



The influence of work motivation on employee loyalty: the mediating role of job satisfaction at pt alido ps

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ABSTRACT

Employee loyalty plays a crucial role in ensuring organizational sustainability and competitiveness. However, previous studies have reported inconsistent findings regarding the mediating role of job satisfaction in the relationship between work motivation and employee loyalty, while empirical evidence from Indonesia's poultry industry remains limited. This study aimed to examine the direct effect of work motivation on employee loyalty and the indirect effect through job satisfaction at PT Alido PS. A quantitative approach with an associative causal design was employed involving 101 employees selected through simple random sampling from a population of 200 employees. Data were collected using structured questionnaires and analyzed using path analysis, Sobel testing, and Variance Accounted For (VAF). The results revealed that work motivation significantly influenced job satisfaction ($\beta = 0.662$, $p < 0.001$) and employee loyalty ($\beta = 0.418$, $p < 0.001$), while job satisfaction also had a significant positive effect on employee loyalty ($\beta = 0.422$, $p < 0.001$). The indirect effect of work motivation on employee loyalty through job satisfaction was 0.279, with a Sobel test value of 4.11, confirming a significant mediation effect. The VAF value of 40% indicated partial mediation, while the coefficient of determination ($R^2 = 0.768$) showed that the proposed model explained 76.8% of the variance in employee loyalty. This study contributes to the human resource management literature by providing empirical evidence that job satisfaction partially mediates the relationship between work motivation and employee loyalty in the underexplored context of Indonesia's poultry industry. The findings also offer practical insights for organizations seeking to strengthen employee loyalty through integrated strategies that enhance both work motivation and job satisfaction.

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1. INTRODUCTION

Human resources constitute a critical asset that determines organizational sustainability and competitiveness. In an increasingly competitive business environment, organizations are required not only to attract qualified employees but also to retain them through the development of commitment and loyalty. Employee loyalty is widely recognized as an essential factor that contributes to organizational stability, productivity enhancement, and the achievement of long-term organizational objectives (Hariyanti, 2022; Riyanti, 2023). Employees who demonstrate strong loyalty tend to exhibit greater dedication, lower turnover intentions, and stronger organizational commitment.

Employee loyalty refers to an employee's willingness to remain with an organization and contribute continuously to organizational success. According to Meyer and Allen (1991), employee loyalty can be reflected through affective commitment, continuance commitment, and normative commitment. Employees with high organizational commitment generally possess a strong emotional attachment to the organization and demonstrate a greater willingness to maintain long-term employment relationships. Previous studies have indicated that employee loyalty is influenced by various psychological and organizational factors, including work motivation and job satisfaction (Irma, Y., Santoso, B., & Iriyanti, 2022; Legona, R. B., & Effendi, 2024).

Work motivation is considered one of the most influential factors affecting employee attitudes and behavior within organizations. McClelland (1961) explained that employee motivation is driven by the need for achievement, the need for power, and the need for affiliation. Employees with higher levels of motivation tend to demonstrate greater responsibility, stronger work engagement, and improved organizational commitment. Empirical evidence suggests that motivated employees are more likely to remain loyal to their organizations and contribute positively toward organizational performance (Andinni, L.A. & Harun, 2024; Kurniawanto, H., Rahmadi, Z. T., & Wahyudi, 2022; Sari, N., & Prayekti, 2022). Conversely, inadequate motivation may increase employees' intentions to leave the organization and contribute to higher turnover rates.

This study adopts McClelland's Theory of Needs as the primary theoretical framework because it explains employee motivation through three behavioral dimensions—achievement, power, and affiliation—that are highly relevant to organizational settings. These dimensions are particularly suitable for labor-intensive industries such as poultry production, where individual achievement, interpersonal interaction, and supervisory relationships strongly influence employee behavior. Compared with Self-Determination Theory, which focuses primarily on intrinsic and extrinsic motivation, McClelland's framework provides more operational dimensions that are consistent with the measurement indicators employed in this study.

