

RESEARCH ARTICLE

The Effect of Employee Loyalty on Employee Work Discipline at The Department of Education and Culture of Banda Aceh City.

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Abstract

The Banda Aceh City Education Office is one of the government agencies whose existence has made a very large contribution to improving education in Banda Aceh City. The purpose of this study was to determine the effect of loyalty on improving work discipline of employees of the Banda Aceh City Education Office. Loyalty is a very important element in an organization/agency to improve employee work discipline. With high loyalty from the employees, their work discipline will also increase. Based on the research results obtained, they were then processed using multiple linear regression analysis with the help of the SPSS program, so that the research results were obtained, namely: $Y = 1.630 + 0.169X_1 + 0.124X_2 + 0.073X_3 + 0.122X_4 + 0.107X_5 + e$. The results of the study showed that there was a correlation or relationship between the independent variables and the dependent variables, namely with a correlation coefficient (R) of 0.870 or 87%, which means that the two variables have a strong relationship. The magnitude of the influence of the five loyalty variables on work discipline is known by the coefficient of determination (R^2) which is 0.756 or 75.6% and the remaining 24.4% is influenced by other variables outside this study. Meanwhile, based on the results of the F-test, it is known that the five loyalty variables as a whole significantly affect employee work discipline. This can be seen from the F-count which is greater than the F-table, namely $39.694 > 2.358$. In this study, the author used a statistical test with a confidence level of 95% ($\alpha = 0.05$). Based on the description above, it can be concluded that the five loyalty variables have a significant influence on employee work discipline, which means accepting H_a and rejecting H_o , this shows that loyalty shows a positive effect on employee work discipline at the Banda Aceh City Education Office.

Keywords

Loyalty, Work Discipline, Department of Education and Culture, Banda Aceh

1 | INTRODUCTION

The role of humans is very important in managing every existing resource. Human resources that can complete tasks and responsibilities well are components that have the ability, both physically and intellectually including the abilities and expertise they have. In addition to the physical, intellectual and expertise abilities possessed by employees, one of the factors that supports their optimal or not work is the employee's loyal attitude towards the organization or agency where they work. The absence of loyalty or lack of loyalty within employees often causes a dilemma, namely the employee's desire to leave the organization or agency. The attitude of lack of loyalty often has an impact on employee work discipline. In general, employees with high loyalty, then their obedience or work discipline is relatively higher compared to employees with low levels of loyalty. The smooth implementation of an organization or government or private agency is very dependent on the perfection of its employees, who are full of loyalty and obedience to the organization or agency and have a good mentality, are clean, authoritative, qualified, responsible, disciplined, and have a high awareness of responsibility towards the organization or agency where they work. The Department of Education as a government institution that functions as the executor of government administration in the field of education, carries out relations between communities and relations between institutions, and others are also inseparable from employee problems. This will certainly affect the smooth implementation of these functions.

2 | LITERATURE REVIEW

Definition of Loyalty

The word loyalty in Indonesian is a loan word from the English word "Loyalty" which means loyalty. Loyalty or faithfulness is an important part of everyday life, both in household life and in a larger scope, namely social, national and state life. In every organization, whether government or private organizations, employee loyalty is absolutely necessary. Moekijat (1998:41) in the Indonesian civil service dictionary states the definition of loyalty as follows: Nainggolan (2001:123) states that in general loyalty, obedience, devotion arise from deep knowledge and understanding, therefore every employee must know their role and position in an organization. With high loyalty, it is hoped that a sense of responsibility for the tasks entrusted by the leadership to the employee concerned can be realized. Halsey (2001:316) states that "Loyalty to an organization or agency is formed and based on a sense of trust and pride and a sense of belonging of employees to the organization where they work, and employee pride in their work is a very important part and perhaps the most essential". Halsey's explanation shows the need for cooperation between the parties demanding loyalty in this case the leader and employees as the parties being demanded. Loyalty (fidelity) demanded or given by someone to someone is legitimate and should be sincere because a certain level of obedience and loyalty is needed to run the organization's program (Matutina, et al, 2001:60).

