Employee Loyalty Determinants at KSPPS BTM Pekalongan: Job Satisfaction as a Mediating Variable

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Abstract

Many Sharia Microfinance Institutions in Indonesia have the form of KSPPS. Employee loyalty is very important in financial institutions of any kind. Employee loyalty in financial institutions is not only expected to be able to produce satisfactory performance but also to prevent fraud. This research aims to analyze the effect of HR competency and quality of work life on employee loyalty with job satisfaction as a mediating variable in KSPPS BTM Pekalongan employees. This research is field research with a quantitative approach. The population in this research amounted to 192 employees from the entire office network of KSPPS BTM Pekalongan. The sample in this research amounted to 130 employees determined based on the results of the calculation of the Slovin formula with a margin of error of 5%. Sampling in this research uses a proportional random sampling technique. The data collection technique in this research used a questionnaire with a Likert scale. The data analysis technique used in this research is path analysis. The results showed that HR competency and quality of work life have a significant effect on job satisfaction. HR competency, quality of work life, and job satisfaction have a significant effect on employee loyalty. Job satisfaction mediates the effect of HR competency and quality of work life on employee loyalty.

Keywords: HR competency, quality of work life, job satisfaction, employee loyalty, and KSPPS BTM Pekalongan.

A. Introduction

Human resources (HR) have an important role in the organization. HR acts as the executor of the organization's operational activities. Activities in the organization will not be able to be carried out without HR. More than that, HR also acts as a competitive force that organizations have in facing existing competition (Palese et al., 2022). HR is a unique asset because humans have diverse thoughts, feelings, traits, desires, and backgrounds. The success or failure of an organization in achieving its goals is often determined by the condition of the human resources (employees) in it. Therefore, the organization must be able to carry out HR management effectively and efficiently to

support its goals (Nasution & Hidayat, 2019). Among the results to be achieved by HR management is the formation of employee loyalty in the organization (Yuliar, 2021).

Employee loyalty is an important characteristic of human resources in organizations. Employee loyalty shows the positive attitude that employees display regarding the work they do and the organization where they work. An employee who has loyalty not only works for his interests but also for the benefit of his organization. Employee loyalty is very important for the existence of the organization (Citra & Fahmi, 2019). Loyal employees are valuable assets for the organization in achieving its goals. Employees who have loyalty always do their job well according to their roles, duties, and responsibilities. Loyal employees will also be loyal to the organization. Conversely, employees who do not have loyalty will be an obstacle or even a threat to the organization in achieving its goals. Employee loyalty is needed to support organizational success (Larastrini & Adnyani, 2019).

Loyal employees can increase the potential for organizational success because they increase work efficiency and minimize the occurrence of actions that can harm the organization (Tyas et al., 2020). Loyalty comes from the belief that employees and organizations essentially need each other. Employee loyalty is not only seen from the expertise in carrying out their roles and duties but also how the efforts they make to realize success for the organization. Employee loyalty is also not only seen in how long a person's period works in the organization but also in how dedicated he is to the progress of the organization (Anifah & Foeh, 2022).

Loyalty can arise from factors within the employee, but can also be supported by factors that come from outside (Zamralita, 2017). Employee loyalty can arise if they have satisfaction with their work. Job satisfaction owned by employees has an important role in the organization. In the research of organizational behavior and HR management, many studies have revealed the importance of job satisfaction (Chinomona & Dhurup, 2014; Dhir et al., 2020; Yeni et al., 2022). Not only can it lead to employee loyalty job satisfaction can also increase employee productivity (Sulaiman & Talli, 2020). On the other hand, dissatisfaction can be the starting point of HR

management problems in the organization, such as less harmonious working relationships to high turnover rates. Personally, dissatisfaction can reduce enthusiasm at work which can affect performance (Hasibuan & Afrizal, 2019).

Job satisfaction represents the emotional state of an employee to the work he does, whether he enjoys the work or not. Job satisfaction can lead to a positive attitude at work. So that when employees have job satisfaction, loyalty can arise within these employees towards the work they do and also towards the organization (Rohimah, 2018). This statement is following the results of research by Khuong & Linh (2020) which states that job satisfaction affects employee loyalty. However, the results of Nasution & Hidayat (2019) research state that job satisfaction does not affect employee loyalty. This means that there are still differences in the results of previous research (research gap) regarding the effect of job satisfaction on employee loyalty.

Many factors affect job satisfaction, one of which is HR competency. HR competency is important for every employee. If an employee's HR competency is not following his job, he will have difficulty completing his work. The employee will feel that his job is too hard for him because his abilities do not match the demands of the work he has to do. So that he does not achieve job satisfaction (Eristaria et al., 2020). An employee would be nice to have the appropriate HR competency in doing his job to achieve satisfactory work results. Achieving satisfactory work results individually will encourage the progress of HR as a whole which will result in increased productivity for the organization (Rosmaini & Tanjung, 2019).

HR competency refers to a characteristic of an employee in the form of everything inherent in the employee that he needs regarding his work. Employees will like their job more if they have competency that match the job. The suitability between competency and jobs owned by employees can affect their level of job satisfaction (Sianturi et al., 2019). This statement is following the results of research by Sabuhari et al. (2020) which states that HR competency affect job satisfaction. However, the results of Darmawan et al. (2015) state that HR competency do not affect job satisfaction. This means that there are still differences in the results of previous studies (research gap) regarding the effect of HR competency on job satisfaction.

In addition to HR competency, the quality of work life can also be a factor that affects job satisfaction. The quality of work life can be understood from two different perspectives. First, the quality of work life is the effort that the organization tries to make to create an ideal work-life to achieve its goals. Second, the quality of work life is the view of employees related to their desire to get positive feelings, self-development, and fulfillment of needs from the work they do. In other words, the quality of work life is the way employees view their well-being both physically and mentally in their work (Bekti, 2018). Quality of work life refers to the condition of whether or not the work environment and atmosphere are happy for individuals who work in it. The impact for individuals who have a good quality of work life is the formation of a positive attitude at work which will certainly provide benefits not only for themselves but also for the organization (Hasmalawati & Hasanati, 2017).