In addition to motivation, job satisfaction has been identified as a crucial determinant of employee loyalty. Herzberg et al. (1959) argued that job satisfaction is influenced by both intrinsic and extrinsic factors, including achievement, recognition, compensation, promotion opportunities, supervision, and workplace relationships. Employees who perceive their jobs positively are more likely to exhibit favorable attitudes toward the organization and maintain long-term commitment. Rachmadini and Riyanto (2020) reported that satisfied employees tend to demonstrate greater enthusiasm, responsibility, and organizational attachment, which ultimately strengthen employee loyalty.

Several previous studies have investigated the relationships among work motivation, job satisfaction, and employee loyalty. Phuong and Vinh (2020) found that job satisfaction significantly improved employee loyalty and performance in the hospitality sector. Mulyani et al. (2024) revealed that job satisfaction served as an important mediating mechanism in strengthening employee loyalty through leader-member exchange and work-life balance. Similarly, Legona and Effendi (2024) confirmed

that work motivation significantly influenced employee loyalty, while Usniarti and Nuvriasari (2024) demonstrated that job satisfaction positively affected employee loyalty and mediated the relationship between workplace factors and employee loyalty. Furthermore, several studies have reported that job satisfaction mediates the effect of work motivation on various employee outcomes, including performance and organizational commitment (Astuti, A. M. E., & Wajdi, 2025; Ramdhani, D., Martowinangun, K., Alfiansyah, M., Herlina, H., & Mulyeni, 2025; Siahaan, S. M. D., Tarumingkeng, R. C., & Assa, 2023).

Despite the growing body of literature, several research gaps remain. First, empirical findings regarding the mediating role of job satisfaction have produced inconsistent results. While many studies reported significant mediation effects, Legona and Effendi (2024) found that job satisfaction did not significantly mediate the relationship between transformational leadership and employee loyalty. Second, most previous studies were conducted in manufacturing, hospitality, educational, and service organizations, whereas limited evidence exists within the poultry industry. Third, studies simultaneously examining the direct and indirect effects of work motivation on employee loyalty through job satisfaction remain relatively limited in Indonesian poultry companies (Setia, B. I., Yuniarsih, T., Gaffar, M. F., Suryadi, E., Affandi, A., & Rohmawati, 2022; Winarto., 2020; Yasin, 2025).

PT Alido PS was selected as the research setting because it represents the Indonesian poultry industry, which is characterized by labor-intensive operations, demanding production targets, and increasing challenges in maintaining employee loyalty. Preliminary observations indicated varying levels of employee commitment, job satisfaction, and turnover intentions, suggesting that employee loyalty has become an important managerial issue within the company. Moreover, empirical studies examining employee loyalty in Indonesian poultry companies remain scarce, making PT Alido PS an appropriate context for extending current human resource management research.

This study contributes to the existing literature by examining the direct influence of work motivation on employee loyalty and the indirect influence through job satisfaction as a mediating variable. The novelty of this study lies in its focus on the poultry industry context, which has received limited scholarly attention, and in its comprehensive examination of the mediating role of job satisfaction in explaining employee loyalty. Accordingly, this study aims to analyze the effect of work motivation on employee loyalty, examine the influence of work motivation on job satisfaction, investigate the effect of job satisfaction on employee loyalty, and evaluate the mediating role of job satisfaction in the relationship between work motivation and employee loyalty at PT Alido PS.

2. RESEARCH METHOD

This study employed a quantitative approach with an associative causal research design to examine the relationships among work motivation, job satisfaction, and employee loyalty. The quantitative method was selected because it enables the measurement of causal relationships among variables through statistical analysis and provides objective findings based on empirical data (Sugiyono, 2020b).

