulfilled. In addition, it is expected that their motivation is also maintained to collectively achieve the vision and mission of change.

Job satisfaction. Job satisfaction indicates the compatibility between the the employee's expectation and the rewards provided by the job. Therefore, job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation by Robbins and Judge (2008). Furthermore, Robbin and Judge (2008) defined job satisfaction as a general attitude of an individual to his work where he is required to interact with colleagues and superiors in their work, follow the rules and policies of the organization, and meet the standards of performance.

According to Robbins (2002), employee's job satisfaction is influenced by many factors, including challenging work, rewards, working environment condition, and interpersonal relationship. In addition, work is mentally challenging. Generally, someone will prefer a job which provides the opportunity to use skills and abilities, as well as provide various tasks, freedom, and feedback on how well they work. This will make the work more mentally challenging. A less challenging job will create boredom but too-challenging can also create frustration and feeling of failure.

Employees want a paycheck system which is fair, unambiguous and in line with their expectation. The employee performance will be well established when the salary is considered to be fair in terms of job demand, individual skill levels, and public pay standards. However, supportive working condition is another thing. Employees relate to their work environment for personal comfort and ease of doing good work. These include spatial layout, workspace cleanliness, facilities and tools, temperature, and noise level. Supportive colleagues is also another factor. The employee has to achieve social interaction other than money or tangible achievement from work. The behavior of superiors is also a major

determinant of satisfaction. Hence, it is necessary to apply mutual respect, loyalty, and tolerance with each other. It is also necessary to have open attitude and intimacy among employees.

Employee Performance. The understanding of employee performance refers to the employee's ability to carry out the overall tasks which become his responsibility. The tasks are usually based on the success of applied indicators. As a result, employees will enter a certain level of work which can vary in terms. Performance can be classified as beyond the target, on target, or below target. Based on these things, the performance is interpreted as a whole work of an employee. The understanding of performance is an implementation achievement level description of an activity or policy program in realizing organizational goals, objectives, vision, and mission which is presented by the strategic planning of an organization (Moeheriono, 2010).

According to Wibowo (2010), performance is the style in managing performance-oriented resources which make communication process openly and sustainably by creating a common vision and strategic integrated approach as a driving force to achieve organizational goals.

Miao et al (2007) stated that performance is the ability of individual to complete their work. Over the last few decades, the trend to improve coordination within organizations which is aimed to improve performance is a major challenge for leader. In term of motivating followers, improving team performance simultaneously, and maintaining a balance between both of them Chen et al (2007).

The performance control system within a company can be divided into result performance and behavioral performance. According to Anderson and Oliver (1987) in Cravens et al (2012), many companies only control performance results system even when control behavior system is more important. It has been proven that good employee ability, employee behavior, intrinsic motivation as well as thinking to do more strategic will increase through behavioral performance control system. This is also in line with the improved performance results that has been achieved.

Robbins (2006) mentioned that employee performance is a function (f) of interaction between the ability (A) and Motivation (M); in which performance = f (AxM), but the opportunity to perform (O) should be added into the performance equation = f (AxMxO). Performance is a real behavior perceived by the individual as a work achievement generated by employees in accordance with their role in the company. Even so, the implementation of objective performance is not a simple task.

This assessment activity is important as it can be used to improve the personnel decision and provide feedback to employees about their performance. It further provides a performance standard for a person in term of output quantity, output quality, output duration, attendance, and cooperative attitude. The performance standards are defined based on job criteria which explains what should be done by employees. Therefore, an individual performance in the job criteria should be measured, compared to the existing standards, and the results should be communicated to all employees. Performance evaluation has two main uses, the first is measuring performance for the purpose of rewarding and the other is developing individual potential. The purpose of a performance evaluation is to provide information about a promotion or salary assignment, review the work behavior associated with subordinate, and for employee career planning and development as it provides an excellent opportunity to review a person's career plan as seen from the strength and weakness that have been shown.

