
INFLUENCE OF INTERNAL SERVICE QUALITY ON LOYALTY MEDITED BY EMPLOYEE SATISFACTION

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ABSTRACT

KEYWORDS

Quality Service
Loyalty
Job satisfaction

The purpose of this study was to analyze and prove the influence of the influence of internal service quality on loyalty mediated by job satisfaction of employees at pt. Mahakam Gate of the King of Oil and Gas (Persero) in Kutai Kartanegara Regency. This study used 40 respondents and this study used a survey method with a sample of employees at PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency with *census* sampling technique . Respondents were only interviewed once when they met. Data from the respondents were then tabulated and tested using statistical methods. Data were collected using a questionnaire research tool. Based on the results of the analysis and discussion, it can be concluded that the quality of Internal Services has no effect on employee job satisfaction, meaning that the previously formulated hypothesis is rejected, so that if the quality of Internal Services has increased, it will not have an impact on increasing job satisfaction. The quality of Internal Services has no effect on employee loyalty, meaning that the previously formulated hypothesis is rejected, so that if the quality of Internal Services has increased, it will not have an impact on increasing loyalty. Loyalty has a positive influence on employee job satisfaction, meaning that the previously formulated hypothesis is accepted, so that if Loyalty increases, then job satisfaction will also increase, in line with the increase in Loyalty.

INTRODUCTION

The era of globalization demands competition from several countries to compete with each other in order to win a position as a determining country in the world both in the economic, socio-cultural, political and so on. For this reason, the development of human resources is also required to be better because advances in technology, trade and so on are determined by human resources as the actors and movers of all of it. Human resource management is very much needed by organizations, both government and private organizations (Adiwibowo, 2012).

Human resources are the driving force for the activities and routines of an organization or company. As we know, an organization or company, in which there are various kinds of individuals belonging to various statuses in the form of educational status, position, class, experience, gender, marital status, level of expenditure, and the age level of

each individual (Amin, Siswanto, & Hakim, 2018). For the success of increasing human resources, it is very necessary for organizations that can carry out transformations in each of their activities.

Human resources play an important role in the success of the company. The measure of the success of a company can be seen from the performance of human resources. Human resource performance is employee productivity as a result of employee growth and ultimately has an impact on organizational effectiveness (Munadzifah, 2021). Therefore, the Company must continue to improve the performance of human resources in order to continue to grow because the increase in human resource performance allows employees to optimize their work abilities (Ariansyah, 2013).

PT. Mahakam Gate Raja Migas (MGRM) (Perseroda) is a Regional Owned Enterprise (BUMD) of the Kutai Kartanegara Regency Government. The establishment of PT Mahakam Gate Raja Migas based on Government Regulation no. 54 of 2017, namely this BUMD is profit-oriented, in accordance with Law no. 40 concerning Limited Liability Company PT Pertamina (Persero) officially operates the Mahakam Work Area. PT MGRM (Perseroda)'s capital is divided into shares owned by the Regional Government of 99% and 1% of which is divided into shares owned by the Tunggang Parangan Regional Public Company of 0.6%, and the Regional Electricity and Energy Resources Public Company of 0.4%, which its share ownership is wholly affiliated with the Regional Government (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017).

PT MGRM (Perseroda) in Kutai Kartanegara Regency, was established in October 2018, its business activities are relatively new. This of course requires hard work to develop the company, but the problems that occur in PT MGRM (Perseroda) in Kutai Kartanegara Regency have not yet collaborated with third parties in developing their company, so that the profits obtained by the company have decreased (Handoko, 2016).

PT MGRM (Perseroda) is a company engaged in the oil and gas sector which already has a subsidiary and is one of the contributors to regional income in Kutai Kartanegara Regency. Therefore, in running the company, internal service quality, employee satisfaction and high employee loyalty are needed (Hudayah, 2010).