The research was conducted at PT Alido PS, a company operating in the poultry industry in Indonesia. The population consisted of 200 employees working in various operational and administrative divisions. The sample size was determined using the Slovin formula with a 7% margin of error, resulting in 101 respondents. Simple random sampling was implemented by obtaining a complete list of employees from the Human Resource Department. Each employee was assigned a unique identification number, and respondents were selected using a computer-generated random number procedure until the required sample size of 101 participants was achieved. This procedure ensured that every employee had an equal probability of being included in the study and minimized

selection bias. The Slovin formula was employed because the total population was relatively small (200 employees), the population size was known, and complete sampling frame information was available from the company's human resource department. Item validity was evaluated individually using Pearson Product-Moment correlation; however, only the summarized validity results are presented in this paper to improve readability. This approach is widely applied in quantitative social science research to determine an adequate sample size when population variability is unknown while maintaining acceptable sampling precision. A margin of error of 7% was selected to achieve a balance between statistical precision and the practical constraints of data collection within the company. Considering the manageable population size and employees' work schedules, the selected margin of error was considered sufficient to obtain representative findings while maintaining the feasibility of questionnaire administration.

The study involved three variables. Work motivation was treated as the independent variable, employee loyalty as the dependent variable, and job satisfaction as the mediating variable. The measurement indicators for each construct were adapted from established theories. Work motivation was measured based on McClelland's Theory of Needs, which includes the need for achievement, need for power, and need for affiliation (McClelland, D. C., & Burnham, 1961). Employee loyalty was measured using the organizational commitment dimensions proposed by Meyer and Allen (1991), consisting of affective commitment, continuance commitment, and normative commitment. Job satisfaction was assessed using indicators derived from Herzberg's Two-Factor Theory and the Job Descriptive Index developed by Smith et al. (1969), including job itself, salary, promotion, supervision, and co-worker relationships.

Table 1 presents the operationalization of research variables.

Variable	Dimension	Number of Indicators	Source
Work Motivation	Need for Achievement	3	McClelland (1961)
Work Motivation	Need for Power	3	McClelland (1961)
Work Motivation	Need for Affiliation	3	McClelland (1961)
Job Satisfaction	Job Itself	3	Herzberg et al. (1959); Smith et al. (1969)
Job Satisfaction	Salary	3	Herzberg et al. (1959); Smith et al. (1969)
Job Satisfaction	Promotion	3	Herzberg et al. (1959); Smith et al. (1969)
Job Satisfaction	Supervisor	3	Herzberg et al. (1959); Smith et al. (1969)
Job Satisfaction	Co- workers	3	Herzberg et al. (1959); Smith et al. (1969)
Employee Loyalty	Affective Commitment	3	Meyer & Allen (1991)
Employee Loyalty	Continuance Commitment	3	Meyer & Allen (1991)
Employee Loyalty	Normative Commitment	3	Meyer & Allen (1991)

Primary data were collected through a structured questionnaire distributed directly to respondents. All measurement items were evaluated using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from company records, academic publications, textbooks, and previous studies relevant to the research variables.

Data analysis was conducted using Statistical Package for the Social Sciences (SPSS). Several analytical procedures were employed, including validity testing, reliability testing, classical assumption testing, path analysis, Sobel testing, and Variance Accounted For (VAF) analysis. Validity testing was performed using Pearson Product-Moment correlation, while reliability was assessed through Cronbach's Alpha coefficient. The classical assumption tests included normality, multicollinearity, and heteroscedasticity analyses. Path analysis was utilized to examine direct and indirect relationships among variables. Furthermore, the Sobel test was conducted to determine

the significance of the mediation effect, while the VAF analysis was used to identify the type and magnitude of mediation produced by job satisfaction in the relationship between work motivation and employee loyalty.

Prior to data collection, formal permission to conduct the research was obtained from the management of PT Alido PS. Participation was entirely voluntary, and all respondents were informed about the purpose of the study, the confidentiality of their responses, and their right to withdraw at any stage without any consequences. No personally identifiable information was collected, and all research procedures adhered to fundamental ethical principles for social science research.