The quality of work life reflects the employee's view of the physical and mental conditions he feels related to his work. A quality work life aims to realize feelings of pleasure at work so that he can achieve job satisfaction (Turang et al., 2022). This statement is following the results of research by Yeni et al. (2022) which states that the quality of work-life affects job satisfaction. However, the results of Arifin (2012) research state that the quality of work life does not affect job satisfaction. This means that there are still differences in the results of previous studies (research gap) regarding the effect of work-life quality on job satisfaction.

Employee loyalty, job satisfaction, HR competency, and quality of work life are important factors related to HR in organizations, not least in Sharia Microfinance Institutions. KSPPS is one of the many forms of Sharia Microfinance Institutions in Indonesia. According to the Deputy Director of Sharia Microfinance Institutions of the National Committee for Sharia Economics and Finance (KNEKS), as of December 2022, there were 3,912 KSPPS with 4.6 million members and total assets reaching 20.67 trillion rupiahs (KNEKS, 2023). KSPPS is a cooperative whose business activities provide savings and loan services as well as various forms of sharia-principled financing and manage various Islamic philanthropies such as Zakat, Infaq, Sadaqah,

and Waqf (ZISWAF). KSPPS is classified as a Non-Bank Financial Institution whose operational activities are based on the Sharia system. This cooperative was formed to serve the needs of its members, providing easy business financing alternatives for members in need, and generating benefits for members through profit sharing (Asmita, 2020).

KSPPS is a Sharia Microfinance Institutions that provides capital, especially for the lower middle class (Windasari & Karim, 2020). Micro, Small, and Medium Enterprises (MSMEs) make Sharia Microfinance Institutions a solution to overcome problems related to the difficulty of capital. Obtaining capital loans through Sharia Microfinance Institutions is easier for MSMEs when compared to the banking sector. This has resulted in many MSMEs tending to use Microfinance Institutions in overcoming the capital problems they face (Melinda, 2021). One of the popular KSPPS in Indonesia is Baitut Tamwil Muhammadiyah (BTM). BTM is present as a funding solution that banks or other financial institutions have not been able to facilitate. Thus, its existence is expected to be able to help the community, especially MSME players (Ismanto, 2021). One of the BTM that has existed for more than 2 decades is KSPPS BTM Pekalongan. KSPPS BTM Pekalongan originated from BTM Wiradesa which was established in 1996 and continues to develop until now (KSPPS BTM Pekalongan, 2022b).

KSPPS BTM Pekalongan is a Sharia microfinance institution that partners with many MSME players and the community, especially in the Pekalongan area. In 2022 the number of KSPPS BTM Pekalongan members reached 22,185 people. With the increasing number of members, it is expected that KSPPS BTM Pekalongan's business activities will also grow. In its business activities, until the end of 2022, KSPPS BTM Pekalongan has 15 office networks including 1 management center (KPM), 12 branch offices (KC), 1 sub-branch office (KCP), and 1 cash office (KK). The total number of employees in all office networks is 192 people, with details of management center employees totaling 14 people, employees of all branch offices totaling 166 people, employees of sub-branch offices totaling 9 people, and cash office employees totaling 3 people (KSPPS BTM Pekalongan, 2022a).

One of the obstacles for KSPPS in increasing its development is the problem of fraud. Fraud is a factor that will negatively affect the existence of KSPPS. Fraud can cause various losses to KSPPS, both material and non-material losses (Pebruary et al., 2019). Among the factors that cause fraud in KSPPS is the lack of job satisfaction and loyalty of employees the KSPPS. Fraud is one of the acute problems that occur in financial institutions (Sudarmanto & Utami, 2021). KSPPS BTM Pekalongan is also not free from this problem. It was revealed that in April 2023, one of the KSPPS BTM Pekalongan employees committed fraud in the form of embezzling Idul Fitri savings belonging to customers worth 900 million rupiahs (Detik.com, 2023).

Employee loyalty is necessary for Sharia Microfinance Institutions, including KSPPS BTM Pekalongan. Employee loyalty is thought to be affected by job satisfaction, HR competency, and quality of work life. This research aims to analyze how the effect of HR competency and quality of work life on employee loyalty with job satisfaction as an mediating variable on KSPPS BTM Pekalongan employees.

B. Literature Review

Theory of Organizational Behavior

Organizational behavior is a field of research that studies the impact that individuals, individuals, groups, and structures have on behavior within organizations, to apply that knowledge to improve organizational effectiveness (Robbins & Judge, 2013). Organizational behavior is a field of research that specifically covers the three determinants of behavior in organizations (individuals, groups, and structures) and their application to make organizations work more effectively (Hanggraeni, 2011). Organizational behavior is the actualization of knowledge about how people act in organizations (Rivai & Mulyadi, 2003). Employee loyalty variables, HR competency, quality of work life, and job satisfaction are included in the research of organizational behavior theory.

Work Engagement Theory

Work engagement is a position where employees have positive, rational, and continuous thoughts about the job they have and is characterized by the following: vigor, dedication, and absorption. All of these things make employees have an engagement to their work. Work engagement will have a positive impact on both employees and organizations, because work engagement will form various positive attitudes that employees need to have in their jobs, including job satisfaction and loyalty (Bakker & Albrecht, 2018).

Attribution Theory

Attribution theory explains how an individual behaves. According to this theory, the cause of an individual's behavior is affected by two factors. The first is dispositional attributions, which are internal factors owned by a person, such as nature, personality, attitude, character, and so on. The second is situational attributions, which are external factors that refer to the surrounding environment, such as social conditions, and so on. These internal and external factors can influence individual behavior (Heider, 1958).