An organizational performance measurement should be able to determine the aspects of measurement topic. According to Zainul (2002), the component of performance measurement variables is divided into three major groups, namely: (1) relating to employee quality characteristics; (2) relating to the quantity of employee work, and (3) relating to the ability to cooperate with other employees. Employee performance refers to the quality of work performed by employees in their serving social programs implementation. Focusing on quality assumption, some people's behavior is smarter than others which can be identified, portrayed, and measured. Aspects of the employee performance are as follows:

1. Proactive in the work approach;
2. Beneficial from supervision;
3. Bound to serve the client;
4. Good relationship with other staff;
5. Demonstrate skills and core knowledge of work activitiy;
6. Demonstrate good work habit;
7. Have a positive attitude toward the job.

Based on some opinions about work performance and achievement, it can be concluded that the two notion contains the substance of individual's work achievement. There is a close relationship between individual performance and institutional or firm performance. In other words, when the employee performance is good then most likely the company performance will also be good.

Employee Performance, according to Colquitt in Cashmere (2016), is the value of employee's behavior set which contributes, either positively or negatively, to the fulfillment of organizational goals. According to Mathis and Jackson (2010), the indicators of employee performance evaluation are:

- Quality of Work;
- Punctuality;
- Absence;
- Efficiency;
- Effectivity.

Loyality. According to Jusuf (2010), loyalty is an attitude resulted of the desire to be faithful and devoted to his work, group, boss, or at his workplace which causes employees willing to sacrifice in order to satisfy the other party or society. Employee loyalty can be said as devoting himself to the organization. Hence, the employees feel like they have the awareness toward the obligation and then use the provided facilities and resources for the sake of organizational progress. According to Siswanto (2010), employee loyalty indicators are:

1. Obedience to the rules;
2. Responsibility to the company;
3. Willingness to work together;
4. The sense of belonging;
5. Interpersonal relationship;
6. Preferences to work.

METHODS OF RESEARCH

Type of Research. The whole process in this research used the quantitative approach as the method. Quantitative method is the most objective research approach, including quantitative data collection and analysis, as well as statistical testing. It had been discussed by Hermawan (2003). Based on the research objectives and purposes, this research can be classified as explanatory research. As stated by Singarimbun and Effendi (2006), an explanatory research is used to explain the influence of the tested-variables by using statistic testing. This research shows how the description of Motivation (X1) and Satisfaction (X2) variable affect Loyalty (Z) and Performance (Y) at Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65, Probolinggo.

Measurement Scale. After the items and variables have been determined, the measurement on the variables is the carried out to measure the respondents' answer, Likert Scale is also used in this research. According to Sugiyono (2006), this scale is used to measure the individual or group's behavior, opinion, and perception about society.

Sample and Population. Arikunto (2006) described population as a whole research subject, while Sugiyono (2010) stated that population consists of object/subject with specific quality and characteristic. In this research, the population used was all employees at Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65 Probolinggo with total of 42. The population consists of Director, Nursing Service, Medical Service, Medical

Support, Finance Department, Employee Affair, Public Relation, Information and Technology Department, and General Affair. The determination of the sample is based on saturated sample technique.

Data Collection Technique, Research Instrument. In a research, data is an important required component and should be fit the fact in order to facilitate any problem analysis. The data sources of this research are:

Primary Data: the data have been obtained and collected directly based on respondents' answer. The primary data of this research was obtained from research site by giving questionnaire to respondents and interviewing them.

Secondary Data: the data have been obtained by collecting documents stored in Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65 Probolinggo. The document consisted of founding history, the number of employees, general description, organizational structure, and other written sources related to research object.

In order to test the hypotheses, the correct and accurate data are required as its validity depends on the correctness and accuracy of data. The two aspects will be determined by research instruments and data source. According to Sugiyono (2006), the measurement techniques in this research instruments are Likert scale. The considerations of using the questionnaire are (1) Likert Scale has a high-reliability level in categorizing humans based on their behavior intensity; (2) Likert Scale is very flexible rather than the other measurement techniques.