Based on the research of (Hilmawan & Suryani, 2011) that there are several aspects of internal service quality that affect job satisfaction and (Izza, Setianto, & Dhamanti, n.d.) found job satisfaction has an effect on employee loyalty and (Hudayah, 2010) found that service quality has a direct and indirect influence through satisfaction with consumer loyalty. According to (Johnston, 2008) loyalty to employees is the result of the satisfaction that employees have with the company where the employee works, giving rise to a psychological bond between employees and the company that creates a sense of responsibility towards the company (Kosasih & Kurniawan, 2018).

The results of pre-research interviews, it can be seen that the quality of internal services from management to employees has not been maximized, this is because the work system carried out by the company is good and employees have never received training related to the work done. This causes employees not to be able to work optimally and causes low employee satisfaction in carrying out work, so that it has an impact on employee loyalty at PT. Mahakam Gate of the King of Oil and Gas (Perseroda) in Kutai Kartanegara Regency.

Based on this phenomenon, the authors are interested in analyzing the factors that affect the value of external services PT. Mahakam Gate of the King of Oil and Gas (Perseroda) in Kutai Kartanegara Regency .

METHOD RESEARCH

This study uses a quantitative research approach. The quantitative approach aims to test theories, build facts, show relationships between variables, provide statistical descriptions, estimate and predict the desired results. This study consists of 3 variables, namely the independent variable (X), namely the quality of internal services and job satisfaction. The dependent variable (Y) is Loyalty. The population used in this study were employees at PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency with the number of samples selected for this study were 40 respondents. In this study the authors used two sources of data, namely primary data and secondary data. The data collection technique that will be carried out in this study is to distribute a list of questions in the form of statements, or questionnaires in writing or online with closed answers. The data analysis technique in this study is in the form of descriptive analysis, which is a technique to express and explain the opinions of respondents based on answers from research instruments that have been proposed by researchers. From the data that has been collected, then a descriptive data analysis is carried out, namely by describing objectively and systematically the situation in the field.

RESULTS AND DISCUSSION

A. Research result

1. Validity and Reliability Test Results

a. Construct Validity Test Results

The construct validity test consists of convergent validity and discriminant validity. Convergent validity test in *Partial Least Square* (PLS) with convergent validity test parameters seen from each must have a value above 0.5 (Hair, 2014:143). The results of the convergent validity test indicate that the *loading factor* value has met the recommended value, which is > 0.5 . It can be concluded that the indicator is declared valid or has met *convergent validity*. *Convergent validity* can be seen from the *Average Variance Extracted* (AVE) value. The requirement for the *Average Variance Extracted* (AVE) value is 0.5 to show a good measure of *convergent validity* . Here is the *Average Variance Extracted* (AVE) value which is described in Table 5.1.

Table 1
AVE Convergent Validity Value

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Internal Service Quality	0.754	0.593	0.819	0.754
Job satisfaction	0.836	0.714	0.732	0.869
Loyalty	0.754	0.819	0.847	0.593

Source: Research Results, 2022

The results of the convergent validity test explain that the AVE value in each variable has met the criteria, namely > 0.5 .

Discriminant validity test, the parameter measured is by comparing a construct to be higher than the correlation between the latent variables (Hair, 2014:144). The discriminant validity test, can be seen in Table 5.2.

Table 2
Discriminant Validity Value

	Internal Service Quality	Job satisfaction	Loyalty
Internal Service Quality	0.522	0.000	0.000
Job satisfaction	0.559	0.696	0.000
Loyalty	0.577	0.568	0.770

Source: Research Results, 2022

Table 5.2 shows that the correlation between variables is greater than the correlation between other variables. This shows that the *discriminant validity test conditions* are met or have a good model.

b. Reliability Test

The reliability test can be seen from the value of Cronbach's *alpha* and the value of *composite reliability*. To be said to be a reliable construct, then the value of Cronbach's *alpha* must be > 0.6 and the value of *composite reliability* must be > 0.7 (Hair, 2014:147). To be said to be a reliable construct, then the value of Cronbach's *alpha* must be > 0.5 and the value of *composite reliability* must be > 0.7 (Hair, 2014:147).

