

The Influence of Job Satisfaction on Employee Loyalty with Organizational Commitment as Mediation at Pt Pos Indonesia Karawang

Regina Audita Putri¹, Uus Mohammad Darul Fadli^{1*}, Ery Rosmawati¹

¹ Management Study Program, Faculty of Economics and Business, Buana Perjuangan University Karawang, Jl. HS Ronggo Waluyo, Teluk Jambé, Karawang 41361 West Java, Indonesia

*Corresponding Author: uus.fadli@ubpkarawang.ac.id

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Abstract

In the business world, job satisfaction and employee loyalty are needed to achieve company goals. Satisfied and loyal employees tend to contribute more to the company's success. Therefore, this research was carried out in order to find out how job satisfaction and organizational commitment influence employee loyalty. This research uses a quantitative descriptive design where a questionnaire is used as the main instrument in data collection. This research took place at PT Pos Indonesia Karawang. The sample method uses nonprobability sampling with the Slovin formula to obtain a sample of 73 people from a population of 75 employees. The structural equation modeling (SEM) analysis technique with the data processing results of the SmartPLS version 3.0 application shows that job satisfaction and organizational commitment influence employee loyalty directly and indirectly through the mediating role of organizational commitment.

1. Introduction

An Indonesian logistics market survey institute found that the goods and services delivery industry will increase by around 7.9% in 2023. The International Franchise Association stated that the expedition business has good potential and prospects until 2030. The goods delivery business is increasingly developing in various regions, including even big cities and districts/cities. The result is increasingly fierce competition among goods and service delivery companies that offer courier services to the public (Desi, 2023).

The AC Ventures report shows that the Indonesian logistics market is growing at a CAGR of 16.2% from 2015 to \$275 billion in 2020. This business revenue is expected to reach more than \$300 billion in 2024 (Annisa, 2022). Despite this, companies in Indonesia still face a number of major logistics problems, such as fragmented ecosystems, inefficient business systems, and less than optimal use of logistics infrastructure.

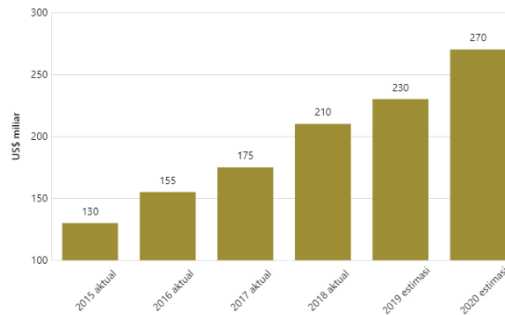


Fig. 1 Indonesian logistics market size 2015-2020

In the midst of tight competition for goods delivery services and rapid online sales, it is clear that goods delivery companies must be able to provide fast delivery services and ensure that goods are well received by customers. (Mrtha Pranatha, 2023). To achieve this, companies must focus on obtaining, obtaining and maintaining high quality human resources.

Currently, competition between delivery service companies is becoming increasingly fierce. PT Pos Indonesia (Persero) is a state-owned company in the field of delivery services. The monopoly status of PT Pos Indonesia (Persero) has been released due to the emergence of similar competitors such as JNE, TIKI, Fedex, DHL, Sicepat, J&T, Wahana and Lazada Express. Therefore, PT Pos Indonesia (Persero) is now facing challenges from competition with competing private companies (Ulpah & Nurwanti, 2019).

PT Pos Indonesia in Karawang is divided into three parts: West Karawang, Cikampek, and Kosambi. With 23 branches and partners in the Karawang area, there are 108 workers, including permanent workers, contracts and daily field workers. The company's head office is on Jalan Alun-Alun Selatan No.1, Nagasari, West Karawang, Karawang Regency. PT Pos must implement an appropriate human resource strategy to compete with other delivery providers considering the large number of goods delivery services in Karawang City. However, PT Pos is still having difficulty competing with its competitors (Aristama *et al.*, 2023).

Loyalty shows someone to remain loyal to the organization, the desire to carry out additional tasks, and encourages employees to be more responsible (Giovanni & Ie, 2022). Loyalty includes commitment to every achievement achieved by the company and the belief that they carry out their work in the interests of the company (Febriana & Kustini, 2022).

Job satisfaction includes a description of a person's feelings, evaluation, or attitude towards the tasks they perform. Three factors influence job satisfaction: a) individual factors such as health, character, and age; b) social factors such as freedom, family relationships, and views on work; c) key job factors such as supervision, working conditions, and salary (Dhani & Surya, 2023).