Employee Loyalty

Employee loyalty is interpreted through the following three things: belief in the values of the organization, real effort to achieve organizational goals, and willingness to continue to stay in the organization (Allen & Meyer, 1993). Employee loyalty can be assessed using the following indicators: (1) Obeying the rules, namely acting in harmony with all organizational provisions and always trying to comply with them; (2) Having a sense of responsibility, namely the willingness to carry out roles, duties, and obligations following their work; (3) Having a willingness to work together, namely the willingness to work together and work together in achieving organizational goals; (4) A sense of belonging to the organization, which is a feeling in which employees feel that they belong to the organization so that with that sense of belonging they will wholeheartedly care about something; (5) Interpersonal relationships, which are harmonious social interactions between individuals in the workplace; (6) Liking the work they do (Siswanto, 2005).

Human Resource Competency

HR competency are a combination of knowledge, skills, and attitudes/personality of an individual required in work, can be measured according to certain criteria, and can be improved through training (Marwansyah, 2010). HR competency can be assessed using the following indicators: (1) Knowledge, which is the insight that can be obtained from formal learning, participating in training activities or certain courses related to their work; (2) Expertise or skills, which is the technical ability to be able to do and complete their work; (3) Attitude or behavior, which is the personality inherent in a person that characterizes him in carrying out his work

(Sodikin, 2017).

Quality of Work Life

Quality of work life is an employee's view of their work-related situations and conditions (Walton, 1973). The quality of work life can be assessed using the following indicators: (1) Employee participation, which is the opportunity employees have to create ideal working conditions for them to achieve the success of the organization where they work; (2) Equitable compensation, which is a reward that matches the work employees do; (3) A sense of pride in the organization; (3) A sense of pride in the organization where he works; (4) A sense of security at work; namely the feeling of the absence of disturbances, threats, and fears about the work performed; (5) Safety of the work environment; namely the state of the workplace that does not endanger his body and soul; (6) Welfare, namely the fulfillment of all the material, social, and spiritual needs of employees from their work to achieve a decent life; (7) Career development, namely the opportunity to pursue a career towards a better level and develop work skills so that they are more capable at work; (8) Problem-solving (conflict resolution); namely, an effort to find answers to any problems envalueered; (9) Communication, namely the delivery of information that takes place positively in the organization (Cascio, 2016).

Job Satisfaction

Job satisfaction is an individual's emotional condition related to his work, whether he is happy with the work he does or not (Triatna, 2015). Job satisfaction can be assessed using the following indicators: (1) Work, whether it matches his knowledge, skills, and personality; (2) Salary, compensation that follows the type of work and can meet his needs, (3) Promotion, the opportunity to level up systematically according to applicable rules; (4) Supervisors, job supervisors who pay attention so that work is done properly; (5) Coworkers, coworkers who can create harmonious relationships in the workplace; (6) Communication, the exchange of messages (information) both verbally and nonverbally in a positive manner; (7) Benefits, the facilities, allowances, and incentives provided by the organization; (8) Contingent rewards, there is direction regarding the work results to be achieved and appreciation if the work results are satisfactory; (9) Operational procedures, work orders that apply in the organization can be followed if they are following expectations (Sedarmayanti, 2017).

Research Framework and Hypothesis

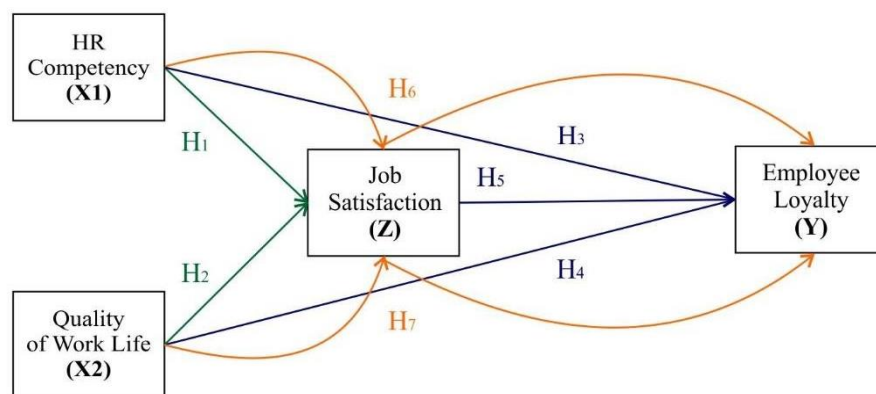The framework in this research can be observed in the following figure:

Figure 1. Research Framework

Based on the research framework, several hypotheses are formulated as follows:

According to the attribution theory expressed by Fritz Heider, an individual's behavior can be affected by dispositional attributions, namely internal factors owned by a person, of which HR competency is one of them. HR competency makes

employees have an engagement to their work. According to the work engagement theory expressed by Bakker, work engagement will form various positive attitudes that employees need to have in their work, one of which is job satisfaction. This statement is supported by the results of research by Sumerdana & Heryanda (2021), which state that HR competency affects job satisfaction. Based on this explanation, the following hypothesis is obtained:

H₁: HR competency affects the job satisfaction of KSPPS BTM Pekalongan employees.

According to the attribution theory expressed by Heider, an individual's behavior can be affected by situational attributions, which are external factors that refer to the state of the surrounding environment, of which quality of work life is one of them. Quality of work life makes employees have an engagement to their work. According to the work engagement theory expressed by Bakker & Albrecht, work engagement will form various positive attitudes that employees need to have in their work, one of which is job satisfaction. This statement is supported by the results of research by Bekti (2018), which states that the quality of work life affects job satisfaction. Based on this explanation, the following hypothesis is obtained:

H₂: Quality of work life affects the job satisfaction of KSPPS BTM Pekalongan employees.

According to the attribution theory expressed by Heider, an individual's behavior can be affected by dispositional attributions, namely internal factors owned by a person, of which HR competency is one of them. HR competency makes employees have an engagement to their work. According to the work engagement theory expressed by Bakker & Albrecht, work engagement will form various positive attitudes that employees need to have in their work, one of which is loyalty. This statement is supported by the results of research by Sukma & Suwarsi (2019), which state that HR competency affects employee loyalty. Based on this explanation, the following hypothesis is obtained:

H₃: HR competency affects the loyalty of KSPPS BTM Pekalongan employees.