3. RESULT AND DISCUSSION

3.1 Validity Test

Validity testing was conducted using the Pearson Product-Moment correlation by comparing the correlation coefficient of each questionnaire item with the critical r-table value of 0.1956 ($n = 101$, $\alpha = 0.05$). The analysis showed that all questionnaire items for the three research variables produced correlation coefficients exceeding the required threshold, indicating that each item was statistically valid and suitable for further analysis. Due to space limitations, Table 2 summarizes the validity results at the construct level, while all questionnaire items fulfilled the established validity criteria.

Variable	Number of items tested	Validity Criterion ($r > 0.1956$)	Result
Work Motivation	9	0.1956	Valid
Job Satisfaction	15	0.1956	valid
Employee Loyalty	9	0.1956	valid

These findings indicate that each questionnaire item was capable of measuring the intended construct consistently and accurately. Therefore, all measurement items were retained for subsequent reliability testing and hypothesis analysis. The satisfactory validity results also indicate that the instrument adequately represents the theoretical dimensions of work motivation, job satisfaction, and employee loyalty adopted in this study.

3.2 Reliability Test

Reliability testing was performed using Cronbach's Alpha to assess the consistency of the measurement instruments. A Cronbach's Alpha value greater than 0.60 indicates acceptable reliability (Sugiyono, 2020a).

Variable	Cronbach's Alpha	Result
Work Motivation	> 0.60	Reliable
Job Satisfaction	> 0.60	Reliable
Employee Loyalty	> 0.60	Reliable

The high internal consistency of the instrument indicates that respondents interpreted the questionnaire items consistently. Consequently, the measurement instrument can be considered sufficiently reliable for assessing the relationships among work motivation, job satisfaction, and employee loyalty.

3.3 Classical Assumption Test

Overall, the results of the classical assumption tests demonstrate that the regression model satisfies all required assumptions, indicating that the estimated regression coefficients are unbiased and suitable for path analysis.

a. Normality Test

The Kolmogorov-Smirnov test was used to examine the normality of residual data.

Table 4. Normality Test Results

Test	Asymp. Sig. (2-tailed)	Result
Kolmogorov-Smirnov	0.200	Normal

Since the significance value exceeded 0.05, the residual data were normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Result
Work Motivation	>0.10	< 10	No Multicollinearity
Job Satisfaction	>0.10	< 10	No Multicollinearity

The tolerance and VIF values met the acceptable criteria, indicating that multicollinearity was not present in the regression model.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Variable	Signifikan	Result
Work Motivation	>0.05	No Heteroscedasticity
Job Satisfaction	>0.05	No Heteroscedasticity

The significance values above 0.05 indicate that the regression model satisfied the homoscedasticity assumption.

3.4 Path Analysis

The indirect effect (0.279) indicates that job satisfaction transmits a substantial proportion of the influence of work motivation on employee loyalty. Nevertheless, because the direct effect (0.418) remains statistically significant, work motivation continues to influence employee loyalty independently of job satisfaction.

a. Structural Model 1

Table 7. Effect of Work Motivation on Job Satisfaction

Relationship	Beta	Sig.
Work Motivation → Job Satisfaction	0.662	0.001

The results demonstrate that work motivation exerted a positive and significant influence on job satisfaction ($\beta = 0.662$; $p < 0.05$).

b. Structural Model 2

Table 8. Effects of Work Motivation and Job Satisfaction on Employee Loyalty

Relationship	Beta	Sig.
Work Motivation → Employee	0.418	0.001

Loyalty		
Job Satisfaction → Employee Loyalty	0.422	0.001

Both work motivation and job satisfaction significantly influenced employee loyalty. The direct effect of work motivation on employee loyalty was 0.418, while the effect of job satisfaction on employee loyalty was 0.422.

The indirect effect of work motivation on employee loyalty through job satisfaction was calculated as:

$$\text{Indirect Effect} = 0.662 \times 0.422 = 0.279$$

The total effect was:

$$\text{Total Effect} = 0.418 + 0.279 = 0.697$$

Furthermore, the coefficient of determination (R^2) was 0.768, indicating that 76.8% of the variation in employee loyalty could be explained by work motivation and job satisfaction, while the remaining 23.2% was influenced by factors not included in the model. The relatively high coefficient of determination indicates that the proposed research model possesses strong explanatory power. Nevertheless, approximately 23.2% of the variance in employee loyalty remains unexplained, suggesting that additional factors such as leadership style, organizational culture, employee engagement, work environment, and perceived organizational support may also contribute to employee loyalty.

