

## JOB SATISFACTION AND EMPLOYEE LOYALTY AS PERFORMANCE DETERMINANTS

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### Abstract

This study aims to analyze the influence of job satisfaction and employee loyalty on the performance of general department employees at Pamanukan Medical Center Hospital. The background of the study is based on the importance of psychological factors and employee engagement in improving the effectiveness and quality of services, especially in the health sector which demands professionalism, accuracy, and high responsibility. The study used a quantitative approach with a survey method by distributing questionnaires to 68 active general department employees of the hospital. Data were analyzed using descriptive and inferential statistics, including validity and reliability tests, multiple linear regression, and t-tests and F-tests with the help of SPSS software version 22. The results of the study indicate that job satisfaction and employee loyalty have a positive and significant effect on performance, both partially and simultaneously, with a high level of contribution. This finding confirms that satisfaction and loyalty are key factors in shaping optimal employee performance in a public service-based work environment. Theoretically, this study strengthens the model of the relationship between affective and normative factors in employee performance, while practically providing implications for hospital management in designing policies oriented towards improving psychological well-being and employee engagement to support organizational productivity and sustainability.

**Keywords:** Job Satisfaction; Employee Loyalty; Employee Performance; Human Resource Management.

### A. INTRODUCTION

Employee performance is a fundamental factor determining organizational effectiveness and competitiveness, particularly in service sectors such as hospitals, which demand coordination, punctuality, and high service quality. Globally, improving employee performance has become a major focus in human resource management literature, with job satisfaction and loyalty identified as important determinants of productivity and workforce retention (Cantarelli et al., 2023). In Indonesia, the healthcare sector faces challenges in retaining a highly committed workforce, given increasing employee mobility and expectations for workplace well-being and recognition (Pasulu et al., 2023). Therefore, understanding the role of employee job satisfaction and loyalty on performance is relevant, particularly in the context of hospitals, which rely on the emotional engagement and professionalism of their workforce to achieve optimal service quality.

Although various previous studies have demonstrated a positive relationship between job satisfaction, loyalty, and performance, empirical gaps remain in the context of public service organizations in Indonesia. Some studies find that job satisfaction significantly influences

employee performance (Riyanto et al., 2017), while others indicate that loyalty is not always a strong predictor of individual work outcomes. In the hospital context, job satisfaction is influenced not only by compensation and supervision, but also by a sense of security, recognition, and opportunities for personal development, which directly impact the quality of patient care (Cantarelli et al., 2023). Furthermore, high levels of loyalty do not necessarily guarantee increased productivity if not accompanied by adequate work motivation (Judge et al., 2020). This phenomenon underscores the importance of further examining the psychological and organizational mechanisms linking job satisfaction, loyalty, and employee performance, particularly in the public healthcare sector.

Conceptually, this research is grounded in job attitude theory, which states that job satisfaction reflects employees' emotional evaluations of their work and plays a crucial role in shaping productive behavior (Saari & Judge, 2004; Judge & Kammeyer-Mueller, 2012). Meanwhile, employee loyalty is explained through the organizational commitment theory approach, which emphasizes an individual's loyalty and psychological attachment to the organization (Meyer & Allen, 1991). In the context of hospital management, the integration of these approaches is crucial to explain how satisfaction and loyalty can drive sustainable, optimal performance.

Based on this background, this study aims to analyze the influence of job satisfaction and employee loyalty on the performance of employees in the general department of Pamanukan Medical Center Hospital. Specifically, this study seeks to answer three main questions: (1) does job satisfaction have a positive and significant effect on employee performance? (2) does employee loyalty have a positive and significant effect on performance?? and (3) do job satisfaction and loyalty simultaneously have a significant effect on employee performance? This study uses a quantitative approach with primary data obtained through questionnaires and analyzed using multiple linear regression using SPSS software. This approach was chosen to provide objective empirical evidence regarding the relationships between variables in the context of public service organizations.