According to the attribution theory expressed by Fritz Heider, an individual's behavior can be affected by situational attributions, which are external factors that refer to the state of the surrounding environment, of which quality of work life is one of them. Quality of work life makes employees have an engagement to their work. According to the work engagement theory expressed by Bakker & Albrecht, work engagement will form various positive attitudes that employees need to have in their work, one of which is loyalty. This statement is supported by the results of research by Lau et al. (2019), which states that the quality of work life affects employee loyalty. Based on this explanation, the following hypothesis is obtained:

H4: Quality of work life affects the loyalty of KSPPS BTM Pekalongan employees.

Job satisfaction makes employees have an engagement to their work. According to the work engagement theory expressed by Bakker & Albrecht, work engagement will form various positive attitudes that employees need to have in their work, one of which is loyalty. This statement is supported by the results of research by Larastrini & Adnyani (2019), which states that job satisfaction affects employee loyalty. Based on this explanation, the following hypothesis is obtained:

H5: Job satisfaction affects the loyalty of KSPPS BTM Pekalongan employees.

According to the attribution theory expressed by Fritz Heider, an individual's behavior can be affected by dispositional attributions, namely internal factors owned by a person, of which HR competency is one of them. HR competency makes employees have an engagement to their work. According to the work engagement theory expressed by Bakker & Albrecht, work engagement will form various positive attitudes that employees need to have in their work, including job satisfaction and loyalty. This statement is supported by the results of research by Palese et al. (2022), which states that HR competency affect job satisfaction, job satisfaction affects employee loyalty, and job satisfaction can mediate the effect of HR competency on employee loyalty. Based on this explanation, the following hypothesis is obtained:

H6 : HR competency through job satisfaction affect the loyalty of KSPPS BTM Pekalongan employees.

According to the attribution theory expressed by Fritz Heider, an individual's behavior can be affected by situational attributions, which are external factors that refer to the state of the surrounding environment, of which quality of work life is one of them. Quality of work life makes employees have an engagement to their work. According to the work engagement theory expressed by Bakker & Albrecht, work engagement will form various positive attitudes that employees need to have in their work, including job satisfaction and loyalty. This statement is supported by the results of research by Fatmasari et al., (2018), which states that quality of work life affects job satisfaction, job satisfaction affects employee loyalty, and job satisfaction can mediate the effect of quality of work life on employee loyalty. Based on this explanation, the following hypothesis is obtained:

H$_7$: Quality of work life through job satisfaction affects employee the loyalty of KSPPS BTM Pekalongan employees.

C. Research Methods

This research is field research in the form of a survey to obtain data on respondents' perceptions to test existing hypotheses. This research uses a quantitative research approach in the form of causality research, where researchers try to analyze the cause-and-effect relationship of the variables studied. This research uses primary data obtained through filling out questionnaires regarding employee loyalty, HR competency, quality of work life, and job satisfaction (Sugiyono, 2022). The questionnaire used is in the form of a Google form with the aim that this research can be more efficient. The answers to this research questionnaire were assessed using a Likert scale with 5 measurement scales, namely: (1) Strongly Disagree, (2) Disagree, (3) Less Agree, (4) Agree, and (5) Strongly Agree (Sujarweni, 2022).

The population in this research were all employees of KSPPS BTM Pekalongan as many as 192 people, spread across 15 offices (KSPPS BTM Pekalongan, 2022a). Sampling in this research uses the probability sampling method (Sugiyono, 2022). Determination of the number of samples in this research using the Slovin formula with

a margin of error set by the researcher of 5% so that a sample of 130 employees was obtained. Sampling in this research uses a proportional random sampling technique (Sugiyono, 2022) with a proportional allocation formula based on the office network owned by KSPPS BTM Pekalongan. The population and samples in this research can be observed in the following table:

Table 1. Population and Sample

No.	Office	Number of Population	Number of Sample
1.	KPM Kajen	14 Employees	9 Employees
2.	KC Wiradesa	22 Employees	16 Employees
3.	KC Wuled	21 Employees	15 Employees
4.	KC Bligo	14 Employees	9 Employees
5.	KC Doro	15 Employees	10 Employees
6.	KC Kedungwuni	16 Employees	11 Employees
7.	KC Kesesi	14 Employees	9 Employees
8.	KC Bojong	11 Employees	7 Employees
9.	KC Talun	13 Employees	9 Employees
10.	KC Wonopringgo	10 Employees	7 Employees
11.	KCP Karangdadap	9 Employees	6 Employees
12.	KC Sragi	11 Employees	7 Employees
13.	KC Kajen	9 Employees	6 Employees
14.	KC Lebakbarang	10 Employees	7 Employees
15.	KK Karanganyar	3 Employees	2 Employees
	Total	**192 Employees**	**130 Employees**

Source: Data processing

The data analysis in this research was carried out with the help of the SPSS version 26 application. Data analysis in this research uses path analysis. Path analysis is a development form of multiple linear regression analysis used to analyze the indirect effect of independent variables through mediating variables on the dependent variable (Ghozali, 2017). Path analysis in this research consists of two multiple linear regression equation models. First, the multiple linear regression equation models the effect of HR competency and quality of work life on job satisfaction. Second, the multiple linear regression equation models the effect of HR competency, quality of work life, and job satisfaction on employee loyalty. The path analysis model in this research can be observed in the following figure:
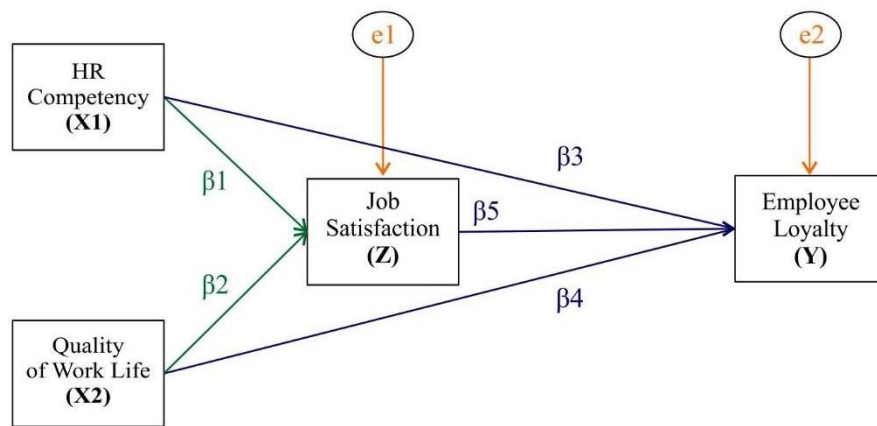
Figure 2. Path Analysis