Commitment in an organization occurs when employees are aware of their rights and responsibilities and realize that organizational goals can be achieved through individual and organizational collaboration (Jazillah, 2023). Employees who feel quite satisfied with their work generally tend to be committed to the company, thereby achieving higher levels of satisfaction (Putri *et al.*, 2023).

The results of the pre-survey through interviews with the HR Manager of PT Pos Indonesia Karawang showed that there were several problems, namely injustice in the treatment of superiors towards employees and a lack of opportunities to contribute to activities carried out in the company which caused employee dissatisfaction. Other factors leading to dissatisfaction involve excessive working hours, late bonus payments, and limited career development opportunities.

According to previous research by Hamisah & Nawawi (2023), job satisfaction and organizational commitment have a significant positive effect on employee loyalty. Meanwhile, Frempong *et al* (2018) in Ghana, employee loyalty is not always related to job satisfaction; rather, firm commitment mediates this relationship. Previous research by Rajput *et al* (2016) in Noida NCR found that there are three independent factors that influence job satisfaction and employee loyalty. In addition, it was found that there is a relationship between job satisfaction and employee loyalty.

This research aims to find out how job satisfaction and organizational commitment affect employee loyalty. Another aim is to find out how the nature of organizational commitment as a mediator influences job satisfaction and employee loyalty.

2. Literature Review

Human resource management includes processes for planning, organizing, implementing and controlling. In this context, humans are considered an important asset that must be managed well (Ummah, 2022). HRM aims to examine the role of humans in organizations, with an emphasis on planning, organizing, directing and supervising the workforce (Susan, 2019). Therefore, HRM not only includes the management and utilization of individuals,

but also includes strategies, processes and actions designed to meet company goals by combining individual and organizational needs.

2.1 Job Satisfaction

Job satisfaction is a positive feeling experienced by an employee when they do their work. Job satisfaction is defined as positive emotional feelings that arise as a result of evaluating employee work experiences. A high level of job satisfaction is considered to have a positive impact on work and the contribution made to the company (Ramadhina *et al.*, 2021). It can be concluded that job satisfaction creates positive feelings in employees, has a positive impact on individual performance, and makes a significant contribution to the company.

Widayati (2020) stated that the role of job satisfaction influences employee performance, absenteeism and turnover. Andora (2020) stated that the goal of job satisfaction is to retain employees in the organization and improve their performance. Ratmawati *et al.* (2023) benefits of job satisfaction involve faster task completion, reduced damage, reduced absenteeism, reduced employee turnover, and increased productivity.

According to Palma *et al.* (2023), the six dimensions of employee job satisfaction are as follows: 1) The work itself; 2) Wages; 3) Promotion opportunities; 4) Supervision; 5) Coworkers; and 6) Working conditions or work environment.

In research conducted by Ramadhina *et al.* (2021), indicators of job satisfaction are: 1) Job satisfaction with salary; 2) Satisfaction with the work done; 3) Satisfaction with the superior's attitude; 4) Satisfaction with coworkers; 5) Satisfaction with promotion; and 6) Satisfaction with the work environment.

2.2 Organizational Commitment

Organizational commitment is an attitude that shows an employee's loyalty to the company and is a process of expressing loyalty and concern for the success and welfare of the organization. The importance of organizational commitment, especially in the current organizational context, is reflected in the extent to which an employee supports and plans to remain a member of the organization (Rahayu & Dahlia, 2023). Thus, organizational commitment is an important indicator for measuring employee loyalty and intentions to protect its members.

In an organization, the role of organizational commitment is very important because it can influence employee performance. According to Meri Sandora (2022), the purpose of organizational commitment includes employee loyalty to the organization by always being committed to achieving organizational goals and not planning to leave the organization without a clear reason.

The following factors can influence organizational commitment: 1) individual factors; 2) organizational factors; and 3) relational factors. Organizational commitment brings benefits such as a high level of participation, a strong desire to continue working in the organization, and full involvement in work as a means for individuals to achieve organizational goals (Dian & Hermawan, 2013).

Three dimensions of organizational commitment were identified by Dian & Hermawan (2013): 1) Affective Commitment, which is related to the emotional relationship between work and how a person knows and is involved in the organization; 2) Continuity Commitment, which relates to the costs involved when someone leaves the organization; and 3) Normative Commitment, which relates to the feeling that workers should remain in the organization because it is considered best to remain there.

