

# The role of job satisfaction in strengthening organizational commitment and its implications for employee loyalty

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## ABSTRACT

The core objective of this study is to analyze the role of job satisfaction in organizational commitment and its impact on employee loyalty. The study adopts a quantitative research approach paired with structural model analysis to test the direct and indirect associations between all variables. Empirical results show that employee loyalty has an  $R^2$  of 0.825 (strong explanatory power), and job satisfaction has an  $R^2$  of 0.567 (moderate explanatory power). All links between variables are positive and statistically significant, and job satisfaction can significantly mediate the association between organizational commitment and employee loyalty. Two core path effects are extremely strong, with only the effect of organizational commitment on employee loyalty being moderate. The study ultimately confirms that these two factors are core elements for improving employee loyalty within organizations.

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## 1. Introduction

Nowadays, commercial competition is growing increasingly fierce. The Industry 4.0 era requires organizations to foster a work culture based on collaboration, creativity, and continuous learning (Susanto, Endang, et al., 2025). Beyond building competitiveness through operational strategies and product innovation, enterprises must place even higher priority on employee well-being and the psychological bond between an organization and its employees. Job satisfaction is the key factor that influences employees' workplace behaviors (Masyar1 et al., 2025). The employee job satisfaction introduced in this study is a core factor that drives enterprises to achieve their expected goals. It refers to the positive or negative subjective attitudes employees hold toward their own work (Citra & Fahmi, 2019). This study finds that when employees experience job satisfaction, they demonstrate higher work engagement, a stronger sense of responsibility, and are willing to devote their full efforts to the organization. Conversely, if employees are dissatisfied with their work, not only does their likelihood of turnover rise and their productivity decline, this outcome also hinders the achievement of the organization's overall goals. (Susanto et al., 2023). High employee turnover rates have significant implications for the effectiveness of human resource management (HRM) because they can disrupt organizational stability and reduce overall performance. Employee turnover can lead to significant organizational challenges, including financial losses, reduced employee productivity and efficiency, increased operational costs, job insecurity, weakened trust between employees and employers, and lower customer satisfaction (Ibrahim, 2025).

This study proposes that organizational commitment is the core linking factor connecting job satisfaction and employee loyalty, and Priambodo (2019) points out that it is widely used as a mediating variable between multiple variables in academic research (Risambessy et al., 2022). Organizational commitment is an attitude towards the organization where employees are aligned with the

organization and organizational goals (Sumarjo et al., 2025). Organizational commitment is a core component of an individual's career-related relationships within an organization or group (Susanto & Sofyan, 2024). Employees with high job satisfaction, as they perceive their own value and build a psychological bond with their workplace, will in turn develop emotional investment in their organization; organizational commitment is not only reflected in compliance with the company's rules and values, but also includes the willingness to stay with the organization long-term, and is an organization-oriented attitude in which employees align themselves with the organization and its goals (Sumarjo et al., 2025). Therefore, to address the research gaps identified in prior studies, this paper proposes that an in-depth This study investigates the interactive effects of three variables: employee job satisfaction, organizational commitment, and employee loyalty, to clarify how they collectively shape efficient and sustainable workplace work behaviors.

Currently, a large number of enterprises face the core challenge of retaining employee loyalty due to low employee job satisfaction and low organizational commitment, and multiple enterprises in the Karawang Industrial Zone are similarly troubled by this issue. Fierce local peer competition and high production requirements constantly erode employees' work motivation and job satisfaction. Dissatisfied employees experience reduced emotional investment and substandard work performance, which then triggers a chain reaction of falling organizational commitment and rising turnover risk. While employee loyalty is inherently a core factor for enterprise success, the widespread high turnover rate across the industry confirms that employee loyalty is often not fully established. A strong sense of employee loyalty allows for the effective and efficient implementation of set plans (Septiana et al., 2024). This paper defines employee loyalty as employees' long-term identification with their enterprise and their voluntary willingness to stay with the organization. (Ananda Agustina et al., 2025). Recent external studies show that job satisfaction can explain 20.5% of the variance in organizational commitment. (Mangundjaya & Merdiaty, 2025), Indications from the author's previous research show that commitment and loyalty share a moderate to strong positive correlation. (Susanto, Sofyan, et al., 2025).