Validity and Reliability Tests. Validity and Reliability tests are necessary to test the items in the tested variables to avoid mistakes in the research conclusions and not showing description far from the actual condition. The validity and reliability tests of each variable in this research used SPSS for Windows program. The method used to test the validity rate was internal variable which tested whether there is overall conformity between the instrument parts. It was measured using the item analysis. The test in the item analysis was carried out by counting the item correlation with the total score. The conformity of r value obtained would be consulted with the r table. The instrument item is valid if r_{xy} is bigger than the r tabel.

The formula of alpha α is used to find the instrument reliability in this research because the instrument in this research is in the form of questionnaire or list of questions with scores ranged between 1-5 and the validity test using total item. According to Sekaran (2000), reliability test indicator divides the reliability test by using the criteria below:

- 0.8-1.0 = Good reliability;
- 0.6-0.799 = Accepted reliability;
- less than 0.6= Poor reliability.

Data Analysis. The next step after the data collecting is analyzing the data to find the correlation between the studied variables to approve or disprove the research hypothesis. Data analysis is a very important part in a scientific method because analysis is the one that puts meaningful meaning to data in addressing the research problems. The purpose of the data analysis is simplify the data into a form that is easier to read and to be interpreted in accordance to the determined purpose. In this research, the data analysis used are:

a. Descriptive analysis. Descriptive analysis is used to analyze the data by describing or illustrating the collected data as it is without making generally applied conclusion, Sugiyono (2010). Thus, frequency, percentage and the average score for respondents' answer for each statement items in each variable will be obtained. Then, the scores obtained from each variable items will be analyzed to reveal the phenomenon in each variable in accordance with the respondents' perception.

b. Path Analysis. Several assumptions that underlie the path analysis according to Ridwan (2007), are as follows.

- The relationship between variables is linear, adaptive and normal.
- Only systems with one-way causal flow, which means no reflected causal flow.
- Dependent variable (endogenous) is minimum in the interval or ratio measurement scale.
- Using the probability sampling, which is a sampling technique to provide the same

opportunity for each population members to be chosen as the member of the samples.

- Observed variables are measured without mistakes (measurement instrument is valid and reliable). This means that the studied variables can be observed directly.

The analyzed model is specified (identified) correctly based on the relevant theories and concepts, which means that the reviewed or tested theories model are established based on the certain theoretical framework which is able to explain the casualty relationship between studied variables.

RESULTS AND DISCUSSION

Respondent Characteristics. These respondents' characteristics are used to obtain clear illustration about the characters of studied respondents. After the 42 respondents are studied and given questionnaire, it is found that the majority of respondents are 20-35 years old, this shows that the majority of employee is in productive age. In this age range, the respondents have known the characteristics of the jobs that become their responsibility. Furthermore, they are appropriately categorized as mature age for work. The majority of employees is male which shows that there are no sex difference in their position. The male respondents domination indicates that the majority of unit is outdoor in which their work activities are mostly performed outside the room. The majority of respondents are Diploma/Bachelor Degree. This shows that the majority of employee has minimum education according to the working requirements. The respondents proportion with the level of diploma and bachelor degree explain that there is an opportunity to continue to the higher level of education. The majority of respondents are those working between 1-3 years. This shows that the majority of employees have enough experience in their work. There are only 4 respondents with working period less than 3 years.

Respondents Answers Distribution. This descriptive statistic analysis is to determine the distribution of respondents' answer frequency from the distributed questionnaires results which include Motivation (X1), and Satisfaction (X2). These affect the Loyalty and Performance in Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65 Probolinggo. This analysis provides descriptive meaning and the occurring tendency about the research variables that are in accordance with the data results in the field without deducting meaningful conclusion. In this case, the basic interpretation of respondents' response score in each research variable ise the average value and answer frequency distribution for every question item. The measurement of each variable is using a Likert scale with score 1 –5.

Table 1 – Answer Distribution of Motivation Variables (X1)

Indicators	Average
Perception about challenges in work	3.42
Perception about the employee ability to address problems	3.51
Perception about money motives	4.10

Table 2 – Answer Distribution of Satisfaction Variables (X2)

Indicators	Average
A sense of ownership, personality	4.34
Wages and Promotions of Co-workers	4.21
Work environment	3.20

In the motivation indicator, the average scores of indicator that below the average scores of variables include: direction, while four other indicators have an average score of indicators above the average variables. The weakness of the direction includes perception about money motives. Indicators with the highest average score are in the indicator of challenge in work and the ability of employees to address problems. Each indicator with good score has some strengths such as the challenge about the determination of targeted work

results, the ability of employees to address the problems in work set by the Rumah Sakit Ibu and Anak Muhammadiyah.