D. Result and Discussion

Respondents Demographic Profile

Table 2. Respondents Demographic Profile

Variable	Description	N	(%)
Gender	Male	64	49,23%
	Female	66	50,77%
	Total	**130**	**100%**
Age	21 – 30 years	69	53,08%
	31 – 40 years	34	26,15%
	41 – 50 years	22	16,92%
	> 50 years	5	3,85%
	Total	**130**	**100%**
Educational Level	Junior High Shool	2	1,54%
	Senior High School	15	11,54%
	D3	19	14,61%
	S1	94	72,31%
	Total	**130**	**100%**
Working Period	< 1 year	21	16,15%
	1 – 3 years	18	13,85%
	4 – 6 years	40	30,77%
		13	

	7 – 9 years		10%
	≥ 10 years		29,23%
	Total	**130**	**100%**

Source: Data processing

Instrument Quality Test Validity Test

The validity test aims to analyze whether or not each item of the research questionnaire statement is valid. Testing the validity of statement items is done using Pearson correlation, which correlates the correlation coefficient (r) of each statement item with the total value of the statement item. The statement item is declared valid if r value > r table or the significance value is < 0.05 (Sujarweni, 2022). It is known that the value of the r table at df = n - 2 = 130 - 2 = 128 and alpha 0.05 is = 0.1723. The validity test results can be observed in the following table:

Table 3. Validity Test

Variable	Item	r table	r value	Test Result
Employee Loyalty (Y)	I always try to obey the rules that apply in the workplace	0.1723	0.674	Valid
	I do my job with a sense of responsibility	0.1723	0.655	Valid
	I am willing to work together to achieve goals and help colleagues who need assistance	0.1723	0.662	Valid
	The organization I work for is meaningful to me	0.1723	0.694	Valid
	I have a good relationship with my colleagues and the organization where I work	0.1723	0.660	Valid
	I like the work that I do	0.1723	0.589	Valid
HR Competency (X1)	I have knowledge related to the work I do	0.1723	0.765	Valid
	The knowledge I have help me to do my job well	0.1723	0.818	Valid
	I have skills related to the work I do	0.1723	0.845	Valid
	The skills I have help me to do my job well	0.1723	0.873	Valid
	I have a positive attitude towards the work I do	0.1723	0.827	Valid

	My positive attitude helps me to do my job well	0.1723	0.824	Valid
Quality of Work Life (X2)	I was able to participate in employee development activities organized by the organization	0.1723	0.662	Valid
	The compensation I receive is worth the work I do	0.1723	0.438	Valid
	I have a sense of pride and enthusiasm and am not discouraged by the work I do	0.1723	0.729	Valid
	I feel safe at work	0.1723	0.671	Valid
	Institutions pay attention to and support safety at work	0.1723	0.719	Valid
	The job I have is important so that I can live properly	0.1723	0.608	Valid
	The organization supports my personal and career development through training activities, etc.	0.1723	0.688	Valid
	Problems that occur in the workplace are resolved in a good way and as much as possible are resolved in a family manner	0.1723	0.711	Valid
	I am able to communicate positively with colleagues	0.1723	0.651	Valid
Job Satisfaction (Z)	The work I do is in accordance with my abilities and expectations	0.1723	0.582	Valid
	The salary I receive is paid on time and is able to meet the needs I have	0.1723	0.615	Valid
	I have the opportunity to develop my career if I get promoted, given that the organization where I work has a career development level	0.1723	0.691	Valid
	Supervisors (bosses) are able to supervise my work well	0.1723	0.746	Valid
	My colleagues are able to support the work I do	0.1723	0.677	Valid
	I have freedom of speech and opinion in the workplace according to generally accepted norms	0.1723	0.583	Valid
	The institution provides facilities, benefits, and incentives (bonuses) that are able to support the work I do	0.1723	0.695	Valid

	My boss is able to direct and give appreciation if my work results are satisfactory	0.1723	0.629	Valid
	The institution has operational procedures that are able to guide and assist me in my work	0.1723	0.563	Valid

Source: Data processing

Reliablity Test

The reliability test aims to evaluate the statement items in the research variables that have been declared valid, whether they are reliable or not. A variable is declared reliable if it has a Cronbach Alpha value > 0.60 (Sujarweni, 2022). The results of the reliability test can be seen in the following table:

Table 4. Reliability Test

Variable	Cronbach Alpha	Test Result
Employee Loyalty (Y)	0.731	Reliable
HR Competency (X1)	0.906	Reliable
Quality of Work Life (X2)	0.820	Reliable
Job Satisfaction (Z)	0.820	Reliable

Source: Data processin

Classical Assumption Test Normality Test

The normality test is carried out to analyze the residual value of the data estimated in the research whether it is normally distributed or not. The Kolmogorov-Smirnov test is commonly used in normality tests. It is declared to have a normal distribution if the significance value is > 0.05 (Sujarweni, 2022). The normality test in this research was carried out on the residual values of the two multiple linear regression analysis equation models as follows:

(I) The Effect of HR Competency and Quality of Work Life on Job Satisfaction

Table 5. Normality Test Equation Model I

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	130

Normal Parametersa,b	Mean	.0000000
	Std. Deviation	1.97168267
Most Extreme Differences	Absolute	.071
	Positive	.033
	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed)		**.195**c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processing

Based on Table 5., it is known that the significance value = 0.195 > 0.05 so that the residual value of the multiple linear regression analysis equation model is normally distributed.

(II) Competency, Quality of Work Life, and Job Satisfaction on Employee Loyalty.