Factors Affecting Loyalty

To create high loyalty cannot be separated from the factors that influence it. Lateiner (1999:57) sees that there are six factors that can affect employee enthusiasm and willingness to work. If these six factors are met properly, it will enable employee loyalty to their work. These factors are:

1. Workers' pride in their work and their satisfaction in carrying out their work well.
2. Their attitude towards their leaders
3. Their desire to advance
4. Their feelings of being treated well
5. The ability to get along with coworkers
6. Awareness of their responsibility towards their work.

Matutina et.al (2001:25) stated that the main desires of employees that need to receive attention from leaders or managers include:

1. Opportunity to excel
2. Feeling included in the decision-making process
3. Diplomatic disciplinary methods
4. Reasonable rewards for good achievements
5. The existence of old age security and all that is beneficial
6. Loyalty of leaders to subordinates
7. Understanding of leaders when employees face personal problems.
8. Work that matches their expertise and skills
9. Guarantee of fair and objective treatment
10. Interesting and challenging work.

In relation to employee job satisfaction, Dersal (2000:86) stated that there are five steps that leaders need to take so that

employees have satisfaction in their work, namely:

1. The work itself
2. Responsibility
3. Success
4. Recognition
5. Development

Definition of Discipline

Discipline is one of the important factors in achieving the ultimate goal of an organization or agency. Discipline itself is closely related to the nature, attitude and behavior of each individual, which is related to adjusting to the regulations and policies that have been set by an organization or agency. As explained by Lateiner (2002:71) below: In essence, discipline is a force that develops within the worker's body itself and causes him to be able to voluntarily adjust to decisions, regulations and high values of work and behavior. Matutina et.al (2001:99) based on the meaning of the word discipline above, provides a definition of discipline, namely: Discipline is a steady mental attitude that contains a willingness to obey/hardness to obey or obey all regulations, norms that apply and have been mutually agreed upon.

Nitisemito (2001:199) said that discipline is an attitude of behavior and actions that are in accordance with company regulations, both written and unwritten. While Handoko (1995:154) defines discipline as a management activity to implement organizational standards. Furthermore, Manullang (1997:38) said that discipline is a condition where human behavior, attitudes and behavior are regulated by applicable regulations and sanctions issued. Furthermore, Lateiner (1999:72) shows a picture of the measures of good work discipline in a company or organization.

Factors Affecting Work Discipline

In relation to the spirit and enthusiasm of work, Nitisemito (2001:183) stated that the factors that can affect work discipline are:

1. Amount and composition of compensation given
2. Proper placement
3. Training
4. Sense of security in the future
5. Mutation
6. Environment/workplace.

In order to improve employee discipline, organizational or agency leaders must pay attention to several things in implementing and enforcing discipline, as described by Nitisemito (2001:200), namely:

1. Employee welfare.
2. Threats
3. Firmness in implementing discipline
4. Discipline needs to be participated in
5. Discipline must support goals and be in accordance with abilities.
6. Leadership role models are the key to success

Relationship between Loyalty and Work Discipline

In terms of loyalty, Nainggolan (2001:122), states the following: In general, loyalty means the determination and ability to obey, implement, and practice something that is obeyed with full awareness and responsibility. This determination and ability must be proven in daily attitudes and behavior and in carrying out tasks Rizal, S., & Munawir, M. (2017). He further stated that the lack of loyalty in employees often has an impact on the work discipline of these employees. In general, employees with a high level of loyalty have a relatively higher level of obedience or work discipline compared to employees with a low level of loyalty. From the definition of loyalty above, it can be seen that an employee's loyalty must be realized and proven in daily behavior and in carrying out tasks and supported by high awareness and responsibility. In carrying out his duties, an employee will be bound by the applicable regulations or provisions, but because he has the determination and ability to comply with them, he must be ready to carry out and practice them sincerely and sincerely. Thus, it can be concluded that loyalty influences work discipline by complying with work discipline regulations.