Table 3
Construct Reliability Value

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
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Loyalty	0.754	0.819	0.847	0.593

Source: Research Results, 2022

Table 5.3 shows the Cronbach *alpha value* > 0.6 and the *Composite Reliability value* > 0.7 . it can be concluded that all constructs of all variable items have good reliability in accordance with the required minimum value limit.

2. Description of Internal Service Quality

Respondents' responses to the Quality of Internal Services PT. Mahakam Gate King Oil and Gas (Perseroda) in Kutai Kartanegara Regency, as follows:

Table 4
Respondents' Responses to Internal Service Quality

No	Statement	Answer					Total	Average
		STS	TS	CS	S	SS		

Provide a good system and environment								
1	description of the work performed by the employee is clear				33	7	167	4.18
2	company 's work system is good			5	28	7	162	4.05
Providing great leaders								
3	Leaders motivate employees				20	20	180	4.5
4	Leaders guide employees in carrying out their work		15	5	13	7	132	3.3
5	Leaders provide training for employees		15	5	7	13	138	3.45
Provide attractive compensation								
6	Employees get compensation from the company for their performance			5	7	28	183	4.58
7	Employees get appreciation from the company for their performance				12	28	188	4.7
Total								28.8
Average								4.10

Source: Research Results, 2022

Information:

- Average 1.00 - 1.80 in the category Very Bad
- Average 1.81-2.60 in the Bad category
- Average 2.61 - 3.40 in the category Fair / Moderate
- Average 3,41-4.20 in the Good category
- Average 4.20-5.00 in the category Very Good

From Table 5.4 it can be seen that the value of respondents' responses to the Quality of Internal Services PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency obtained an average of 4.10 which can be categorized as good because the average value obtained is in the range of 3.41-4.20.

3. Job Satisfaction Description

Respondents' responses to job satisfaction of PT. Mahakam Gate King Oil and Gas (Perseroda) in Kutai Kartanegara Regency, as follows:

Table 5
Respondents' Responses to Job Satisfaction

No	Statement	Answer					Total	Average
		STS	TS	CS	S	SS		
Mentally challenging work								
1	Employee carry out the work applying the skills possessed.		13		15	12	146	3.65
2	Employees carry out work according to their abilities.		28			12	116	2.9
3	Employees carry out work with freedom of duty.		28			12	116	2.9
4	Employees work get feedback from				13	27	187	4.68

	the work done.							
Worthy reward								
5	Employees feel that the wage system in the workplace is fair.			7	18	15	168	4.2
6	Employees get a promotion policy at my workplace is as expected.			20	20		140	3.5
7	Employees carry out work according to the skills I have.		13	7	15	5	132	3.3
8	Wage system in the workplace according to standards.				33	7	167	4.18
9	Employees receive wages in accordance with the demands of the work given.				25	15	175	4.38
Supportive working conditions								
10	Work environment Employees feel comfortable.			13	22	5	152	3.8
11	Work environment Employees feel safe.			13	15	12	159	3.98
12	The lighting in the employee's workplace is bright.				28	12	172	4.3
13	Employees' workplaces are far from disturbing noise.			13	15	12	159	3.98
Supportive coworkers								
14	Coworkers are friendly with fellow employees			13	15	12	159	3.98
15	Co-workers are pleasant.			13	22	5	152	3.8
16	The attitude of superiors leads to increased employee job satisfaction			13	22	5	152	3.8
17	Employees get social needs (care) in the work environment.			28		12	144	3.6
Personality compatibility with work								
18	The talent possessed by the employee is in accordance with the demands of the job.			28	7	5	137	3.43
19	The abilities possessed by employees are in accordance with the demands of the job.			13	15	12	159	3.98
20	The personality of the employee is in accordance with the work done		28			12	116	2.9
Total								75.2
Average								3.76

Source: Research Results, 2022

Information:

- Average 1.00 - 1.80 in the category Very Bad
- Average 1.81-2.60 in the Bad category
- Average 2.61 - 3.40 in the category Fair / Moderate
- Average 3,41-4.20 in the Good category

- Average 4.20-5.00 in the category Very Good

From Table 5.5 it can be seen that the value of respondents' responses to job satisfaction of employees of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency obtained an average of 3.76 which can be categorized as good because the average value obtained is in the range of 3.41-4.20.