Table 6. Normality Test Equation Model II

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		130
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	1.14550388
Most Extreme Differences	Absolute	.038
	Positive	.030
	Negative	-.038
Test Statistic		.038
Asymp. Sig. (2-tailed)		**.200**c,d
a. Test distribution is Normal.		
b. Calculated from data.		

| c. Lilliefors Significance Correction. |
| d. This is a lower bound of the true significance. |

Source: Data processing

Based on the table 6., it is known that the significance value = 0.200 > 0.05 so that the residual value of the multiple linear regression analysis equation model is normally distributed.

Heteroscedasticity Test

The heteroscedasticity test is conducted to analyze whether the variance of the residual value of the estimated data is significantly different for each observation. The Glejser test is commonly used as a heteroscedasticity test, namely by regressing each independent variable on the absolute value of the residuals from the estimated regression analysis. It is stated that there is no heteroscedasticity if each significance value of the independent variable is tested > 0.05 (Sujarweni, 2022). The heteroscedasticity test in this research was carried out on the absolute value of the residuals of the two multiple linear regression analysis equation models as follows:

(I) The Effect of HR Competency and Quality of Work Life on Job Satisfaction

Table 7. Heteroscedasticity Test Equation Model I

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.182	1.213		3.449	.001
	HR Competency (X1)	.035	.066	.073	.523	**.602**
	Quality of Work Life (X2)	-.093	.050	-.257	-1.852	**.066**
a. Dependent Variable: Absolut Residual 1						

Source: Data processing

Based on Table 7., it is known that the significance value of HR Competency = 0.602 > 0.05 and the significance value of Quality of Work Life = 0.066 > 0.05 so that the multiple linear regression analysis equation model does not occur heteroscedasticity.

(II) The Effect of HR Competency, Quality of Work Life, and Job Satisfaction on Employee Loyalty

Table 8. Heteroscedasticity Test Equation Model II

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.585	.713		2.223	.028
	HR Competency (X1)	.014	.041	.050	.336	**.737**
	Quality of Work Life (X2)	-.013	.037	-.063	-.356	**.723**
	Job Satisfaction (Z)	-.014	.031	-.075	-.449	**.654**
a. Dependent Variable: Absolut Residual 2						

Source: Data processing

Based on Table 8., it is known that the significance value of HR Competency = 0.737 > 0.05; the significance value of Quality of Work Life = 0.723 > 0.05; and the significance value of Job Satisfaction = 0.654 > 0.05 so the multiple linear regression analysis equation model does not occur heteroscedasticity.

Multicollinearity Test

The multicollinearity test is carried out to analyze whether there is no correlation between each independent variable used. Multicollinearity test can be done by looking at the Tolerance and VIF (Varian Inflation Factor) values. It is stated that there is no multicollinearity if the tolerance value > 0.10 and the VIF value < 10 (Sujarweni, 2022). The multicollinearity test in this research can be observed in the Tolerance and VIF (Varian Inflation Factor) values of the two multiple linear regression analysis equation models as follows:

(I) Competency and Quality of Work Life on Job Satisfaction

Table 9. Multicollinearity Test Equation Model I

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	HR Competency (X1)	**.390**	**2.564**
	Quality of Work Life (X2)	**.390**	**2.564**
a. Dependent Variable: Job Satisfaction (Z)			

Source: Data processing

Based on Table 9., HR Competency has a Tolerance value = 0.390 > 0.10 and a VIF value = 2.564 < 10, and Quality of Work Life has a Tolerance value = 0.390 > 0.10 and a VIF value = 2.564 < 10 so that in the multiple linear regression analysis equation model there is no multicollinearity.

(II) The Effect of HR Competency, Quality of Work Life, and Job Satisfaction on Employee Loyalty

Table 10. Multicollinearity Test Equation Model II

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	HR Competency (X1)	**.353**	**2.837**
	Quality of Work Life (X2)	**.254**	**3.936**
	Job Satisfaction (Z)	**.278**	**3.600**
a. Dependent Variable: Employee Loyalty (Y)			

Source: Data processing

Based on Table 10., HR Competency has a Tolerance value = 0.353 > 0.10 and VIF value = 2.837 < 10; Quality of Work Life has a Tolerance value = 0.254 > 0.10 and VIF value = 3.936 < 10; and Job Satisfaction has a Tolerance value = 0.278 > 0.10 and VIF value = 3.600 < 10 so that in the multiple linear regression analysis equation model there is no multicollinearity.

Hypothesis Test

(I) The Effect of HR Competency and Quality of Work Life on Job Satisfaction

Table 11. Equation Model I

Coefficientsᵃ					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	**1.575**	2.061		.765	.446
HR Competency (X1)	**.413**	.112	.275	**3.673**	**.000**
Quality of Work Life (X2)	**.705**	.085	.617	**8.244**	**.000**
a. Dependent Variable: Job Satisfaction (Z)					

Source: Data processing

The multiple linear regression equation based on Table 11., is stated as follows:

Z = 1.575 + 0.413 X1 + 0.705 X2 + e1

The value of e1 can be found through the coefficient of determination in the following table:

Table 12. Coefficient of Determination Equation Model I

Model Summaryᵇ				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850ᵃ	.722	**.718**	1.987
a. Predictors: (Constant), Quality of Work Life (X2), HR Competency (X1)				
b. Dependent Variable: Job Satisfaction (Z)				

Source: Data processing

Based on table 12., the coefficient of determination can be observed in the Adjusted R Square column, which is 0.718. The value of e1 is obtained from:

$$e1 = \sqrt{(1 - Adjusted\ R\ Square)}$$
$$e1 = \sqrt{(1 - 0{,}718\,)} \quad e1 = \sqrt{0.282}$$

e1 = 0.531

So that the multiple linear regression equation models are obtained as follows:

Z = 1.575 + 0.413 X1 + 0.705 X2 + 0.531 .... (Equation Model I)

(II)   Competency, Quality of Work Life, and Job Satisfaction on Employee Loyalty