Scholar Mulyati points out that employees with higher job satisfaction are more likely to develop emotional and professional engagement. This paper plans to conduct empirical research in the Karawang Industrial Zone to clarify the mechanism through which job satisfaction enhances employee loyalty via organizational commitment. (Muliati & Masmarulan, 2025). This study is part of a series of research frameworks developed by the author, which center on the role of organizational commitment in employee loyalty, as well as the impact of this role on organizational performance. Its core objective is to verify.

Although the relationships among job satisfaction, organizational commitment, and employee loyalty have been widely examined in the human resource management literature, the findings remain inconclusive and reveal several important research gaps. Previous studies generally agree that job satisfaction positively influences employee loyalty; however, the strength and significance of this relationship vary across organizational contexts, industries, and employee characteristics. Some studies report a direct and significant effect of job satisfaction on employee loyalty, while others suggest that this relationship is indirect and operates through psychological factors such as organizational commitment.

This study seeks to extend the existing literature by examining organizational commitment as a mediating variable in the relationship between job satisfaction and employee loyalty. By investigating the interplay among these three constructs, the study aims to provide a more comprehensive understanding of the factors that foster sustainable employee loyalty and contribute to organizational effectiveness.

Whether job satisfaction can strengthen organizational commitment, and thereby exert an indirect, transmitted influence on employee loyalty. The study will be carried out at a manufacturing enterprise in Karawang, Indonesia. This region is a strategic industrial hub of Indonesia, and local businesses generally face common widespread challenges: high employee turnover rates, fierce cross-industry competition, and difficulties retaining loyal employees. By testing the correlations between the study's variables, this research expects to provide empirical support for the field of human resource management, and meet the needs of industrial context research tailored to Karawang Regency.

## 2. Research Method

This study employs a mediation model in which organizational commitment serves as a mediating variable between job satisfaction and employee loyalty, as illustrated in the following figure:

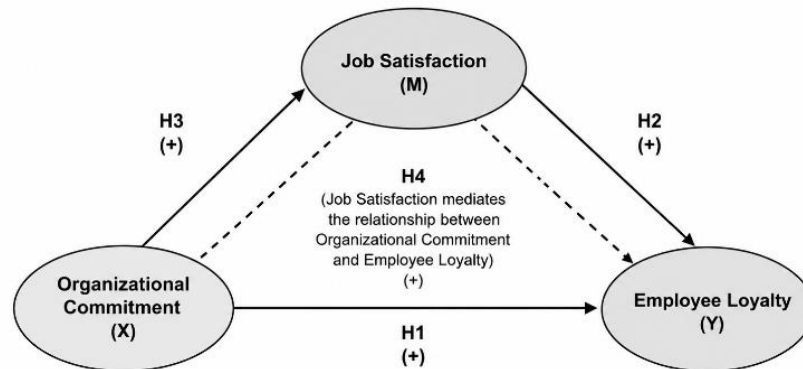


Figure 1. Conceptual Research Model

The variables analyzed in this study consist of Organizational Commitment, Job Satisfaction, and Employee Loyalty, each of which is measured using several indicators. Organizational Commitment is assessed through three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects employees' emotional attachment to and identification with the organization, continuance commitment refers to employees' awareness of the costs associated with leaving the organization, and normative commitment represents employees' sense of obligation to remain with the organization. These indicators provide a comprehensive understanding of employees' level of commitment toward their workplace.

Job Satisfaction is measured through several indicators, including satisfaction with the work itself, pay and compensation, promotion opportunities, supervision, coworkers, and the work environment. These indicators capture employees' perceptions and feelings regarding various aspects of their jobs. A higher level of satisfaction across these dimensions indicates that employees view their work experiences positively and are more likely to maintain favorable attitudes toward the organization.

Employee Loyalty is evaluated through indicators such as intention to stay, willingness to exert extra effort, recommendation of the organization to others, pride in being part of the organization, and compliance with organizational rules and values. These indicators reflect employees' dedication, attachment, and long-term commitment to the organization. Collectively, the indicators of the three constructs are analyzed to examine the direct and indirect relationships among Organizational Commitment, Job Satisfaction, and Employee Loyalty, as proposed in the research hypotheses.

