



Analysis of Employee Loyalty with Job Satisfaction as Intervening Variable

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Abstract

The objective of this study is to examine the influence of factors such as work motivation, salary, work environment, and career development on employee loyalty. It also explores the role of employee job satisfaction as a mediator in this relationship. The research will be conducted at 9 coffee shops located in Semarang City. The population involved in this study consists of all employees working at 9 coffee shops in Semarang City. The sample used comprises 98 individuals who have been working for more than 1 year. Data analysis in this study was conducted using the SmartPLS 3.0 software. Testing hypotheses using the PLS method. The findings indicated that the job satisfaction of coffee shop workers in Semarang City was impacted by factors such as motivation, salary, work environment, and career growth. Enhanced work drive and remuneration will lead to heightened job contentment. Similarly, an improved work environment and opportunities for professional growth would enhance employee job satisfaction. One thing that affects loyalty is job satisfaction. This suggests that when job satisfaction grows, employee loyalty also increases. Job satisfaction acts as a mediator between salary and loyalty, work environment and loyalty, and career development and loyalty. However, it does not act as an intermediary between work motivation and loyalty.

Keywords: *Work Motivation; Compensation; Work Environment; Job Satisfaction, Loyalty.*

Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis faktor-faktor yang memengaruhi loyalitas karyawan di sembilan *coffee shop* di Kota Semarang. Faktor-faktor yang dianalisis adalah motivasi kerja, kompensasi, lingkungan kerja, dan pengembangan karir, dengan kepuasan kerja sebagai variabel *intervening*. Metode yang digunakan dalam penelitian ini adalah *purposive sampling non probability*. Semua karyawan di sembilan *coffee shop* yang ada di Kota Semarang dilibatkan dalam penelitian ini, dengan sampel sebanyak 98 orang. Kriteria sampel yang digunakan dalam penelitian adalah yang memiliki pengalaman kerja lebih dari satu tahun. Dalam analisis data dan pengujian hipotesis, penelitian ini menggunakan program *SmartPLS 3.0* dengan pendekatan *Partial Least Squares* (PLS). Hasil penelitian menunjukkan bahwa kepuasan kerja dipengaruhi oleh motivasi, kompensasi, lingkungan kerja, dan pengembangan karir. Selain itu, loyalitas karyawan juga dipengaruhi oleh kepuasan kerja. Meskipun demikian, kepuasan kerja mampu menjadi mediator dalam

hubungan antara kompensasi, lingkungan kerja, dan pengembangan karir dengan loyalitas, namun tidak mampu menjadi mediator dalam hubungan antara motivasi dan loyalitas.

Kata-kata kunci: Kepuasan Kerja; Kompensasi; Lingkungan Kerja; Loyalitas; Motivasi Kerja.

INTRODUCTION

Intensifying global competition and technological advancements are giving rise to ideas of change that will keep many companies alive. This phenomenon means that human resource management practices and policies can play an important role in cultivating employee loyalty. Human capital is the most valuable resource for a organization that is a planner and active actor in various activities in an organization to achieve its business goals. To achieve the company's goals, we will develop enough motivating personnel, provide rewards in the form of career development, promotions, bonuses, provide special satisfaction to employees, and in the end, we need to ensure that our employees are loyal to the company.^{1,2}

One factor that can affect job satisfaction is employee loyalty. Loyalty is an attitude of loyalty that a person shows through service and the responsibility of doing their best. At work, employees always do their jobs well because they cannot be separated from loyalty and work attitude. Employees are very happy with their work.³ Loyalty or loyalty claims become one of the factors used in employee evaluation, including loyalty to one's employment, role, and company. This commitment is shown in how workers are willing to safeguard and defend the company from irresponsible individuals both within and outside of work. Khadija Alameeri et al argues that obedience is like an attitude, which is a way when a hired person describes his former work which is shown to be more willing to light up and sell as well as possible.⁴ Job satisfaction felt by wage people can describe or intensify

¹ Dwi Astuti et al., "Faktor-Faktor Yang Mempengaruhi Loyalitas Kerja: Lingkungan Kerja, Stress Kerja Dan Insentif (Literature Review Manajemen Kinerja)," *JIMT: Jurnal Ilmu Manajemen Terapan* 4, no. 2 (2022): 199–214, accessed January 18, 2024, <https://dinastirev.org/JIMT/article/view/1221>.

² Ayi Muhiban and Rheza Rivalino Nurohmat, "The Effect of Job Satisfaction and Employee Loyalty on Employee Performance at PT Gistex Textille Bandung (Case Study of Employee at PT Gistex Textille)," *IJIS: International Journal of Integrative Sciences* 2, no. 9 (2023): 1331–1348, accessed January 16, 2024, <https://journal.formosapublisher.org/index.php/ijis/article/view/5826>.

³ M Esther García-Buades et al., "Happy-Productive Teams and Work Units: A Systematic Review of the 'Happy-Productive Worker Thesis,'" *International journal of environmental research and public health* 17, no. 1 (2020): 1–39, accessed January 17, 2024, <https://pubmed.ncbi.nlm.nih.gov/31861812/>.