Four indicators developed by Rahayu & Dahlia (2023) used to measure employee commitment are: 1) Strong determination and maintaining oneself as a member; 2) Strong motivation to achieve; and 3) Acceptance of organizational values and goals.

2.3 Employee Loyalty

Employee loyalty is defined as an employee's tendency to continue working for a company. According to Marwanto & Hasyim (2022), employee loyalty to the company is shown by factors influenced by the organization and themselves. Employee loyalty has an important role in the stability of company operations. If employees have loyalty, the company's operations will be more stable, but if loyalty is low, many employees will leave, which will have an impact on the company's operational activities (Agmasari & Septyarini, 2022). By looking at the employee loyalty theories mentioned above, it can be concluded that employees' positive experiences with the company determine employee loyalty. Thus, employee loyalty consists of a group of people who are willing to sacrifice something to achieve company goals.

Citra & Fahmi (2019) mentions several objectives of employee loyalty, namely increasing work productivity, increasing the quality and quantity of work, providing appropriate training programs, reducing stress in the workplace and increasing the level of interaction that influences business performance, and retaining employees.

Wilianto (2019) divides loyalty into two dimensions: attitude and behavior. Loyalty attitudes include employee satisfaction with the company, while loyalty behavior involves employees' desire to continue working for the company and make good contributions.

Indicators of employee loyalty according to Marwanto & Hasyim (2022), include obedience to rules, responsibility to the company, willingness to cooperate, sense of belonging to the company, fondness for leadership work.

2.4 Framework

Human resources are assets that a company really needs, which must have the competence to support the continuity of the company. Competent employees have the potential to develop loyalty that is beneficial to the company. Employee loyalty reflects enjoyment and emotional satisfaction with work (Citra & Fahmi, 2019). However, the level of employee loyalty can vary because it is influenced by many factors. Job satisfaction and organizational commitment are considered important roles that can influence employee loyalty. Therefore, companies must increase employee loyalty by increasing job satisfaction and organizational commitment, fostering strong loyalty among employees.

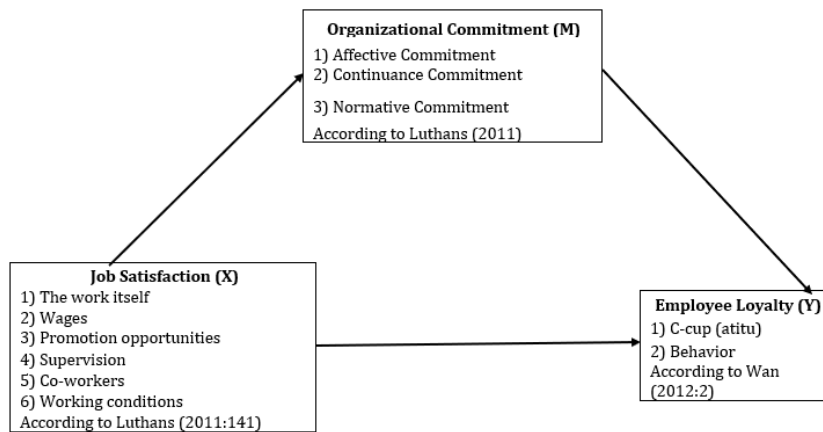


Fig. 2 Research framework

From the framework of thought and problem formulation above, the hypothesis of this research is: H_1 : Job satisfaction influences organizational commitment; H_2 : Job satisfaction influences employee loyalty; H_3 : Organizational commitment influences employee loyalty; and H_4 : Job satisfaction influences employee loyalty through organizational commitment as a mediating variable.

3. Research Methods

This research used a quantitative descriptive design and was conducted at PT Pos Karawang. The research population consisted of a total of 75 employees. The sample method uses non-probability sampling by applying the Slovin formula to calculate a sample size that can represent the population in a representative manner . With a total population of 75 and an error rate of 2% (0.02 in decimal form), the sample size is around 72.82 which is rounded to 73. This research uses primary data obtained from observations and distributed questionnaires. The SmartPLS application version 3.0 is used to carry out data analysis using the Partial Least Squares (PLS) and Structural Equation Modeling (SEM) methods.

4. Result and Discussion

4.1 Respondent Characteristics Data

The following are the results of data on the characteristics of respondents using a questionnaire.