Efforts to Improve Loyalty and Work Discipline

Various efforts need to be made in order to improve employee loyalty and work discipline in an organization, both government organizations or agencies and private organizations. In this case, the role of leadership and management is very large. To make this effort cannot be separated from the awareness of each party, namely the leadership and the employees themselves. Rizal, S., & Yusuf, Z. In the sense that both parties are aware of their respective obligations. To see efforts to improve loyalty and work discipline, it is divided into two parts, namely from the side of loyalty and work discipline.

Loyalty

Matutina et.al (2001:60) sees the need for a leader's approach to his subordinates in order to improve cooperation and employee loyalty. Matutina further said the following: by taking an integrated approach to employees (subordinates), a leader will find it easier to coordinate and drive activities, and foster good cooperation among employees.

The loyalty demanded or given by someone is legitimate and should be sincere, because a certain level of obedience or loyalty is needed to run the organization's program. As quoted by Matutina (2001:61). Webber revealed that there are five loyalties demanded by superiors towards their employees, namely:

1. Obey me.
2. Protect me and guard my eyes
3. Work hard
4. Must always be successful
5. Tell the truth

Matutina et.al (2001:62) said that the demands of loyalty by superiors/leaders towards subordinates should be in the nature of moving and fostering employees based on the nature and dignity of employees as whole human beings and based on just and civilized humanity. In addition, employees and leaders need to strengthen cooperative relationships in order to establish good loyalty and harmonious relationships. Thus, it will show the best possible work spirit and enthusiasm.

Work Discipline

In general, every leader of an organization or agency will always expect and want development from the organization they lead. One of the factors that will support the achievement of development goals lies in the employees who work in the organization or agency. Rizal, S. (2018). Therefore, a leader must really pay attention to the condition of his employees both in terms of activities and discipline Rizal, S., & Wali, M. (2013). In other words, leaders must strive to improve employee discipline in working, so that employee work performance can increase. Various efforts need to be made in order to improve employee discipline. The discussion of employee discipline in human resource management starts from the view that no human is perfect, free from mistakes and errors. Therefore, according to Siagian (2002:305) every organization or agency needs to have various provisions that must be obeyed by its members with several standards that must be met. From Siagian's statement above, it demands the need for disciplinary regulations in order to foster employee discipline, both employees in government and private institutions. In relation to these disciplinary efforts, Ranupandoyo, Heindrachman and Husnan (1999:241) provide the following opinions:

1. Discipline should be carried out personally.
2. Discipline must be constructive.
3. Discipline must be carried out directly
4. Fairness in discipline is essential.
5. After discipline, the attitude of the leader must be reasonable

3 | METHOD

Data Analysis Tools

The data analysis method used to determine how much influence loyalty has on the work discipline of Banda Aceh City Education Office Employees, is carried out using a multiple linear regression equation model with the following formula, Umar (200:188), namely:

$$Y = a + bX_1 + bX_2 + bX_3 + bX_4 + bX_5 + ei$$

Where:

Y = Employee work discipline

a = Constant

b = Regression coefficient

X₁ = Loyalty / obedience

X₂ = Devotion

X₃ = Responsibility

X₄ = Sense of belonging

X₅ = Honesty

ei = Standard error (interfering variable)

Furthermore, to determine the closeness of the relationship between the dependent variable (Y) and the independent variables (X₁, X₂, X₃, X₄, X₅) partially, the correlation coefficient (R) is used and to see how much influence loyalty has on employee work discipline as a whole, the determination coefficient (R²) is used. The formula for finding the two coefficients is:

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{\{n\sum X^2 - (\sum X)^2\}\{n\sum Y^2 - (\sum Y)^2\}}}$$

To test the regression results against the overall hypothesis, a t-statistic test and an F-statistic test were conducted. This test was conducted at a 95% confidence level ($\alpha = 0.05$) with the following hypothesis formulation:

Ho : This means that employee loyalty does not have a significant effect on increasing work discipline of Banda Aceh City Education Office Employees.