4. Loyalty Description

Respondents' response to the loyalty of PT. Mahakam Gate King Oil and Gas (Perseroda) in Kutai Kartanegara Regency, as follows:

Table 6
Respondents Response to Loyalty

No	Question	Answer					Total	Ave rage
		STS	TS	CS	S	SS		
Obey the rules								
1	Employees obey existing rules			12	7	21	169	4.23
2	Employees carry out the rules well			9	16	15	166	4.15
Responsibility to the company								
3	The ability of employees to carry out their duties to the best of their ability		13		15	12	146	3.65
4	Courage of employees to every risk in carrying out their duties			9	16	15	166	4.15
Willingness to cooperate								
5	Employees can cooperate with other fields			9	13	18	169	4.23
6	Employees cooperate with fellow employees			8	17	15	167	4.18
A sense of belonging								
7	Employees participate in maintaining an attitude to achieve company goals			8	16	16	168	4.2
8	Employees feel responsible for achieving company goals			10	14	16	166	4.15
Interpersonal relationship								
9	Employees always maintain social relations between employees			10	14	16	166	4.15
10	Employees always maintain a harmonious relationship with superiors			10	11	19	169	4.23
11	Employees always maintain a comfortable work situation			12	7	21	169	4.23
12	Employees always get support from coworkers.			15	6	19	164	4.1
Total								49.6
Average								4.13

Source: Research Results, 2022

Information:

- Average 1.00 - 1.80 in the category Very Bad
- Average 1.81-2.60 in the Bad category
- Average 2.61 - 3.40 in the category Fair / Moderate
- Average 3,41-4.20 in the Good category
- Average 4.20-5.00 in the category Very Good

From Table 5.6, it can be seen that the value of respondents' responses to employee loyalty at PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency obtained an average of 4.13 which can be categorized as good because the average value obtained is in the range of 3.41-4.20.

5. Inner Model Measurement Results

The results of the measurement of *the inner model* were analyzed by looking at the significance of the relationship between the constructs indicated by the *t statistic* and *p value* generated from the PLS *Bootstrapping output* .

a. Test t Statistics

The results of the test the magnitude of the influence is measured by the value of the path coefficient (*path coefficient*). *The path coefficient* that has a value of *t statistics* 1.96 is said to have an effect and *t statistics* < 1.96 is said to have no effect. The *output results of Calculate PLS Bootstrapping* are as follows:

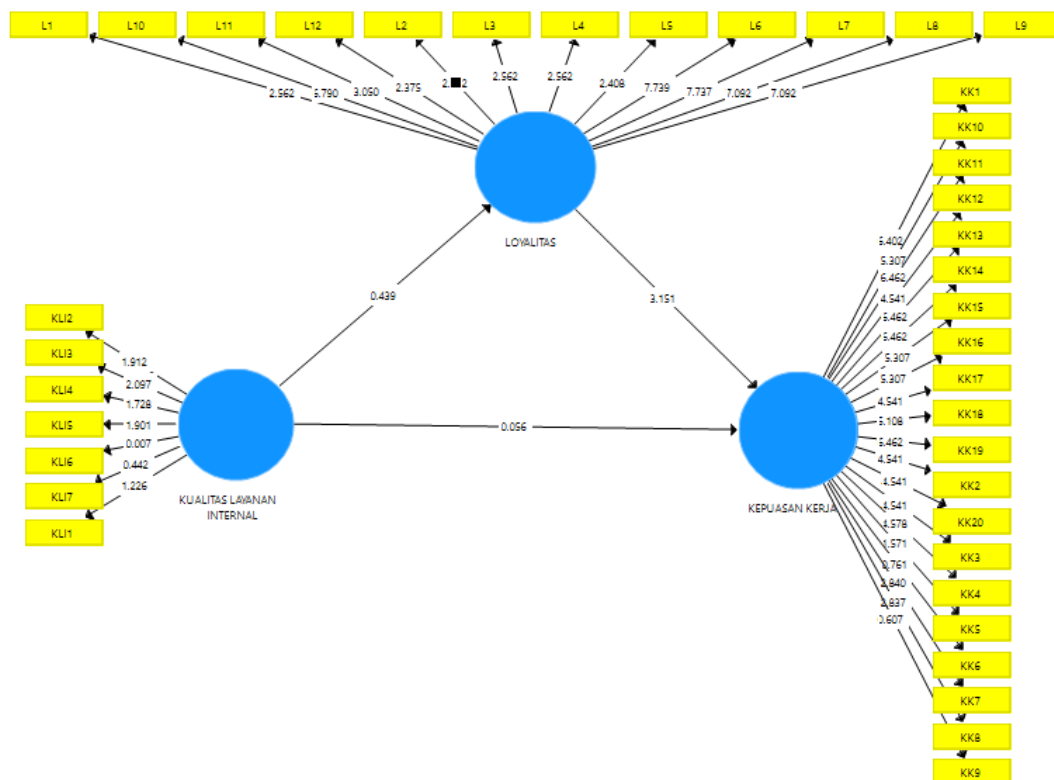


Figure 1
Calculate PLS Bootstrapping

Based on the results of *bootstrapping calculations* above, shows that internal service quality is not related to loyalty because the *t statistic value* obtained is $0.439 < 1.96$ and internal service quality is not related to job satisfaction because the *t statistic value* obtained is $0.056 < 1.96$. However, there is a relationship between loyalty and

job satisfaction because the *t statistic value* obtained is 3.151 1.96 . An indicator can also be said to be influential if it has a p value 0.05. In Table 5 . 7 The following is the value of t-statistics.

Table 7
Path Coefficient Test

<i>Mean, STDEV, P-Values</i>					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Internal Service Quality -> Job Satisfaction	-0.014	0.014	0.255	0.056	0.955
Internal Service Quality -> Loyalty	-0.122	-0.125	0.279	0.439	0.661
Loyalty -> Job Satisfaction	0.468	0.507	0.154	3,151	0.002

Source: Data Processing Results, 20 22

Based on the calculation results of 3 (three) hypotheses, it was found that 1 (one) hypothesis was accepted and 2 (two) hypotheses were rejected, as follows:

1. Internal Service Quality has no effect on job satisfaction with a *p-value of* $0.955 < 0.05$, meaning that the hypothesis that has been formulated previously is rejected . This means that if the quality of Internal Services has increased, it will not have an impact on increasing job satisfaction.
2. Internal Service Quality does not have an effect on loyalty with a *p-value of* $0.661 < 0.05$, meaning that the hypothesis that has been formulated previously is rejected . This means that if the quality of Internal Services has increased, it will not have an impact on increasing loyalty.
3. Loyalty has an influence on job satisfaction with a p-value of $0.002 < 0.05$, meaning that the hypothesis that has been formulated previously is accepted. In addition, the original sample value was 0.468, which indicates a positive relationship between the two. This shows that if Loyalty increases, then job satisfaction will also increase, in line with the increase in Loyalty.

B. Discussion

1. Internal Service Quality on Job Satisfaction

The research findings show that internal service quality has no effect on job satisfaction of employees of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency , meaning that the hypothesis that has been formulated previously is rejected, so that if the quality of Internal Services has increased, it will not have an impact on increasing job satisfaction. The results of the study also found that the Internal Service Quality of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency is categorized as good and the job satisfaction of PT. Mahakam Gate King Oil and Gas (Perseroda) in Kutai Kartanegara Regency is categorized as good.