3.5 Sobel Test

The significant Sobel test result provides additional statistical evidence supporting the mediating role of job satisfaction. This finding strengthens the proposed conceptual framework by confirming that work motivation affects employee loyalty both directly and indirectly through employees' affective evaluation of their work.

Table 9. Sobel Test Results

Variable Relationship	Z-value	Result
Work Motivation → Job Satisfaction → Employee Loyalty	4.11	Significant

The calculated Z-value of 4.11 exceeded the critical value of 1.96, confirming that job satisfaction significantly mediated the relationship between work motivation and employee loyalty.

3.6 Variance Accounted For (VAF)

Table 10. VAF Test Results

Indirect Effect	Total Effect	VAF
0.279	0.697	40%

The VAF value of 40% indicates partial mediation because both the direct and indirect effects remained statistically significant. This finding suggests that job satisfaction explains only part of the relationship between work motivation and employee loyalty. Therefore, employee loyalty is likely influenced by additional organizational and psychological factors beyond job satisfaction.

3.7 Discussion

The findings indicate that work motivation has a positive and significant effect on employee loyalty at PT Alido PS. Employees with higher motivation levels tend to demonstrate stronger commitment and loyalty toward the organization. This finding supports McClelland's Theory of Needs (1961), which states that individuals are driven by

the need for achievement, power, and affiliation. When these needs are fulfilled, employees develop positive work attitudes and stronger organizational attachment, leading to greater willingness to contribute to organizational success and remain within the company.

This result is consistent with previous studies. Legona and Effendi (2024) found that work motivation significantly influences employee loyalty, while Sari and Prayekti (2022) reported that motivation contributes to loyalty through stronger organizational commitment. In the context of PT Alido PS, employees who perceive opportunities for achievement, recognition, and professional growth are more likely to develop a sense of belonging, thereby strengthening loyalty and reducing turnover intentions.

However, the present findings suggest that the influence of work motivation on employee loyalty may be stronger in labor-intensive industries than in service-oriented organizations. Employees working in the poultry industry rely heavily on teamwork, production discipline, and continuous operational performance, making motivational needs more directly associated with organizational attachment.

Compared with previous studies, the stronger relationship observed in this study indicates that employees in labor-intensive organizations may perceive motivational factors as an important source of job satisfaction because recognition, achievement, and supervisory support directly influence their daily work experience.

Although previous studies consistently reported a positive relationship between job satisfaction and employee loyalty, the present findings indicate that job satisfaction should not be viewed as the sole determinant of employee loyalty. Employees may remain loyal for other reasons, including organizational commitment, career opportunities, and organizational support.

The partial mediation identified in this study suggests that job satisfaction is an important, but not exclusive, mechanism linking work motivation and employee loyalty. Employees with high achievement and affiliation needs may remain committed to the organization even when their overall job satisfaction has not reached its maximum level. This finding indicates that motivational needs can directly strengthen employees' psychological attachment to the organization.

Another possible explanation relates to the characteristics of the poultry industry. Employees frequently work under standardized operational procedures and production targets, where responsibility, teamwork, and supervisory relationships become critical organizational factors. Under such circumstances, work motivation may directly influence employee loyalty without necessarily being fully mediated by job satisfaction.

The results also reveal that work motivation significantly affects job satisfaction. Employees with higher motivation tend to experience greater satisfaction because they perceive their work as meaningful and rewarding. This finding is consistent with Herzberg's Two-Factor Theory (Herzberg et al., 1959), which emphasizes that achievement, recognition, responsibility, and personal growth contribute directly to job satisfaction. Motivated employees generally develop more positive perceptions of their work environment and experience greater professional fulfillment.