Ha: This means that employee loyalty has a significant effect on increasing work discipline of Banda Aceh City Education Office Employees

Operational Variables

Based on the variables above, the following limitations are given:

1. Employee Work Discipline (Y)
Is the level of employee discipline in obeying the regulations and procedures as well as work policies that have been set by the organization or agency.
2. Obedience/Compliance (X₁)
Is the ability of an employee to obey all provisions and regulations that have been set and the ability not to violate these provisions.
3. Devotion (X₂)
Is the ability of an employee to provide sincere contributions of thought and energy by prioritizing the interests of the organization or agency above personal interests.
4. Responsibility (X₃)
Is the ability of an employee to complete tasks and work assigned to him properly and on time, and dare to bear the risk of actions that have been taken.
5. Sense of belonging (X₄)
Is the sense of love and belonging of an employee towards the work and organization or agency where he works is relatively high.
6. Honesty (X₅)
This is the sincerity of an employee in carrying out his duties and work and the ability not to abuse the authority that has been given to him.

4 | RESULTS AND DISCUSSION

Table 1. Reliability of Research Variables (Alpha)

No	Variable	Average	Number of Variables	Alpha Value	Reliability
1	Obedience/Compliance (X ₁)	4.19	4	0.7333	Reliable
2	Devotion (X ₂)	3.92	4	0.6462	Reliable
3	Responsibility (X ₃)	4.06	4	0.6342	Reliable
4	Sense of Ownership (X ₄)	4.04	4	0.6467	Reliable
5	Honesty (X ₅)	4.04	4	0.6508	Reliable
6	Work Discipline (Y)	4.27	10	0.7464	Reliable

Source: Primary Data, 2024 (processed)

The influence of each independent variable on the dependent variable in detail can be seen in the following table.

Table 2. The Influence of Independent Variables on Dependent Variables

Variable	Variable Name	B	Std. Error	T Value	t _{table}	Sig
A	Constants	1.630	0.190	8.570	1.994	0.000
X1	Obedience/Compliance	0.169	0.046	3.634	1.994	0.001
X2	Devotion	0.124	0.033	3.735	1.994	0.000
X3	Responsibility	0.073	0.027	2.648	1.994	0.010

X4	Sense of Ownership	0.122	0.026	4.666	1.994	0.000
X5	Honesty	0.107	0.029	3.708	1.994	0.000
Correlation Coefficient (R) = 0.870 ^a						
Determination Coefficient (R ²) = 0.756						
Adjusted (R ²) = 0.737						
F = 39.694						
F table = 2.358 Sig F = 0.000 ^a						
Source: Primary Data, 2024 (processed)						

From the calculation results using SPSS as seen in the table above, the following multiple regression equation is obtained:

$$Y = 1.630 + 0.169x_1 + 0.124x_2 + 0.073x_3 + 0.122x_4 + 0.107x_5$$

Analysis of Loyalty Factors on Employee Work Discipline

If we observe the regression coefficient of each independent variable in the regression equation above, then the meaning can be explained as follows:

1. Correlation Coefficient (R)

The correlation coefficient in this study obtained a value of 0.870 which indicates the degree of relationship between the independent variable and the dependent variable is 87.0%. This means that the work discipline of Banda Aceh City Education Office Employees is very closely related to the variables of obedience/compliance (x1), dedication (x2), responsibility (x3), sense of belonging (x4) and honesty (x5). The relationship is relatively strong and according to statistical tests the relationship is strong because $R \geq 70$.