Table 1 Characteristics of respondents

Characteristic	Frequency	Percentage (%)
Gender		
Man	43	58.90
Woman	30	41.10
Sum	73	100
Age		
21-30 Years	6	8.22
31-40 Years	46	63.01
41-50 Years	21	28.77
Sum	73	100
Length of Work		
<5 Years	6	8.22
6-15 Years	42	57.53
16-30 Years	25	34.25
Sum	73	100
Income		
IDR 1,000,000 - IDR 5,000,000	6	8.22
IDR 5,000,000 - IDR 10,000,000	67	91.78
Sum	73	100

Based on the respondent characteristics data listed in Table 1, it can be seen that the majority of respondents are men, their age is dominated by the range of 31-40 years, and most have an income of between 5 and 10 million. Most of the respondents have also worked at PT. Pos Indonesia Karawang for a period of 6 to 15 years.

4.2 Auto Loading Value

The following is the auto loading value using the SmartPLS version 3.0 application.

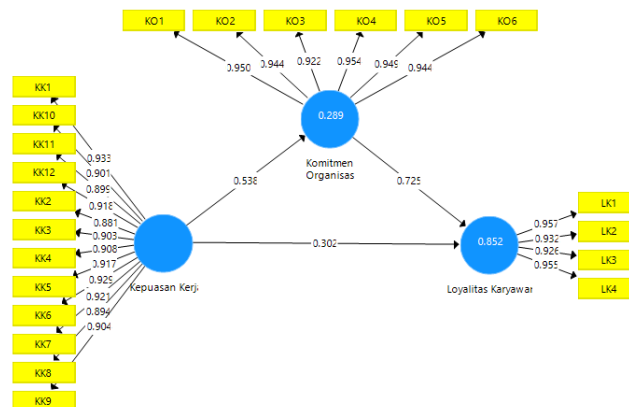


Fig. 3 Auto loading value

Convergent validity checks are carried out by testing the outer loading value of each indicator for each construct, with a minimum value set at 0.70. The results concluded that the measurement met convergent validity standards (Ghozali, 2008).

4.3 Convergent Validity Test Results

The following is a table of convergent validity test values via outer loading values using the SmartPLS version 3.0 application.

Table 2 *Convergent validity test via outer loading values*

Job Satisfaction		Organizational Commitment		Employee Loyalty	
Indicator	Outer Loading	Indicator	Outer Loading	Indicator	Outer Loading
KK1	0.933	KO1	0.950	LK1	0.957
KK2	0.881	KO2	0.944	LK2	0.932
KK3	0.903	KO3	0.922	LK3	0.926
KK4	0.908	KO4	0.954	LK4	0.955
KK5	0.917	KO5	0.949		
KK6	0.929	KO6	0.944		
KK7	0.921				
KK8	0.894				
KK9	0.904				
KK10	0.901				
KK11	0.899				
KK12	0.918				

Based on data from Table 2, all instruments in the mirror indicator model have an outer loading value > 0.50. This shows that the indicators used successfully represent the relevant variables so that they pass the convergent validity test. The AVE (Average Variance Extracted) value must exceed 0.50 to ensure discriminant validity of the variable and obtain validity (Ghozali, 2008).

The following are the results of AVE calculations using smartPLS3 software for the variables of job satisfaction, organizational commitment and employee loyalty.

Table 3 *Discriminant validity test via AVE value*

Variable	Average Variance Extracted (AVE)
Job Satisfaction	0.827
Organizational Commitment	0.891
Employee Loyalty	0.889

The table above shows that the AVE values of the three research dependent variables (job satisfaction, organizational commitment, and employee loyalty) exceed 0.50. Therefore, it can be concluded that these three variables are reliable and valid.

The reliability test was carried out using composite reliability and Cronbach's alpha , with a value above 0.70 to be categorized as reliable (Garson, 2016). The following is the output from the composite reliability and Cronbach's alpha calculations using smartPLS3 software.

Table 4 *Convergent validity Cronbach's Alpha value*

Variable	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.981	0.983
Organizational Commitment	0.975	0.980
Employee Loyalty	0.958	0.970

According to Table 4 above, all respondents understand the statement instruments used to describe the variables of job satisfaction, organizational commitment and employee loyalty. This indicates that all reflective indicators can be trusted for the relevance of the questionnaire, which implies that when the questionnaire is distributed to PT Pos Indonesia Karawang employees, they will get similar results.

4.4 R- Square Results (Inner Model)

The following are the results of the determinant coefficient value (R- Square).