Within the field of organizational behavior, this study puts forward a core research hypothesis to clarify the internal relationships between three core variables: organizational commitment, job satisfaction, and employee loyalty. The study then proposes four specific quantitative hypotheses in sequence: H1 posits that organizational commitment has a significant positive impact on employee loyalty, meaning that the stronger an employee's sense of belonging and responsibility to their organization, the higher their loyalty to their company; This study first clarifies the causal and mediating relationships between core variables, and proposes three numbered research hypotheses in sequence: H2 Job satisfaction has a significant positive impact on employee loyalty; employees who are satisfied with their work, salary and work environment have stronger willingness to stay and higher loyalty; H3 Organizational commitment has a significant positive impact on job satisfaction; employees with a strong sense of organizational belonging are more likely to achieve high job satisfaction; H4 Job satisfaction plays a mediating role in the impact of organizational commitment on loyalty; organizational commitment can not only affect loyalty directly, but also generate an indirect effect by improving Job satisfaction.

This study is a quantitative research that adopts a descriptive plus confirmatory design. It collects data through questionnaire surveys, with samples drawn from employees of partner enterprises of LPK Monas in Karawang, Indonesia. The participants represented various organizational levels, ranging from operators to supervisors, thereby providing a comprehensive perspective across different job positions within the company. In terms of employment status, the sample included both permanent and contract employees, reflecting the diversity of the workforce. The inclusion of employees from different hierarchical levels and employment arrangements was intended to capture a broader understanding of job satisfaction, organizational commitment, and employee loyalty within the organizational context. This diverse respondent profile

enhances the representativeness of the sample and provides valuable insights into employee attitudes and behaviors across various segments of the workforce. Simple random sampling is used, and SEM-PLS path analysis is applied to carry out data analysis.

The determination of the sample size in this study is based on the model proposed by Hair et al. (2017), which states that the recommended minimum sample size is 5–10 times the total number of latent variable paths in the path model or 5–10 times the number of indicators used in the study (Sayidah, 2022). According to Hair et al., the recommended minimum sample size is between 100 and 150 respondents (Zuhdi et al., 2016). In this study, the largest number of indicators was found in the performance variable, with a total of 24 indicators. Therefore, the sample size was determined based on the recommendation by Hair et al., namely at least 10 times the number of indicators, resulting in a total sample size of 240 respondents.

### 3. Result and Discussion

This study adopts the SmartPLS 4 software published by Ringle in 2024 as its core quantitative analysis tool (Ringle et al., 2024). This tool complies with the general analysis specifications for the partial least squares structural equation model (PLS-SEM) method. This study follows a two-stage analytical logic: it first conducts outer model assessment to verify the reliability and validity of the measurement tools, ensuring that latent variables can be measured stably. After the assessment meets the

Required standards, the study proceeds to inner model analysis. Inner model analysis must complete three core tasks: coefficient of determination  $R^2$  testing, direct effect hypothesis testing, and indirect effect hypothesis testing. The core objective of this analysis is to examine the associations between latent variables and verify the pre-set research hypotheses. All analysis results will be presented in the form of charts and tables in subsequent sections of this paper.

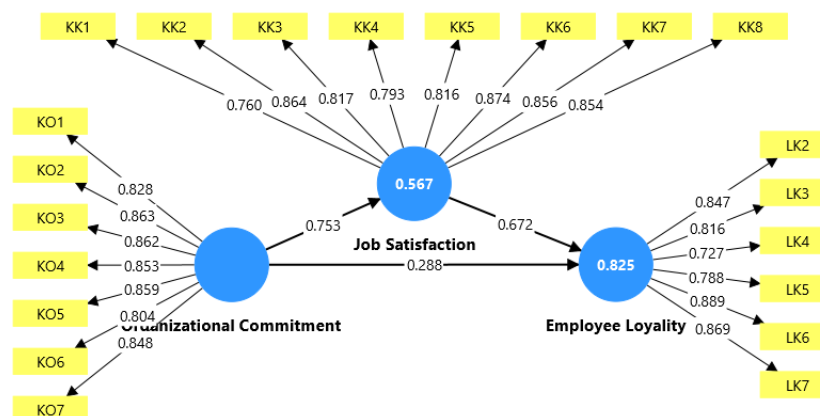


Figure 2. Research Findings

#### Validity and Reliability Test

This study conducted structural validity tests on all measurement items of the three core constructs. All items' factor loadings exceeded 0.7, meeting the 0.7 validity threshold proposed by (Savitri et al., 2021). The average variance extracted (AVE) values of all variables were greater than 0.6, satisfying the 0.5 eligibility standard (Wiyono, 2020). All items and variables meet validity requirements, and the complete test results will be attached to subsequent tables.