In the job satisfaction indicator, the average scores of indicator that below the average scores of variables include: sense of ownership, the average score of indicator below the average scores of variables are: sense of ownership, personality, wages and promotions of co-worker, while other indicators, such as work environment have the average score above the average variables. The weakness is a sense of ownership, wage, and promotions of co-workers. Indicators with the highest average score are work environment indicator. Each indicator with good scores have strengths such as wage and promotion of co-worker to the problems in the job satisfaction.

Table 3 – Answer Distribution of Loyalty Variables (Z)

Indicators	Average
Obedience to the regulation,	4.11
Responsibility to the company,	4.31
Willingness to cooperate,	4.23

In the loyalty indicator, the average score of indicators that above the average scores of variables include: obedience to the regulation, responsibility to the company, and willingness to cooperate, while other two indicators have normal average score. The weakness of the obedience to the regulation performed by the employee and the need for self-actualization become the problems that need to be considered by the management, in this case, Rumah Sakit Ibu and Anak Muhammadiyah. Each indicator with good score has several strengths such as a condition of obedience to the regulation, responsibility to the company and the willingness to cooperate among the employees.

Table 4 – Answer Distribution of Performance Variables (Y)

Indicator	Average
Quality	3.21
Quantity	4.21
Provision	4.20
Time	3.18
Efficiency	3.21
Effective	4.20

In the performance indicator, the average score of indicators that above the average scores of variables include: quality, time and efficiency, while other three indicators have average scores of quantity, provision, and effectivity above the average variable. The weakness of the performance to the co-worker include the work quality given by the employee which is in accordance with the responsibility. Indicator with the highest average score. Each indicator with good score have some strengths such as work quality, the time needed to finish the work and work efficiency are necessary, while the next components are quantity/volume of work, the accuracy adequately provides support in producing an optimum performance for the Rumah Sakit Ibu and Anak Muhammadiyah.

Path Analysis Results. Hypothesis testing is based on the questionnaire tabulation obtained from respondents' answers which are the employee and it is then analyzed using the path analysis. This path analysis is used to analyse the cause and effect relationship in a double regression when the independent variables are affected by the dependent variables directly and indirectly in which it is used to test the relationship between the compensation to the motivation, loyalty, and satisfaction to the performance. The results show that employees' motivation and loyalty are explained directly by the employees' performance. The assumption to all path coefficient modeled in this research can be summarized in the Table.

The table above explained that all paths are significant based on five paths in the hypothesis model. The dominant role of the loyalty of employees is sourced from the work motivation. Meanwhile, work motivation is also influenced by the job satisfaction. Specifically, both of these dominant paths are interesting because they are the determinants of

employees performance. In detail, the overall results of path analysis are presented in the image below:

Table 5 – Summary of Path Coefficient

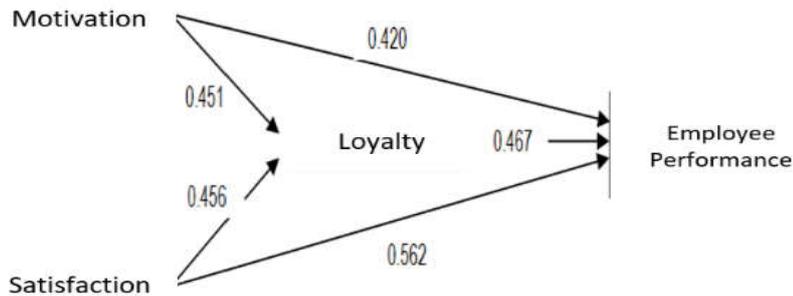| Independent Variable	Dependent Variable	Beta	p-value
Motivation	Loyalty	0.451	0.000
Motivation	Performance	0.420	0.004
Satisfaction	Loyalty	0.456	0.000
Satisfaction	Performance	0.562	0.000
Loyalty	Performance	0.467	0.004

Figure 1 – Results of the Path Analysis

From the figure, it can be explained that the determinant factor of the employee performance is sourced from motivation (X1) and satisfaction (X2). The performance of employees in increasing the work loyalty of performance. The determinant factor of employees performance (Z) is sourced from the employee loyalty (Y) towards the Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65 Probolinggo.