Table 5 R- square

	R Square
Employee Loyalty	0.852
Organizational Commitment	0.289

Table 5 above shows that the R- square value for the employee loyalty variable is 0.852, while for the organizational commitment variable it is 0.289. These results show that 85.2% of employee loyalty is influenced by job satisfaction and organizational commitment. Meanwhile, 2.89% of organizational commitment is influenced by job satisfaction.

4.5 Hypothesis Testing

This test was carried out using the bootstrapping method which is part of the Structural Model to evaluate relationships that have been hypothesized through practical simulations. Bootstrapping is also used to determine the direction and significance of the relationship of each latent variable. In this test, the t-count resulting from bootstrapping must exceed the predetermined t-table value, namely 1,960 for a significance level of 5% or a p value < 0.05 (Muhson, 2022).

Apart from t-statistical testing, hypothesis results are obtained from significant values and the original sample. The following are the results of t-statistics, original sample, and p values for the variables job satisfaction, organizational commitment, and employee loyalty, which were calculated using smartPLS3.

Table 6 Hypothesis test results

	Original Sample	T Statistics	P Values
Job Satisfaction -> Organizational Commitment	0.538	5.685	0.000
Job Satisfaction -> Employee Loyalty	0.302	3.841	0.000
Organizational Commitment -> Employee Loyalty	0.725	9.708	0.000

From Table 6 above, the results of the hypothesis test show that the p-value for the influence of job satisfaction on organizational commitment is $0.000 < 0.05$, and the t- statistic value is $5,685 > 1,960$. So it can be concluded that H_1 , namely the positive influence of job satisfaction on organizational commitment among PT Pos Indonesia Karawang employees, is fulfilled and significant.

Then the p- value for the influence of job satisfaction on employee loyalty is $0.000 < 0.05$, while the t statistic result is $3,841 > 1,960$. Therefore, it is concluded that the hypothesis H_2 which states the positive influence of job satisfaction on employee loyalty at PT Pos Indonesia Karawang is fulfilled and significant.

Furthermore, the p- value results for the influence of organizational commitment on employee loyalty are $0.000 < 0.05$, and the t statistic results are $9,708 > 1,960$. So it can be concluded that H_3 , namely the positive influence of organizational commitment on employee loyalty at PT Pos Indonesia Karawang, is fulfilled and significant.

Table 7 Mediation effect hypothesis test results

	Original Sample	T Statistics	P Values
Job Satisfaction -> Organizational Commitment			
Job Satisfaction -> Employee Loyalty	0.390	4.900	0.000
Organizational Commitment -> Employee Loyalty			

Based on Table 7, the t-statistic value for the influence of job satisfaction on employee loyalty is 4,900, exceeding the t-statistic value for the influence of job satisfaction on employee loyalty from the Path Coefficients results, namely 3,841 (direct test results). Thus, it was concluded that the hypothesis test H_4 which revealed the positive influence of job satisfaction on employee loyalty through organizational commitment in PT Pos Indonesia Karawang employees was proven to be significant with a value of 0.000 or more < 0.05.

To determine whether the mediating variable analysis model produces full mediation or partial mediation, it can be seen from the following total effects results.

Tabel 8 Effects test results

	Original Sample	T Statistics	P Values
Job Satisfaction -> Organizational Commitment	0.538	5.685	0.000
Job Satisfaction -> Employee Loyalty	0.692	9.997	0.000
Organizational Commitment -> Employee Loyalty	0.725	9.708	0.000

Table 8 shows that the influence of job satisfaction on employee loyalty remains significant with a p value of $0.000 < 0.05$. Therefore, it is concluded that mediation is partial. This shows that job satisfaction can influence employee loyalty directly without going through or being involved with the mediating variable (organizational commitment). Full mediation occurs when the value recorded in the total effects shows that the influence of job satisfaction on employee loyalty is not significant (Muhson, 2022).

4.6 The Influence of Job Satisfaction on Organizational Commitment

The results of this research show that job satisfaction has a positive and significant influence on organizational commitment with a statistical t value of $5,685 > 1,960$. This shows that the higher the level of employee job satisfaction, the stronger their organizational commitment. The results of this research are in line with and support research from Ellys & Ie (2020), Tanjung (2020), and Posumah *et al.* (2023).