Table 1. Average Variance Extracted

Variable	AVE
Organizational Commitment	0,715
Employee Loyalty	0,680
Job Satisfaction	0,689

Similarly, the results of the reliability test showed that the Cronbach's Alpha values were 0.689 for organizational commitment, 0.933 for employee loyalty, and 0.933 for job satisfaction. All of these values are above the threshold of 0.60, so it can be concluded that all constructs have a good level of reliability (Haryono, 2016).

**Table 2.** Reliability test

Variable	Cronbach's alpha)
Organizational Commitment	0.689
Employee Loyalty	0.935
Kepuasan Kerja	0.933

**Hypothesis Testing:****Test of the Coefficient of Determination (R<sup>2</sup>)**

The calculation results of the explanatory power of the empirical model fit for the two core dependent variables in this study are presented as follows: For employee loyalty, the model's fit R<sup>2</sup> value is 0.825. The independent variables included in the model can explain 82.5% of the variance in this variable, while the remaining 17.5% of the variance stems from unexamined (Hamid & Anwar, 2019).

Factors outside the model, so the model has strong explanatory power for this outcome. For job satisfaction, the model's fit R<sup>2</sup> value is 0.567. The independent variables can explain 56.7% of the variance in this variable, and the remaining 43.3% of the variance comes from factors outside the scope of this study. The model has medium explanatory power and can cover most influencing factors. All model fit results from this study will be summarized in table form in a later section.

**Table 3.** R-Square test results (r<sup>2</sup>)

Dependent Variable	R-Square	R-Square Adjusted
Employee Loyalty	0.825	0,824
Kepuasan Kerja	0.567	0,565

**Testing the Hypothesis of Direct Effect**

The analysis results of this study show that all associations between the measured variables within the research model exhibit positive and significant direct effects. All independent variables make significant contributions to the dependent variable. In the test conducted for this study, all t-statistics exceed 1.96 and all p-values are less than 0.05, and all pre-proposed research hypotheses are fully supported (Savitri et al., 2021), as shown in the following table:

**Table 4.** Testing the hypothesis of direct effect (path coefficients)

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Job Satisfaction -> Employee Loyalty	0.672	0.679	0.075	8.934	0.000
Organizational Commitment -> Employee Loyalty	0.288	0.280	0.077	3.748	0.000
Organizational Commitment -> Job Satisfaction	0.753	0.753	0.043	17.649	0.000

Employees who feel satisfied with their jobs are more likely to develop emotional attachment, identification, and involvement with the organization, which ultimately increases their loyalty and intention to remain with the company. By strengthening these factors simultaneously, organizations can reduce turnover intentions, improve workforce stability, and maintain a sustainable competitive advantage through a loyal and committed workforce

**Hypothesis Test of Indirect Effect**

Based on the analysis results, all relationships between the variables tested through indirect effects yielded positive and significant results. These results indicate that the mediating variable in the research model strengthens the relationship between the independent and dependent variables. The hypothesis of an indirect relationship in this study is accepted and proven, as each has a t-statistic value greater than 1.96 and a p-value less than 0.05, as shown in the following table:

**Table 5.** Testing the hypothesis of indirect effects (path coefficients)

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Organizational Commitment -> Job Satisfaction -> Employee Loyalty	0.506	0.512	0.070	7.179	0.000

The results confirm that organizational commitment plays a significant mediating role in the relationship between job satisfaction and employee loyalty. This suggests that employees who experience higher levels of job satisfaction are more likely to develop stronger organizational commitment, which subsequently enhances their loyalty toward the organization.

#### Effect Size Analysis ( $f^2$ )

This study conducted analysis using structural equation modeling. First, we clarified that the core purpose of the effect size  $f^2$  is to assess the specific impact of independent variables on the prediction of dependent variables. Its measurement logic is to observe the change in the  $R^2$  value after a specific independent variable is removed from the model. The widely accepted judgment criterion states that (Hair et al., 2021).