The provision of the hypothesis model of the research data is measured from the correlation of the two determinant coefficient (R^2) in both equations. In the first equation, R^2 is 0.932 and R^2 is 0.944 at the second equation.

The result of model provision is:

$$R^2 \text{model} = 1 - (1 - R_1)(1 - R_2) = 0.9961 \text{ or } 99.61\%$$

The calculation results of the model provision are 99.6%. This explains that the model contribution to explain the structural relationship of the four studied variables amounted to 99.6% and the rest is explained by other variables not involved in the model.

RESULTS AND DISCUSSION

The modeling results explain that there is a structural relationship between employees performance, job satisfaction, work loyalty and employee's job satisfaction. The staff level of job satisfaction can be explained by the amount of work motivation and the employee performance implemented in each unit. Based on the amount of path coefficient obtained from the analysis results, the employee performance by emphasizing on the employee loyalty can be used to strengthen the work motivation compared to the job satisfaction. For the staff, the understanding on the job description in each task has been understood well. The experience during a pursuit of a career in staff level provides a big opportunity to better identify the work he should perform.

Effect of Motivation on Loyalty Variable. The analysis result explains that there is significant positive effect between motivation on work loyalty. This is supported by Lydia Gomes I and Eddy Madiono Sutanto (2017), which showed that work motivation and employee loyalty both partially and simultaneously have a positive and significant effect on

the employee performance in CV Hartono Flash Surabaya. Meanwhile, the researches that do not support this analysis results are Filian Mufcha Ihwana, Isharijadi and Anggita Langgeng Wijaya (2017), resulting in compensation research that does not significantly affect the loyalty of intern nurse, work motivation is significant to the intern nurse loyalty, while simultaneously compensation and work motivation affects the intern nurse loyalty, and so does with Hotma BR Simbolon (2015), which in his research results show that motivation and loyalty towards the work is poor and the leader is not providing enough motivation while the motivation towards employee is highly significant, it is proven that the leader give positive effects to the employees.

Effect of Motivation on Performance Variable. The analysis result explains that there are effects stating significant positive effects of motivation to the employee performance. This shows that motivation is highly important and should always be improved, especially in Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65 Probolinggo providing positive value to the staff to be more motivated in working. According to research by Kriengsak Chareonwongsak (2017), it is found that cooperative committee has a significant positive relationship with cooperation performance they serve. The hope, instrumental and valence of cooperative committee have a positive association with their work motivation. Daniela Popaa, Bogdan Cristian Voicub (2015), conclude that their confidence toward their power contributes to: internal motivation, adjusting their internal activity, validating the results obtained after proper reference and increasing their academic performance. Meanwhile, those who do support this analysis are Vivi Amanah Harahap, Wahyu Hidayat (2015) which stated that Motivation on performance mediated by Job satisfaction does not have significant effect while Motivation on Work Environment; Job satisfaction, Performance and Work Environment on Job satisfaction; Performace and Work Environment on Job satisfaction and Performance have a highly significant effect.

Effect of Satisfaction on Loyalty Variable. The analysis result explains that there is significant positive effect between employee satisfaction to loyalty. It means that staffs will more likely to be loyal to the Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65 Probolinggo when they are satisfied. This analysis result is supported by Timbul Arifin (2009), where: (a) Competence, Leadership, Promotion, and motivation positively affect Satisfaction; (b) Competence, Transformational leadership, Promotion, Motivation do not positively affect the loyalty through significant satisfaction, (c) Satisfaction positively affects loyalty. In addition, Azize Sahina, Cemal Zehirb, Hakan Kitapci (2011), which stated that brand experience has a positive effect to brand satisfaction, trust, and loyalty; brand satisfaction has a positive significant effect on brand loyalty. Meanwhile, Tianxiang Sheng, Chunlin Liu (2010), statde that: (a) Efficiency, Fulfillment, Privacy, Loyalty significantly affect the Customer Satisfaction and Loyalty; (b) The rest of the factors do not significantly affect the customer satisfaction or loyalty; (c) System accessibility do not affect both.