The scientific contribution of this study lies in the integration of the concepts of job satisfaction, loyalty, and work motivation in explaining employee performance in the healthcare sector. Theoretically, this study broadens understanding of the mediating role of motivation in the relationship between job satisfaction and performance, as identified in several previous HR management studies (Hossain & Islam, 2024). Practically, the results of this study are expected to provide recommendations for hospital management in designing performance improvement policies based on employee satisfaction and loyalty. Thus, this study not only provides empirical contributions to the human resource management literature, but also offers strategic implications for workforce management in the Indonesian healthcare sector.

## **B. LITERATURE REVIEW**

The concept of employee performance in human resource management (HRM) literature occupies a strategic position because it represents the level of organizational success in achieving established goals. The modern perspective on employee performance is rooted in the organizational behavior approach, which emphasizes the interrelationship between individual abilities, work motivation, and job opportunities as the primary determinants of work outcomes (Obaid et al., 2022). Employee performance is generally understood as the work output produced by individuals, both in quality and quantity, in carrying out the responsibilities assigned by the organization. In the context of public service organizations, particularly hospitals, performance is measured not only by productivity but also includes work efficiency, speed of service, accuracy of actions, and the level of user satisfaction.

In line with job attitude theory, job satisfaction is viewed as an individual's emotional response to various aspects of work, such as the compensation system, supervision, working conditions, and interpersonal relationships within the organization. Job satisfaction plays a crucial role in shaping productive work attitudes and behaviors, which ultimately impact employee performance (Judge et al., 2020). On the other hand, employee loyalty is based on organizational commitment theory, which explains an individual's level of emotional attachment to an organization and their willingness to remain part of the organization and contribute continuously (Arifin et al., 2022).

Various previous studies have shown that employee job satisfaction and loyalty are closely related to improved performance, both at the individual and organizational levels. Hossain and Islam (2024) found that job satisfaction has a more dominant influence on employee performance than motivation and leadership factors. These findings also indicate that work motivation and the work environment influence levels of job satisfaction, which in turn significantly impact employee performance. In the context of loyalty, Ateeq and Alzoraiki (2023) explain that employee loyalty directly contributes to improved performance and acts as a mechanism that strengthens the relationship between job satisfaction and performance. Research in Indonesia further supports these findings by showing that high levels of job satisfaction encourage employee loyalty and reduce intentions to leave the organization (Athala & Sumastuti, 2024). Overall, these findings confirm that psychological factors, such as satisfaction and loyalty, play a crucial role in shaping productive work behavior.

Although the relationship between job satisfaction, loyalty, and performance has been extensively researched, a conceptual gap remains in the context of public organizations and the healthcare sector. Most previous research has been conducted in the private sector, where work motivation is often positioned as a mediating variable bridging the relationship between job satisfaction and performance (Novianti et al., 2024). However, studies specifically examining the role of work motivation in public service organizations, particularly hospitals in Indonesia, are relatively limited. Furthermore, employee loyalty in many studies is often treated as a dependent variable, rather than as a determinant directly influencing employee work behavior and performance (Arifin et al., 2022).

Based on this gap, this study positions job satisfaction and employee loyalty as independent variables that directly and simultaneously influence hospital employee performance. Work motivation is positioned as a conceptual element explaining the psychological mechanisms behind this relationship. With this approach, the research not only adopts an existing theoretical framework but also broadens understanding of the role of psychological variables in shaping employee performance in the public service sector.

Methodologically, current research trends indicate that quantitative approaches using structural analysis, such as partial least squares structural equation modeling (PLS-SEM) and multiple linear regression, are increasingly being used to examine the relationship between job satisfaction, loyalty, motivation, and employee performance (Hossain & Islam, 2024). This approach allows researchers to empirically evaluate the direct and indirect influences between variables. However, most research still focuses on the corporate and manufacturing sectors, while the context of hospitals and public institutions is relatively rarely the primary object of study. Yet, the characteristics of work in the healthcare sector rely heavily on social interaction, empathy, and moral responsibility, making the dynamics of employee satisfaction, loyalty, and motivation more complex.

Taking into account previous research findings and identified gaps, this study develops a conceptual synthesis that integrates three main dimensions: job satisfaction as an emotional reaction to work conditions, employee loyalty as a form of commitment to the organization, and work motivation as a driving mechanism for productive behavior. This conceptual model

assumes that job satisfaction and employee loyalty have a direct influence on performance, as well as an indirect influence through work motivation as a mediating variable. This approach extends the classic model of employee performance by placing psychological variables as a link between work attitudes and work results, so that this literature review becomes a strong conceptual foundation for empirical analysis in the research methods and results sections.