2. Determination Coefficient (R²)

While the determination coefficient obtained a value of 0.756. This means that 75.6% of the changes in the dependent variable (work discipline) can be explained by changes in the variables of obedience/compliance (x1), dedication (x2), responsibility (x3), sense of belonging (x4) and honesty (x5). While the remaining 24.4% is explained by other factors outside this study.

3. Regression Coefficient (R³)

- Constant of 1.630. This means that if the variables of obedience/compliance (x1), dedication (x2), responsibility (x3), sense of belonging (x4) and honesty (x5) are considered constant, then the value of the work discipline of the Banda Aceh City Education Office Employees is 1,630.
- The regression coefficient of obedience/compliance (x1) obtained a regression coefficient value of 0.169. This means that every 100% change (improvement marked plus) in the obedience/compliance variable will relatively increase the work discipline of the Banda Aceh City Education Office Employees by 16.9%.
- The devotion regression coefficient (x2) obtained a coefficient value of 0.124. This means that every 100% change (improvement marked plus) in the devotion variable will relatively affect the increase in work discipline of the Banda Aceh City Education Office Employees by 12.4%.
- The responsibility regression coefficient (x3) obtained a regression coefficient value of 0.073. This means that every 100% change (improvement marked plus) in the responsibility variable relatively increases the work discipline of the Nanggroe Aceh Darussalam Education Office Employees by 7.3%.
- The regression coefficient of sense of belonging (x4) obtained a regression coefficient value of 0.122, meaning that every 100% change (improvement marked plus) to the variable sense of belonging will relatively increase the work discipline of the Banda Aceh City Education Office Employees by 12.2%.
- The regression coefficient of honesty (x5) obtained a regression coefficient value of 0.107, meaning that every 100% change (improvement marked plus) to the honesty variable will relatively increase the work discipline of the Banda Aceh City Education Office Employees by 10.7%.

Based on the results of the analysis above, it can be seen that of the five variables studied, it turns out that the obedience/compliance variables (x1) and dedication (x2) have the most dominant influence on increasing the work discipline of the Banda Aceh City Education Office Employees, with regression coefficients of 16.9% and 12.4% respectively, while the other three variables have smaller regression coefficients.

Statistical Test Results

1. f Test Results (Simultaneously)

The results of the ANOVA test or F test (simultaneously) obtained an F count of 39.694, while the F table at a significance level of $\alpha = 5\%$ was 2.358. This shows that F count > F table with a significance level of 0.000^a. The results of this calculation can be used to decide that the alternative hypothesis is accepted and the null hypothesis is rejected, meaning that obedience/compliance (x1), dedication (x2), responsibility (x3), sense of belonging (x4) and honesty (x5), together have a significant effect on improving the work discipline of Banda

Aceh City Education Office Employees.

2. t-Test Results

Factors that influence employee work discipline at the Banda Aceh City Education Office. Viewed from the uji-t results. The calculation results shown in table 13 can be seen the value of the t count for each variable with a confidence level of 95% or a significance of $\alpha = 5\%$.

3. Obedience/compliance variable (x1)

The results of the study on the obedience/compliance variable (x1) obtained a t count of 3.634. While the t table was 1.994, the results of this calculation indicate that t count > t table with a significance level of 0.001 or a probability far below $\alpha = 5\%$. Thus the results of the statistical calculation indicate that partially the obedience/compliance variable has a significant effect on improving work discipline at the Banda Aceh City Education Office.

4. Devotion variable (x2)

The findings of the research results on the devotion variable obtained a t count of 3.735, while the t table was 1.994, the results of this calculation indicate that t count > t table with a significance level of 0.000. Thus the results of the statistical calculation indicate that partially the obedience/compliance variable has a significant effect on improving work discipline at the Banda Aceh City Education Office.

5. Responsibility variable (x3)

The findings of the research results on the responsibility variable obtained a t-value of 2.648, while the t-table was 1.994, the results of this calculation indicate that t-count> t-table with a significance level of 0.010. Thus, the results of the statistical calculation indicate that partially the responsibility variable has a significant effect on increasing work discipline at the Banda Aceh City Education Office.