Effect of Job satisfaction to Performance Variable. The analysis result explains that there is significant positive effect between job satisfaction and employee performance. This means that job satisfaction can increase the employee/staff performance. This research is also supported by (2017), which concluded: (a) satisfaction, organizational commitment, job satisfaction, significantly affect the behaviour; (b) job satisfaction, organizational behaviour, satisfaction, organizational commitment significantly affect performance; (c) satisfaction, organizational commitment, job satisfaction, performance, positively affect citizenship. Research by Ayu Desi Indrawati (2013), also mentioned that job satisfaction, employee performance, significantly affect employee performance, customer satisfaction and job satisfaction directly or indirectly affect the performance and positive and significant on customer satisfaction. The research results by I. Wayan Sudarta, Edi Dharmana, Agus Santoso (2014) stated that satisfaction significantly affects the nurse performance in performing nursing. The loyalty variable does not affect the nurse performance in performing nursing.

Effect of Loyalty on Performance Variable. The analysis results explain that there is significantly positive effect on loyalty and employee performance. This research proves that

loyalty positively and significantly affect the employee performance, this means that loyalty is indeed highly required by an employee to achieve high performance. This research is also supported by Robabeh Sadat Hosseini, Artinah Zainal, Norzuwana Sumarjan (2015), direct and indirect experience both contribute to the formation of brand image and brand loyalty. This research test the relative interest of service performance and experience quality in establishing brand loyalty. Similarly, the research by Ni Made Rima Pranita, Ni Nyoman Dewi Pascarani, Ni Wayan Supriliyani (2015), which stated that employee loyalty positively affects the performance of LPD Desa Adat Kedonganan and this can also be used as supporter of the research by Andrew M.C. Mamesah, Lotje Kawet, Victor P.K. Lengkong: Environment, Discipline, Loyalty are simultaneously and positively affect the employee performance.

CONCLUSION

From the data analysis conducted either using descriptive analysis or path analysis, it can be concluded that:
- Motivation can encourage employee to better finish heavy work, this shows the significant effect on employee loyalty;
- Employee loyalty can change the employee to be more creative and innovative in completing their work, this is supported by the significant effect on employee loyalty.
- Employee motivation can provide awareness that work should not always be completed only by money/paid, but work that can be completed by guidance and direction from the leadership is highly expected by the employees;
- Employee satisfaction in completing their work can encourage the feeling of happiness/enjoying the work, this can indirectly improve the performance;
- Employee loyalty can encourage the employee to cooperate and work in team. Thus, the work can be completed faster and can encourage every action by employee to have work performance and employee productivity.

SUGGESTIONS

Based on the above conclusions, the author try to provide some suggestions that may helpful for Rumah Sakit Ibu and Anak Muhammadiyah, Jalan Panglima Sudirman No. 65 Probolinggo in improving the staff performance, they are:

Motivation, Satisfaction, Loyalty of employees are good, it is proven by the analysis that shows significant effect between variables. Hence, it directly or indirectly gives impact in improving the performance and financial of Rumah Sakit Ibu and Anak Muhammadiyah Probolinggo.

From this research, each variable has shown significant relationship, the author expects to always have support and guidance especially from the top manager of Rumah Sakit Ibu and Anak Muhammadiyah of Probolinggo to be able to maintain motivation, satisfaction, loyalty, employee performance and even the author expected that it can improve the variables in the future.

From this research model, the author feels that it is necessary to add the measurement variable of the style of leadership. This leadership can affect the employee in improving the performance of Rumah Sakit Ibu and Anak Muhammadiyah of Probolinggo.

It is also expected that this research can be used as basic data in the future to produce better research.

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