Table 13. Equation Model II

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	**4.325**	1.205		3.590	.000
HR Competency (X1)	**.248**	.069	.277	**3.600**	**.000**
Quality of Work Life (X2)	**.138**	.062	.203	**2.234**	**.027**
Job Satisfaction (Z)	**.264**	.052	.443	**5.106**	**.000**
a. Dependent Variable: Employee Loyalty (Y)					

Source: Data processing

The multiple linear regression equation based on Table 13., is stated as follows:

Y = 4.325 + 0.248 X1 + 0.138 X2 + 0.264 Z + e2

The value of e2 can be found through the coefficient of determination in the following table:

Table 14. Coefficient of Determination Equation Model II

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858[a]	.737	**.731**	1.159

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Khafidz Ma'shum, Shinta Dewi Rismawati

| a. Predictors: (Constant), Job Satisfaction (Z), HR Competency (X1), Quality of Work Life (X2) |
| b. Dependent Variable: Employee Loyalty (Y) |

Source: Data processing

Based on Table 14., the coefficient of determination can be observed in the Adjusted R Square column, which is 0.731. The value of e2 is obtained from:

$$e2 = \sqrt{(1 - Adjusted\ R\ Square)}$$
$$e2 = \sqrt{(1 - 0,731)} \quad e2 = \sqrt{0.269}$$
e2 = 0.518

So that the multiple linear regression equation models are obtained as follows:

Y = 4.325 + 0.248 X1 + 0.138 X2 + 0.264 Z + 0.518 .... (Equation Model II)

Based on equation models I and II, the path analysis models are obtained as follows:
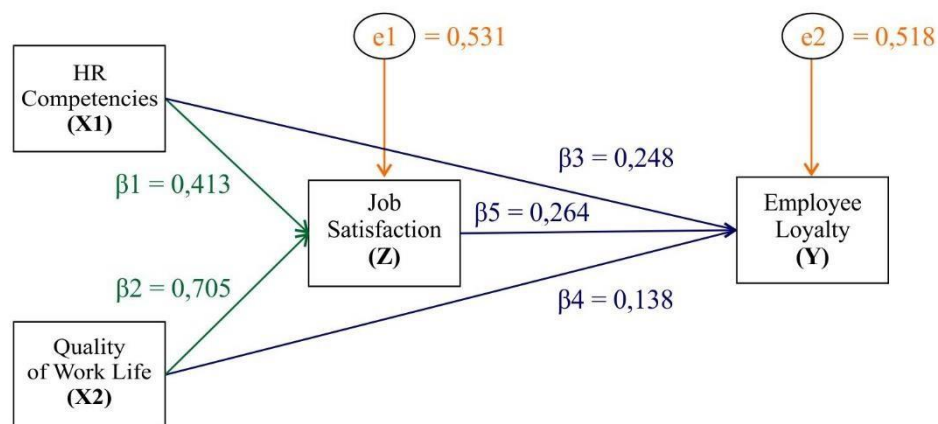
Figure 3. Path Analysis Models

The results of the path analysis are then used to test the hypothesis in this research as follows:

H_1 : The Effect of HR Competency on Job Satisfaction

Based on the table of equation model I path analysis, it is known that the t value = 3.673 and the significance value = 0.000. The t table value at df = n - k = 130 - 3 = 127 and alpha 0.05 is = 1.657. Because the value of t value = 3.673 > t table value = 1.657 and significance value = 0.000 < 0.05 means that HR Competency has a significant effect on Job Satisfaction.

The HR competency possessed by KSPPS BTM Pekalongan employees help them to work well. So that KSPPS BTM Pekalongan employees who have good HR competency will have a sense of satisfaction with their work. Or in other words, the competency of HR owned by KSPPS BTM Pekalongan employees affects their job satisfaction. This statement is following the results of research by Sumerdana & Heryanda (2021), which states that HR competency affects job satisfaction.

H₂ : Effect of Quality of Work Life on Job Satisfaction

Based on the table of equation model I path analysis, it is known that the t value = 8.244 and the significance value = 0.000. The t table value at df = n - k = 130 - 3 = 127 and alpha 0.05 is = 1.657. Because the calculated t value = 8.244 > t table value = 1.657 and significance value = 0.000 < 0.05 means that Quality of Work Life has a significant effect on Job Satisfaction.

The quality of work life owned by KSPPS BTM Pekalongan employees helps them to work well. So that KSPPS BTM Pekalongan employees who have a good quality of work life will have a sense of satisfaction with their work. Or in other words, the quality of work life owned by KSPPS BTM Pekalongan employees affects their job satisfaction. This statement is following the results of research by Bekti (2018), which states that the quality of work life affects job satisfaction

H₃ : The Effect of HR Competency on Employee Loyalty

Based on the table of equation model II path analysis, it is known that the t value = 3,600 and the significance value = 0.000. The t table value at df = n - k = 130 - 4 = 126 and alpha 0.05 is = 1.657. Because the value of t value = 3.600 > t table value = 1.657 and significance value = 0.000 < 0.05 means that HR Competency has a significant effect on Employee Loyalty.

The competency of HR owned by KSPPS BTM Pekalongan employees causes them to be bound to their work. So that KSPPS BTM Pekalongan employees who have good HR competency will have loyalty to their work. Or in other words, the competency of HR owned by KSPPS BTM Pekalongan employees affects their loyalty. This statement is following the results of research by Sukma & Suwarsi (2019), which states that HR competency affects employee loyalty.

H₄ : The Effect of Quality of Work Life on Employee Loyalty

Based on the table of equation model II path analysis, it is known that the calculated t value = 2.234 and the significance value = 0.027. The t table value at df = n - k = 130 - 4 = 126 and alpha 0.05 is = 1.657. Because the calculated t value = 2.234 > table t value = 1.657 and significance value = 0.027 < 0.05 means that Quality of Work Life has a significant effect on Employee Loyalty.

The quality of work life owned by KSPPS BTM Pekalongan employees causes them to be tied to their work. So that KSPPS BTM Pekalongan employees who have a good quality of work life will have loyalty to their work. Or in other words, the quality of work life owned by KSPPS BTM Pekalongan employees affects their loyalty. This statement is following the results of research by Lau et al. (2019), which states that the quality of work life affects employee loyalty.