### **C. RESEARCH METHODOLOGY**

This research uses a quantitative approach with a case study design, aiming to analyze the influence of job satisfaction and employee loyalty on the performance of general department employees at Pamanukan Medical Center Hospital. A quantitative approach was chosen because it allows researchers to objectively measure the relationships between variables through numerical data processing and hypothesis testing using inferential statistical techniques (Sugiyono, 2019).

#### **Research Type and Strategy**

This research is a quantitative descriptive-verification study with a case study strategy. The descriptive approach is used to describe the characteristics of job satisfaction, loyalty, and employee performance based on empirical data, while the verifiable approach is used to examine the relationships and influences between variables using a multiple linear regression model (Sugiyono, 2017). This research model is designed to test the hypothesis regarding the partial and simultaneous influence of job satisfaction ( $X_1$ ) and employee loyalty ( $X_2$ ) on performance ( $Y$ ).

#### **Data Source and Type**

The data used in this study are primary data obtained directly from respondents, namely all 68 active general department employees at Pamanukan Medical Center Hospital. The use of primary data allows for the collection of accurate and contextual information based on real-world conditions (Novianti et al., 2024). Furthermore, secondary data such as scientific literature, hospital annual reports, and previous research findings were also used to support the theoretical analysis and discussion of the research findings.

#### **Data Collection Techniques and Instruments**

Data collection was conducted using a structured questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), structured based on indicators for each research variable. The questionnaire instrument was developed based on theories of job satisfaction (job attitude theory), employee loyalty (organizational commitment theory), and work performance (performance behavior theory). Prior to use in primary data collection, the questionnaire was pilot-tested to ensure its validity and reliability using the Corrected Item-Total Correlation test and Cronbach's Alpha coefficient. All items were found to be valid ( $r > 0.3$ ) and reliable ( $\alpha > 0.8$ ). This method aligns with best practices in quantitative human resource research, which emphasizes empirical testing through field surveys (Ateeq & Alzoraiki, 2023).

#### **Inclusion and Exclusion Criteria**

The inclusion criteria for this study included: (1) general department employees who were actively employed during the study period, (2) having a minimum of six months' service to allow for an objective assessment of working conditions, and (3) willingness to complete the questionnaire. Meanwhile, exclusion criteria included: (1) employees on extended leave or inactive during the survey period, and (2) respondents who provided inconsistent or incomplete answers to the questionnaire. These criteria were established to ensure data representativeness and avoid respondent bias, as suggested in empirical research on human resource management (Suherti et al., 2022).

#### **Unit of Analysis and Research Subjects**

The unit of analysis in this study was individual general department employees at Pamanukan Medical Center Hospital, with a total population of 68 respondents. The selection of general department employees as research subjects was based on their strategic role in supporting the smooth operation and internal services of the hospital. The sampling technique used was census sampling, as the entire population meeting the inclusion criteria was included as respondents. This approach aligns with quantitative research methods, which prioritize measuring all elements of the population to obtain accurate and unbiased results (Pasulu et al., 2023).

### Data Analysis Techniques

Data analysis was conducted through descriptive and inferential statistics using SPSS version 22 software. Descriptive analysis was used to describe respondent characteristics and the distribution of research variable scores, while inferential analysis was used to test the research hypotheses. Techniques used included validity, reliability, normality, multicollinearity, and heteroscedasticity tests, as well as multiple linear regression analysis to examine the effect of job satisfaction and loyalty on employee performance. The regression model used follows the general form:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where Y is employee performance,  $X_1$  is job satisfaction, and  $X_2$  is employee loyalty. The t-test is used to test the partial effect of each independent variable on the dependent variable, while the F-test is used to test for simultaneous effects. The coefficient of determination ( $R^2$ ) is used to determine the contribution of the independent variables to the dependent variable. This analytical approach is commonly used in quantitative HR research to identify the strength of the relationship between variables simultaneously (Ateeq & Alzoraiki, 2023; Judge et al., 2020).