The findings of this study are not in line with the opinion of (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017) which states that the quality of internal services is an HR management system which is the main foundation for realizing employee satisfaction. This is in line with (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017) which asserts that the quality of internal services is a condition where an employee is satisfied with the services

provided by internal service providers. The research findings are also supported by (Pandey & Khare, 2012) research (2011) which found that the quality of internal services has a positive and significant effect on job satisfaction .

2. Internal Service Quality To Loyalty

The research findings show that internal service quality has no effect on employee loyalty of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency , meaning that the previously formulated hypothesis is rejected, so that if the quality of Internal Services has increased, it will not have an impact on increasing loyalty. The results of the study also found that the Internal Service Quality of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency is categorized as good and the loyalty of PT. Mahakam Gate King Oil and Gas (Perseroda) in Kutai Kartanegara Regency is categorized as good.

The research findings are not in line with the opinion of (Pitoy, Pio, & Rumawas, 2020) which states that the quality of internal services is a human resource management system . is the main foundation for realizing employee satisfaction and this satisfaction of course occurs if employees are loyal. This shows that there is an influence of internal service quality on loyalty, but previously it was mediated by job satisfaction. Meanwhile, the research findings of (Wijaya, n.d.) found that service quality has a direct and indirect influence through satisfaction on consumer loyalty.

(Hair Jr, Sarstedt, Ringle, & Gudergan, 2017) revealed that in the business world the most important thing is how employees are treated in the company. Not only measured by the salary given but also from the environment and conditions of the workplace and with the quality of internal services to employees it will increase employee satisfaction.

(Kosasih & Kurniawan, 2018) explains that satisfaction is determined by the level of individual job characteristics to meet their needs, satisfaction of an outcome to meet expectations that reflect the difference between what is expected, satisfaction is the result of the perception of work providing fulfillment of important individual work values and satisfaction is a function of how fairly individuals are treated at work and satisfaction is a function of personal traits and genetic factors on the characteristics of the work environment.

3. Loyalty to Job Satisfaction

research findings show that loyalty has a positive influence on job satisfaction of employees of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency, meaning that the hypothesis that has been formulated previously is accepted , so that if Loyalty increases, job satisfaction will also increase, in line with the increase in Loyalty. The results of the study also found that the loyalty of employees of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency is categorized as good and the job satisfaction of PT. Mahakam Gate King Oil and Gas (Perseroda) in Kutai Kartanegara Regency is categorized as good. findings are supported by the opinion of (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017) which states that loyal and productive employees certainly do not automatically occur without first awakening a sense of satisfaction from within the employee with his work, superiors, equipment and facilities, as well as other aspects of the job . other aspects . Furthermore, according to (Adiwibowo, 2012), there are four possible conditions of loyalty , namely: 1 low loyalty (low attitude and low behavior) and latent loyalty (high attitude and high behavior) .

The findings of this study are also supported by (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017) which finds that there is a positive relationship between job satisfaction and loyalty to company employees, where increased satisfaction will increase employee loyalty, where the dimensions of coworkers in the job satisfaction variable have a correlation. highest with loyalty. The findings of this study are also in line with research by (Adiwibowo, 2012) which found that there was an influence of loyalty on job satisfaction. On the other hand, (Adiwibowo, 2012) found that job satisfaction has an effect on employee loyalty.

CONCLUSION

Based on the results of research and discussion, it can be concluded that the quality of Internal Services has no effect on job satisfaction of employees of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency, meaning that the hypothesis that has been formulated previously is rejected, so that if the quality of Internal Services has increased, it will not have an impact on increasing job satisfaction. Internal Service quality has no effect on employee loyalty of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency, meaning that the previously formulated hypothesis is rejected, so that if the quality of Internal Services has increased, it will not have an impact on increasing loyalty. loyalty has a positive influence on job satisfaction of employees of PT. Mahakam Gate Raja Migas (Perseroda) in Kutai Kartanegara Regency, meaning that the hypothesis that has been formulated previously is accepted, so that if Loyalty increases, job satisfaction will also increase, in line with the increase in Loyalty.

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