The results of the analysis conclude that employee job satisfaction is influenced by several factors, including type of work, salary, promotion opportunities, supervision or supervision, and relationships with co-workers. Employees who feel satisfied with their work and have the opportunity to develop themselves and get promotions tend to be more loyal to the company. Employee satisfaction with job responsibilities also reflects PT Pos Indonesia Karawang management's view of employee contributions to the company, which indirectly influences employee commitment and loyalty to the company.

4.7 The Effect of Job Satisfaction on Employee Loyalty

The results of this research show that there is a positive and significant influence of job satisfaction on employee loyalty with a t-statistic value of $3,841 > 1,960$. This shows that the higher the level of employee job satisfaction, the higher the level of employee loyalty to the company.

Based on the results obtained, the same as the research results from Giovanni & Ie (2022), which shows that job satisfaction has a positive and significant effect on employee loyalty. That means, the higher the level of employee job satisfaction, the greater the level of loyalty. Similarly, research results from Hamisah & Nawawi (2023), who also confirmed that job satisfaction has a significant positive effect on employee loyalty.

Therefore, factors related to employees and work as indicators of employee satisfaction influence the level of employee loyalty. Employees believe that their level of job satisfaction is influenced by interactions with fellow employees and the type of work they do at the company. At PT Pos Indonesia Karawang, employees can feel satisfied with their work because of good relationships with co-workers and because the work they do is based on their habits, which ultimately gives them satisfaction.

4.8 The Influence of Organizational Commitment on Employee Loyalty

The results of this research show that organizational commitment has a significant positive effect on employee loyalty with a statistical t value of $9,708 > 1,960$. This shows that the higher the level of employee commitment to the organization, the higher their level of loyalty to the company.

Likewise, research obtained from Hamisah & Nawawi (2023), Sopali *et al.* (2021), and Sofia *et al.* (2024), who stated that organizational commitment has a significant effect on work loyalty. Employees who show a high level of commitment to the organization tend to create their own level of satisfaction in their work because of their strong commitment to the organization. So if employees are fully committed to their work and organization they tend to have a very high level of loyalty to their organization.

4.9 The Effect of Job Satisfaction on Employee Loyalty Through the Mediation of Organizational Commitment

This research aims to combine findings from previous research regarding the relationship between job satisfaction and employee loyalty, job satisfaction and commitment to the organization, as well as commitment to the organization and employee loyalty. Therefore, this study examines the effect of job satisfaction on employee loyalty by considering organizational commitment as a mediating variable.

From the results of the Path Coefficients analysis (Mean, STDEV, T-Values), it was found that the direct influence of job satisfaction on employee loyalty was 3,841, the influence of job satisfaction on organizational commitment was 5,685, the influence of organizational commitment on employee loyalty was 9,708, and the

indirect influence of satisfaction work on employee loyalty through organizational commitment is 4,900 (total indirect effects). From these data, it can be seen that job satisfaction has an indirect effect on employee loyalty through organizational commitment that is more significant than the direct effect of job satisfaction on employee loyalty.

These results show that job satisfaction has a positive effect on organizational commitment, so that organizational commitment is able to increase employee loyalty behavior in the company.

5. Conclusion

From the research findings and discussion above, it can be concluded that:

- Testing the first hypothesis regarding the positive influence of job satisfaction on the organizational commitment of PT Pos Indonesia Karawang employees has been fulfilled and is significant. This shows that the higher the level of employee job satisfaction, the greater the level of organizational commitment of PT Pos Indonesia Karawang employees.
- The second hypothesis test which examines the positive influence of job satisfaction on employee loyalty at PT Pos Indonesia Karawang has been fulfilled and is significant. This shows that the higher employee job satisfaction, the higher employee loyalty in the company.
- Testing the third hypothesis regarding the positive influence of organizational commitment on employee loyalty at PT Pos Indonesia Karawang has been fulfilled and is significant. This shows that the greater the employee's commitment to the organization, the higher the level of employee loyalty at PT Pos Indonesia Karawang.
- Testing the fourth hypothesis regarding the positive influence of job satisfaction on employee loyalty through organizational commitment as mediation at PT Pos Indonesia Karawang has been proven to be fulfilled. However, the nature of this media is only partial, which means that job satisfaction has a direct effect on employee loyalty without involving organizational commitment.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** R.A.P., U.M.D.F. and E.R.; **data collection:** R.A.P., U.M.D.F. and E.R.; **analysis and interpretation of results:** R.A.P., U.M.D.F. and E.R.; **draft manuscript preparation:** R.A.P., U.M.D.F. and E.R. All authors reviewed the results and approved the final version of the manuscript.

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