An  $f^2$  value of 0.35 or above corresponds to a large impact. The results of the three core paths in this study are listed in order as follows: the  $f^2$  value of the path job satisfaction  $\rightarrow$  employee loyalty is 1.120, indicating an extremely strong impact, and job satisfaction also has a significant positive impact on employees' job performance; the  $f^2$  value of the path organizational commitment  $\rightarrow$  employee loyalty is 0.205, indicating a moderate impact; the  $f^2$  value of the path organizational commitment  $\rightarrow$  job satisfaction is 0.308, indicating an extremely strong impact, and this path forms a chain effect that indirectly influences employee loyalty. The results of the Effect Size test above are shown in the following table:

**Table 6.** Effect size test results ( $f^2$ )

Variable	Employee Loyalty	Job Satisfaction	Organizational Commitment
Employee Loyalty			
Job Satisfaction	1.120		
Organizational Commitment	0.205	1.308	

The findings highlight the importance of strengthening organizational commitment as a strategic mechanism for enhancing job satisfaction and ultimately increasing employee loyalty. From a practical perspective, these results suggest that organizations should prioritize initiatives that improve employee satisfaction while simultaneously fostering a strong sense of organizational commitment. Such efforts can create a reinforcing cycle that promotes long-term employee retention, reduces turnover intentions, and supports sustainable organizational performance.

#### 4. Conclusion

As an empirical study in the field of organizational behavior, this research draws conclusions from its statistical results that the research model constructed for this study has strong explanatory power for employee loyalty, and a moderate level of explanatory power for job satisfaction. The coefficient of determination  $R^2$  for employee loyalty is 0.825: the independent variables included in the model can explain 82.5% of the variance in this variable, while the remaining 17.5% of the variance stems from other factors not incorporated into this study. The  $R^2$  for job satisfaction is 0.567, with the independent variables explaining 56.7% of its variance, which perfectly aligns with the overall rating of the proposed model.

The overall results of the direct effect hypothesis test of this study show that the correlations between all core variables are positive and statistically significant. When the core impact paths are unpacked and verified one by one, this study first finds that job satisfaction has a significant positive impact on employee loyalty, a conclusion consistent with the findings of previous 2024 studies by Maulana (Maulana et al., 2024)Maulana et al. This study also finds that organizational commitment has a significant positive impact on job satisfaction. An earlier study by Kanis measured the correlation coefficient between these two variables as 0.797, which is significant at the 0.01 level, providing support for the conclusion of the current study (Fatema, 2024).

Through indirect effect analysis, this study found that job satisfaction plays a significant mediating role between organizational commitment and employee loyalty. Organizational commitment can not only directly influence employee loyalty, but also indirectly strengthen employees' loyalty by boosting their job satisfaction. This conclusion is consistent with the prior research of scholar Rahmawati, who also verified that job satisfaction can exert a mediating effect in two sets of relationships: the link between work environment and employee loyalty, and the link between career development and employee loyalty (Rahmawati, 2025).

This study adopts  $f^2$  effect size analysis to verify the correlations between core variables in the field of organizational management. This method can provide additional supporting evidence for the strength of associations between variables. The measurement results show that the  $f^2$  value of job satisfaction on employee loyalty is 1.120, representing an extremely strong impact; the  $f^2$  value of organizational commitment on employee loyalty is 0.205, representing a moderate impact; and the  $f^2$  value of organizational commitment on job satisfaction is 1.308, representing an extremely strong impact. These two factors are core elements for enhancing employee loyalty.

Increased employee loyalty enhances a company's competitiveness by reducing turnover costs, improving productivity, and strengthening organizational commitment. Loyal employees contribute valuable knowledge, maintain high performance, and support a positive work environment. Their long-term dedication helps organizations retain talent, improve service quality, and achieve sustainable competitive advantage in an increasingly competitive business environment.

This study focuses on the core theme of employee loyalty and job satisfaction, and proposes four expansion directions for subsequent similar research: First, incorporate six categories of potential influencing variables such as leadership styles to refine the research model; Second, recruit large cross-industry and cross-departmental samples to improve the generalizability of research conclusions; Third, adopt a longitudinal research design to explore the long-term relationships between variables; Fourth, test other mediating and moderating variables to deepen understanding of the underlying mechanisms.

In addition, further research is needed to deepen our understanding of the processes through which employee loyalty is formed and sustained within organizations. Future studies could explore the psychological, social, and organizational factors that influence loyalty development, including employees' emotional attachment, value congruence with the organization, workplace relationships, and perceptions of organizational support. Researchers may also examine how contextual factors such as digital transformation, hybrid work arrangements, generational differences, and changing workforce expectations affect the formation of employee loyalty. By investigating these underlying mechanisms, future research can contribute to a more nuanced and comprehensive understanding of employee loyalty and provide organizations with more effective strategies for fostering long-term employee retention and commitment.

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