The analysis results are then interpreted based on the significance value ( $p < 0.05$ ) as a criterion for accepting or rejecting the hypothesis. Furthermore, this empirical model is also tested against classical assumptions to ensure the validity of the regression results. Model validity is ensured through testing for multicollinearity ( $VIF < 10$ ) and heteroscedasticity (Glejser test). This approach aligns with empirical practice in employee performance research in Indonesia, which uses multiple regression methods with SPSS as the primary analytical tool.

## D. RESULT AND DISCUSSION

### Result

This study aims to empirically test the influence of job satisfaction ( $X_1$ ) and employee loyalty ( $X_2$ ) on employee performance (Y) in the general affairs department of Pamanukan Medical Center Hospital. The analysis was conducted using a quantitative approach based on primary data from 68 respondents using a structured questionnaire, with data processing using SPSS version 22 software. The results of this study are presented descriptively and inferentially based on statistical analysis conducted for each variable and the relationships between variables.

### Description of Respondent Characteristics

Based on the data processing results, the characteristics of the respondents indicate that the majority of general affairs employees were male (62 employees (91.2%)), while 6 were female (8.8%). By age group, the majority of respondents were aged 17–25 (50.0%), followed by those aged 26–35 (35.3%), 36–45 (7.4%), and 46–50 (7.4%). The educational level was dominated by high school graduates (94.1%), with the remainder having diplomas (2.9%) and bachelor's degrees (2.9%). Based on length of service, 30.9% of respondents had 2–5 years of

work experience, 29.4% less than one year, 26.5% between 1–2 years, and 13.2% had more than six years of work experience.

### **Descriptive Analysis of Research Variables**

The results of the descriptive analysis show that the job satisfaction variable ( $X_1$ ) had a mean value of 16.07 with a standard deviation of 2.313, indicating a relatively high and homogeneous level of job satisfaction among respondents. The employee loyalty variable ( $X_2$ ) showed a mean value of 15.92 with a standard deviation of 3.707, indicating a good and stable level of loyalty in the hospital work environment. Meanwhile, the employee performance variable ( $Y$ ) had a mean value of 19.92 with a standard deviation of 4.745, reflecting fairly optimal performance in the context of public services. These data align with previous research findings showing that employee job satisfaction and loyalty in the public service sector tend to contribute to consistent, quality-oriented performance (Judge et al., 2020; Pasulu et al., 2023).

### **Validity and Reliability Testing**

The validity test results indicate that all statement items in the research instrument have a Corrected Item-Total Correlation value greater than 0.3, thus all items are declared valid. The Cronbach's Alpha value for the job satisfaction ( $X_1$ ) variable is 0.844, employee loyalty ( $X_2$ ) is 0.850, and employee performance ( $Y$ ) is 0.838. Based on the reliability criteria according to (Nunnally & Bernstein, 1994) ( $\alpha > 0.7$ ), all three variables are deemed reliable. This indicates that all instruments used are consistent and suitable for hypothesis testing, consistent with the results of similar studies using a quantitative survey-based approach in the service sector (Riyanto et al., 2017; Obaid et al., 2022).

### **Classical Assumption Test**

The results of the multicollinearity test indicate that the tolerance value for both independent variables is 0.195, with a Variance Inflation Factor (VIF) of 5.127. This indicates that there are no serious multicollinearity problems ( $VIF < 10$ ), and the model is still suitable for use. The heteroscedasticity test using the Glejser method indicates no systematic patterns in the residual values, thus concluding that the data meet the assumption of homoscedasticity. The normality test using the Kolmogorov-Smirnov method yielded a significance value greater than 0.05, indicating that the data are normally distributed. All these test results confirm the suitability of the data for multiple linear regression analysis according to quantitative inferential statistical procedures (Suherti et al., 2022).