6. Sense of belonging variable (x4)

The findings of the research results on the sense of belonging variable obtained a t-value of 4.666, while the t-table was 1.994, the results of this calculation indicate that t-count> t-table with a significance level of 0.000. Thus, the results of the statistical calculation indicate that partially the sense of belonging variable has a significant effect on increasing work discipline at the Banda Aceh City Education Office.

7. Honesty variable (x5)

The findings of the research results on the honesty variable obtained a t-value of 3.708, while the t-table was 1.994, the results of this calculation indicate that t-count> t-table with a significance level of 0.000. Thus, the results of the statistical calculations show that partially the honesty variable has a significant effect on increasing work discipline at the Banda Aceh City Education Office.

Based on the results of partial testing, it turns out that all variables have a significant effect on increasing work discipline of employees at the Banda Aceh City Education Office. This means that all variables offered in the multiple linear regression analysis model have an effect on increasing employee work discipline.

Conclusion

is that employee work discipline is greatly influenced by the existence of obedience/compliance variables (x1), dedication (x2), responsibility (x3), sense of belonging (x4) and honesty (x5). Which is applied by the Banda Aceh City Education Office to improve work discipline, so that in turn it increases employee loyalty to their work and their leaders.

Hypothesis Proof

From the results of multiple linear regression, the hypothesis proposed in this study shows that all loyalty variables have a strong influence on the work discipline of employees of the Banda Aceh City Education Office. This can be proven by the Fcount value of 39.694 with a significance level of 0.000, with an Ftable of 2.358 which means that all obedience/compliance variables (x1), dedication (x2), responsibility (x3), sense of belonging (x4) and honesty (x5), have a significant effect on work discipline at the Banda Aceh City Education Office. Partially, it turns out that all variables of obedience/compliance (x1), dedication (x2), responsibility (x3), sense of belonging (x4) and honesty (x5) have a significant effect on work discipline at the Banda Aceh City Education Office. This means that all variables offered in the multiple linear regression analysis model have an effect on the work discipline of employees of the Banda Aceh City Education Office.

5 | CONCLUSIONS AND FUTURE WORK

Based on the results of the study that has been conducted by distributing questionnaires to 70 respondents of employees of the Banda Aceh City Education Office, it can be concluded that:

1. Based on the results of data processing, it can be seen that the loyalty variable has a strong influence on the work discipline of employees of the Banda Aceh City Education Office.

2. The work discipline of employees of the Banda Aceh City Education Office is generally quite good where the work discipline of these employees is influenced by the loyalty variable consisting of the obedience/compliance variable (0.169), dedication variable (0.124), responsibility variable (0.073), sense of belonging variable (0.122) and honesty variable (0.107).
3. The results of the study show that the most dominant variables influencing the work discipline of employees of the Banda Aceh City Education Office are obedience/compliance (x1), dedication (x2), sense of belonging (x4) and honesty (x5), as well as the responsibility variable (x3).
4. From the calculation results using the SPSS program, the results of the multiple linear regression equation in the study are: $Y = 1.630 + 0.169x_1 + 0.124x_2 + 0.073x_3 + 0.122x_4 + 0.107x_5 + e$.
5. The correlation coefficient (R) of 0.870 or 87% indicates that the loyalty variable has a strong relationship in improving the work discipline of employees of the Banda Aceh City Education Office. While the determination coefficient (R²) is 0.756 or 75.6%, which means that the loyalty variable has a strong influence in improving the work discipline of employees of the Banda Aceh City Education Office.
6. To test the overall significance, the F test is used, from the results of the data calculation, $F_{count} > F_{table}$ is obtained which is $39.694 > 2.358$. This shows that the five variables significantly affect the work discipline of employees of the Banda Aceh City Education Office.

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