H₅ : The Effect of Job Satisfaction on Employee Loyalty

Based on the table of equation model II path analysis, it is known that the t value = 5.106 and the significance value = 0.000. The t table value at df = n - k = 130 - 4 = 126 and alpha 0.05 is = 1.657. Because the calculated t value = 5.106 > table t value = 1.657 and significance value = 0.000 < 0.05 means that Job Satisfaction has a significant effect on Employee Loyalty.

Job satisfaction owned by KSPPS BTM Pekalongan employees causes them to be tied to their work. So that KSPPS BTM Pekalongan employees who have good job satisfaction will have loyalty to their work. Or in other words, the job satisfaction of KSPPS BTM Pekalongan employees affects their loyalty. This statement is following the results of research by Larastrini & Adnyani (2019), which states that job satisfaction affects employee loyalty.

H₆ : The Effect of HR Competency Through Job Satisfaction on Employee Loyalty

The Sobel test is used to analyze whether Job Satisfaction can mediate the effect of HR Competency on Employee Loyalty. The Sobel test calculation is as follows:

$$sp2p3 = \sqrt{p3^2 \times sp2^2 + p2^2 \times sp3^2 + sp2^2 \times sp3^2}$$

$$sp2p3 = \sqrt{0.264^2 \times 0.112^2 + 0.413^2 \times 0.069^2 + 0.112^2 \times 0.069^2}$$

$$sp2p3 = \sqrt{0.001746}$$

sp2p3 = 0.04178 = 0.042

After the sp2p3 value is known, the t value is calculated to determine whether or not there is a mediating effect as follows:

t value = p2p3 : sp2p3 t

value = 0.109 : 0,042 t

value = 2.595

It is known that the value of t value = 2.595. The t table value at df = n - 2 = 130 - 4 = 126 and alpha 0.05 is = 1.657. Because the t value = 2.595 > t table value = 1.657 means that Job Satisfaction can mediate the effect of HR Competency on Employee Loyalty. Or in other words, HR competency through job satisfaction affects employee loyalty.

This is based on the results of previous hypothesis testing which shows that HR competency affects job satisfaction and job satisfaction affects employee loyalty. The results of this research are following the results of research by Palese et al. (2022), which states that HR competency affects job satisfaction, job satisfaction affects employee loyalty, and job satisfaction can mediate the effect of HR competency on employee loyalty.

H7 : The Effect of Quality of Work Life Through Job Satisfaction on Employee Loyalty

The Sobel Test is used to analyze whether Job Satisfaction can mediate the effect of

Quality of Work Life on Employee Loyalty. The Sobel Test calculation is as follows:

$$sp2p3 = \sqrt{p^2 \times sp2^2 + p2^2 \times sp3^2 + sp2^2 \times sp3^2}3$$

sp2p3 = √0.264² × 0.085² + 0.705² × 0.062² + 0.085² × 0.062²

$$sp2p3 = \sqrt{0.002441}$$

sp2p3 = 0.04941 = 0.049

After the sp2p3 value is known, the t value is calculated to determine whether or not there is a mediating effect as follows:

t value = p2p3 : sp2p3 t

value = 0.186 : 0,049 t

value = 3.795

It is known that the value of t value = 3.795. The t table value at df = n - k = 130 - 4 = 126 and alpha 0.05 is = 1.657. Because the t value = 3.795 > t table value = 1.657 means that Job Satisfaction can mediate the effect of Quality of Work Life on Employee Loyalty. Or in other words, Quality of Work Life through job satisfaction affects employee loyalty.

This is based on the results of previous hypothesis testing which shows that quality of work life affects job satisfaction and job satisfaction affects employee loyalty. The results of this research are following the results of research by Fatmasari et al., (2018), which state that quality of work life affects job satisfaction, job satisfaction affects employee loyalty, and job satisfaction can mediate the effect of quality of work life on employee loyalty.

E. Conclusion

Based on the results of statistical data processing, HR competency and quality of work life have a significant effect on job satisfaction. HR competency, quality of work life, and job satisfaction have a significant effect on employee loyalty. Job satisfaction mediates the effect of HR competency and quality of work life on employee loyalty. If the HR competency and the quality of work life owned by KSPPS BTM Pekalongan employees increase, their job satisfaction will also increase. Increased job satisfaction will increase employee loyalty.

This research has several limitations as follows. First, this research only uses primary data obtained from the distribution of questionnaires. Research that only uses questionnaires as its data collection instrument has several weaknesses, including respondents not being able to provide other answers that are not stated in the questionnaire. In addition, respondents can also provide answers that are not following the actual situation. Nevertheless, the researcher has made efforts so that the questionnaire used in this research can produce accurate data. Among other things, by

design so that each statement in the questionnaire can be well understood by the respondents. In addition, the list of statements in the questionnaire was also compiled based on the indicators of each research variable in full. These efforts showed satisfactory results. This is supported by the validity and reliability tests of the instrument which show valid and reliable results.

Second, this research has not been able to use data obtained from saturated samples (the entire population) to measure employee loyalty at KSPPS BTM Pekalongan due to various limitations that researchers have. Nevertheless, researchers have attempted to obtain data as representative as possible by using a margin of error value of 5% in the calculation of the Slovin formula for determining the number of research samples, so that the sample in this research can amount to more than half of the existing population. In addition, researchers also use proportional random sampling techniques for sampling so that the samples taken are more proportional.

Third, this research is only limited to the use of HR competency variables, quality of work life, and job satisfaction as determinants of employee loyalty at KSPPS BTM Pekalongan. Nevertheless, the results show a fairly high coefficient of determination, which is more than 70%. This means that the three variables used are representative enough to measure employee loyalty at KSPPS BTM Pekalongan.

Finally, researchers hope that this research can be used as a reference in understanding how employee loyalty can be affected by HR competency and quality of work life through job satisfaction. This research is expected to be used as a reference for further research that has a similar field. This research is also expected to be able to increase the scientific treasure in the field of human resource management in Sharia Microfinance Institutions.

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