### **Multiple Linear Regression Analysis**

Multiple linear regression analysis was used to test the effect of job satisfaction ( $X_1$ ) and employee loyalty ( $X_2$ ) on performance ( $Y$ ). The resulting regression equation is:

$$Y = 0,276 + 0,416X_1 + 0,566X_2$$

The regression coefficients indicate that both independent variables have a positive influence on employee performance. This means that each one-unit increase in job satisfaction will increase employee performance by 0.416, while a one-unit increase in employee loyalty will increase performance by 0.566. The Adjusted  $R^2$  value is 0.933, meaning that 93.3% of the variation in employee performance can be explained by job satisfaction and loyalty, while 6.7% is explained by other variables outside the model. This high coefficient of determination is understandable considering that the study was conducted in a single organizational unit with relatively homogeneous respondent characteristics. This value indicates a strong relationship between the variables studied, consistent with the results of previous research in the public service and retail sectors in Indonesia (Riyanto et al., 2017; Judge et al., 2020). Partial (t-test) and Simultaneous (F-test) Tests

The t-test results indicate that job satisfaction ( $X_1$ ) has a positive and significant effect on employee performance, with a t-value of 20.779,  $\beta = 0.957$ , and a significance level of  $0.000 < 0.05$ . Employee loyalty ( $X_2$ ) also has a positive and significant effect on performance, with a t-value of 24.738,  $\beta = 0.917$ , and a significance level of  $0.000 < 0.05$ . Meanwhile, the F-test results show a value of 464.457 with a significance level of 0.000, indicating that job satisfaction and employee loyalty simultaneously have a significant effect on employee performance. These findings support previous studies that confirm that job satisfaction and loyalty are two key determinants of performance improvement across various organizational sectors (Judge & Kammeyer-Mueller, 2012; Judge et al., 2020).

### **Empirical Results Based on Hypothesis Testing**

Based on the results of the regression analysis and significance tests, it can be concluded that all alternative hypotheses ( $H_{a1}$ ,  $H_{a2}$ , and  $H_{a3}$ ) are accepted. This means that (1) job satisfaction has a partial positive and significant effect on employee performance, (2) employee loyalty has a partial positive and significant effect on performance, and (3) job satisfaction and loyalty simultaneously have a significant effect on employee performance. These results are consistent with research conducted by (Ateeq & Alzoraiki, 2023), which found a positive relationship between job satisfaction, loyalty, and performance. Furthermore, these findings are also supported by research by (Novianti et al., 2024), which shows that employee loyalty can be strengthened by job satisfaction, thereby creating more stable and sustainable performance in the context of public service organizations.

### **Discussion**

The results of the study indicate that job satisfaction and employee loyalty have a positive and significant effect on employee performance, both partially and simultaneously. This finding confirms the study's primary hypothesis: that increased levels of job satisfaction and loyalty will be followed by increased individual performance in carrying out their duties at Pamanukan Medical Center Hospital. The Adjusted  $R^2$  value of 0.933 indicates that these two variables are able to explain a significant portion of the variation in employee performance. This high coefficient of determination is understandable considering that the study was conducted in a single organizational unit with relatively homogeneous respondent characteristics and used a saturated sampling approach, thus strengthening the relationship between the variables empirically.

Within the framework of job attitude theory and organizational commitment theory, these results indicate that job satisfaction reflects an individual's affective evaluation of their work experience, while loyalty represents the level of psychological attachment and the individual's willingness to maintain a long-term relationship with the organization. This finding aligns with the view of Hossain and Islam (2024), who stated that job satisfaction has a dominant influence on performance compared to other factors such as motivation or leadership style. Furthermore, this study supports the argument that employee loyalty is not only a consequence of job satisfaction but also serves as a driver of organizational performance stability and continuity (Ateeq & Alzoraiki, 2023).

When compared with previous studies, the results of this study are consistent with the findings of Athala and Sumastuti (2024), who emphasized the role of job satisfaction as a crucial mechanism in strengthening employee loyalty. However, this study expands on these findings by demonstrating that employee loyalty also acts as an independent variable that directly influences performance, rather than being solely a result of job satisfaction. This finding aligns with the motivational model proposed by Novianti et al. (2024), which highlights the complex interaction between psychological factors in shaping employee work behavior and performance.