The finding supports previous research by Anjani and Supartha (2020), Ramdhani et al. (2025), and Siahaan et al. (2023), who reported that motivation positively influences job satisfaction. At PT Alido PS, motivated employees are more likely to perceive opportunities for career advancement and recognition, which enhances their overall satisfaction with their jobs.

Furthermore, job satisfaction was found to have a positive and significant effect on employee loyalty. Employees who are satisfied with compensation, promotion opportunities, supervisory support, and workplace relationships tend to demonstrate stronger commitment to the organization. This result supports the organizational commitment theory of Meyer and Allen (1991), which suggests that positive work experiences strengthen employees' emotional attachment to the organization.

The present finding is consistent with the studies of Phuong and Vinh (2020), Mulyani et al(2024), and Usniarti and Nuvriasari (2024), which concluded that job satisfaction is a significant determinant of employee loyalty. Employees who are satisfied with their jobs are more likely to remain with the organization and contribute to its long-term success.

Another important finding is the mediating role of job satisfaction in the relationship between work motivation and employee loyalty. The Sobel test confirmed a significant indirect effect, while the VAF value of 40% indicated partial mediation. This suggests that work motivation influences employee loyalty both directly and indirectly through job satisfaction. Employees who are motivated tend to experience greater job satisfaction, which subsequently strengthens their loyalty toward the organization.

The partial mediation result indicates that motivation alone may not fully maximize employee loyalty unless employees are also satisfied with their work experiences. Therefore, organizations should not only enhance employee motivation but also create supportive working conditions, provide fair compensation, and offer career development opportunities. This finding is consistent with previous studies by Ramdhani et al. (2025), Siahaan et al. (2023), Astuti and Wajdi (2025), and Sari and Kasmiruddin (2025), which identified job satisfaction as an important mediating mechanism linking motivational factors to positive organizational outcomes.

These findings differ from studies reporting full mediation because organizational context appears to influence the strength of the mediation mechanism. Therefore, future studies should examine additional mediating variables, such as employee engagement, perceived organizational support, leadership style, or organizational culture.

4 CONCLUSION

This study examined the relationships among work motivation, job satisfaction, and employee loyalty at PT Alido PS. The findings revealed that work motivation positively and significantly influenced employee loyalty, indicating that employees with higher levels of motivation tend to demonstrate stronger commitment and attachment to the organization. In addition, work motivation was found to significantly enhance job satisfaction, suggesting that employees who experience greater opportunities for achievement, recognition, responsibility, and interpersonal affiliation are more likely to develop positive perceptions of their work.

The results also confirmed that job satisfaction had a positive and significant effect on employee loyalty. Employees who were satisfied with their compensation, promotion opportunities, supervisory support, and workplace relationships exhibited stronger organizational commitment and a greater willingness to remain with the company. Furthermore, the mediation analysis demonstrated that job satisfaction partially mediated the relationship between work motivation and employee loyalty. This finding indicates that work motivation strengthens employee loyalty both directly and indirectly through increased job satisfaction.

The study contributes to the human resource management literature by providing empirical evidence regarding the mechanism through which work motivation influences employee loyalty in the context of the poultry industry. The findings emphasize that employee loyalty is not solely determined by motivational factors but is also shaped by employees' overall satisfaction with their work experiences. Therefore, organizations should implement integrated human resource management practices that simultaneously promote employee motivation and job satisfaction to foster long-term employee loyalty and organizational sustainability.

From a managerial perspective, PT Alido PS should focus on developing motivational programs, providing fair compensation systems, strengthening supervisory support, and creating opportunities for employee growth and development. These

initiatives may help increase employee satisfaction, reduce turnover intentions, and strengthen workforce loyalty. Future studies are encouraged to incorporate additional variables such as organizational culture, leadership style, work environment, employee engagement, or organizational commitment to provide a broader understanding of the factors influencing employee loyalty. Moreover, future research may involve larger samples and different industrial sectors to enhance the generalizability of the findings.

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