Several previous studies have reported conflicting results, where employee loyalty does not always significantly impact performance, particularly in organizations with ineffective managerial systems or unsupportive work environments (Judge et al., 2020). These discrepancies suggest that the influence of loyalty on performance is contextual and influenced by situational factors such as organizational culture, reward systems, and leadership quality. In this context, research by Suherti et al. (2022) confirms that managerial support, leadership style, and a fair reward system play a crucial role in strengthening the relationship between motivation, job satisfaction, and employee loyalty.

Theoretically, the results of this study contribute to the development of human resource management literature by strengthening the model of the relationships between psychological variables that interact to influence employee performance. Job satisfaction functions as an affective factor, while employee loyalty plays a normative and behavioral role, which together shape optimal performance (Judge & Kammeyer-Mueller, 2012). In a hospital context that demands high levels of empathy and social responsibility, employee satisfaction and loyalty are crucial foundations for maintaining stable and quality performance under high work pressure.

From a practical perspective, the findings of this study provide implications for hospital management in designing performance improvement strategies based on employee satisfaction and loyalty. Efforts to increase job satisfaction can be implemented by strengthening intrinsic factors such as recognition for employee contributions, a collaborative work environment, and clear career development paths. Meanwhile, employee loyalty can be strengthened by establishing an organizational culture that fosters a sense of belonging, trust, and fairness. This aligns with the findings of Arifin et al. (2022), who emphasized the importance of leadership and a fair compensation system in improving employee loyalty and performance.

While this study makes a significant empirical contribution, several limitations should be considered. This study was conducted only at a single hospital institution, so generalizing the results to other sectors or organizations requires caution. Furthermore, the research model did not incorporate external variables such as leadership style, organizational culture, and compensation systems that could potentially influence employee satisfaction and performance. This study was also cross-sectional in nature, thus failing to capture the dynamics of changes in employee satisfaction and loyalty over the long term. Therefore, future research is recommended to employ a longitudinal design or a mixed methods approach to gain a more comprehensive understanding of employee work behavior in the healthcare sector.

Overall, this study confirms that job satisfaction and employee loyalty are two key pillars for improving performance in public organizations, particularly in the healthcare sector. The theoretical contribution of this study broadens understanding of the psychological mechanisms underlying productive work behavior, while its practical implications provide strategic direction for hospital human resource management through a human-centered management approach, namely management that places employee well-being and engagement as the foundation for sustainable organizational performance (Judge et al., 2020; Riyanto et al., 2017).

## E. CONCLUSION

The results of this study empirically demonstrate that job satisfaction and employee loyalty have a positive and significant influence on the performance of general service employees at Pamanukan Medical Center Hospital. Both variables, both partially and simultaneously, have been shown to contribute strongly to improved performance, with job satisfaction reflecting employees' affective responses to their work conditions and experiences, and loyalty reflecting emotional and behavioral commitment to the organization. The high coefficient of determination indicates that the majority of employee performance variation can be explained

by these two factors, indicating that psychological dimensions such as satisfaction and loyalty are dominant factors in shaping productive work behavior in the public service sector. Therefore, the research hypothesis is fully accepted, meaning that employees who are satisfied and loyal to their organization tend to demonstrate higher, more stable, and more service-quality-oriented performance.

Theoretically, this study broadens understanding of the relationship between psychological factors and performance in the context of human resource management, particularly in the healthcare sector. The integration of the concepts of job satisfaction, employee loyalty, and performance enriches the theoretical model explaining how affective and normative factors interact to influence individual work outcomes. Practically, the results of this study provide strategic input for hospital management and public service organizations in designing HR management policies focused on improving employee psychological well-being and commitment. Career development programs, a supportive work environment, and a fair reward system can strengthen employee satisfaction and loyalty, ultimately positively impacting overall organizational performance.

For future research, it is recommended that this research model be expanded by incorporating mediating variables such as work motivation, organizational culture, or leadership style to gain a more comprehensive understanding of the mechanisms by which psychological influences affect performance. A longitudinal approach is also recommended to capture the dynamics of changes in employee satisfaction and loyalty over time. Practically, hospital management is expected to implement policies based on employee engagement and human-centered management as sustainable strategies to strengthen employee performance, increase retention, and create an adaptive, collaborative, and service-oriented work culture.

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