⁴ Khadija Alameeri et al., "The Effect of Work Environment Happiness on Employee Leadership," in *Advances in Intelligent Systems and Computing*, vol. 1261 (Switzerland: Springer Nature Switzerland AG, 2021), 668–680, accessed January 10, 2024, <https://eabin.pub/qdownload/proceedings-of-the-international-conference-on-advanced-intelligent-systems-and-informatics-2020-1st-ed-9783030586683-9783030586690.html>.

obedience to the company. If a hired person claims to be satisfied with the visible part of his work, he will practice at his best level before improving his performance. Employees who light up without a demand will practice their best and will write obedience to the company.⁵ Tasrif Arief Aminudin claimed that job happiness had a beneficial impact on employee loyalty to PT. Veritra Sentosa International.⁶ In addition, a study conducted by also gave the same results.⁷

Motivation is a desire drive in achieving the target or atmosphere.⁸ Sally Kah et al., states that motivation is the act of providing the drive to increase one's enthusiasm for work, encouraging them to collaborate, be productive, and actively contribute to achieving satisfaction.⁹ The company has an important task to continue to motivate employees by paying attention to the interests of employees in order to maintain organizational stability so that employees are more satisfied at work. Ni Kadek Eni Juniari, I Gede Riana, and Made Subudi demonstrates that motivation has a favorable and noteworthy impact on the job contentment of Civil Servants (PNS) Bali Tourism College at Nusa Dua.¹⁰ These results are supported by ST Mubaroqah and Muhammad Yusuf.¹¹

Compensation is what employees receive in exchange for their contribution to the organization.¹² Remuneration is everything that employees receive in return for their work.

⁵ Ibnu Abdul Ghoni and Sopiah, "The Effect of Company Work Discipline: Systematic Literature Review," *AJEBM: Asian Journal of Economics and Business Management* 1, no. 2 (2022): 234–239, accessed January 16, 2024, <https://lighthouse-pub.com/ajebm/article/view/234>.

⁶ Aminudin and Arief Tasrif, "Pengaruh Kepuasan Kerja Terhadap Loyalitas Karyawan (Studi Kasus Pada PT. Veritra Sentosa International)," *Scientia Regendi* 2, no. 1 (2020): 65–71, accessed January 18, 2024, <http://journal.unla.ac.id/index.php/scientiaregendi/article/view/1569/972>.

⁷ Putu Meidita Larastri and I. Gusti Ayu Dewi Adnyani, "Pengaruh Kepuasan Kerja Lingkungan Kerja Dan Work – Life Balance Terhadap Loyalitas Karyawan," *E-Jurnal Manajemen Universitas Udayana* 8, no. 6 (2019): 3674–3699, accessed January 18, 2024, <https://ojs.unud.ac.id/index.php/manajemen/article/view/45780/29611>.

⁸ Maartje Paais and Jozef R. Pattiruhu, "Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance," *Journal of Asian Finance, Economics and Business* 7, no. 8 (2020): 577–588, accessed January 18, 2024, <https://koreascience.kr/article/JAKO202026061031735.page>.

⁹ Sally Kah et al., "Entrepreneurial Motivations, Opportunities, and Challenges: An International Perspective," *Journal of African Business* 23, no. 2 (2022): 380–399, accessed January 18, 2024, <https://www.tandfonline.com/doi/full/10.1080/15228916.2020.1838835>.

¹⁰ Ni Kadek Eni Juniari, I Gede Riana, and Made Subudi, "The Effect of Motivation on Work Satisfaction and Employee Performance of Government Employees at STP Nusa Dua Bali," *E-Jurnal Ekonomi dan Bisnis Universitas Udayana* 4, no. 11 (2015): 823–840, accessed January 18, 2024, <https://ojs.unud.ac.id/index.php/EEB/article/download/14189/12270>.

¹¹ ST Mubaroqah and Muhammad Yusuf, "Pengaruh Motivasi Kerja Terhadap Kepuasan Kerja Pegawai," *Kinerja* 17, no. 2 (2020): 222–226, accessed January 18, 2024, <https://journal.feb.unmul.ac.id/index.php/KINERJA/article/view/7480/1058>.

¹² Muhammad Reza Putra, Andri Yandi, and Amalina Maharani, "Determination of Employee Motivation and Performance: Working Environment, Organizational Culture, and Compensation," *Dinasti International Journal of Education Management and Social Science* 1, no. 3 (2020): 419–436, accessed January 18, 2024, <https://dinastipub.org/DIJEMSS/article/view/179>.

Compensation is important for individual employees, as the amount of compensation reflects their level of performance among employees.¹³ Compensation is something that employees receive in lieu of their service contributions to the company.¹⁴ If employees feel dissatisfied with the compensation they receive, then the impact on the organization will be very negative, meaning that if the compensation problem is not resolved satisfactorily it can reduce the level of employee job satisfaction.¹⁵ According to Dani Rizana, compensation is an effort to pay and empower employees to ensure that employees can fully focus on performing assigned tasks.¹⁶ Zahrah Putri Ramadhani and Mudji Rahardjo demonstrates that pay has a beneficial and noteworthy impact on job contentment.¹⁷ The same research results also occurred in Muhammad Asyharul et al.¹⁸

The work setting is one of the aspects that impact job satisfaction. The greater the comfort and safety of the work environment, the greater the job happiness of employees. As to Miriah Steiger et al., the work environment or working circumstances encompass all elements labor psychology, labor physical labor, and labor rules that can impact job contentment and output.¹⁹ A study conducted by demonstrates that there is a workplace

¹³ Aruna Pandey, Rusha Nandy, and Itisha Jain, "Talent Management in the Social Sector: A Review of Compensation and Motivation," *SSRN Electronic Journal* (n.d.): 1–83, accessed January 18, 2024, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4221825.

¹⁴ Jasman Saripuddin Hasibuan and Nurul Bayzura, "The Effect of Transformational Leadership, Compensation and Motivation on Employee Performance at PT Asam Jawa Medan," *JICP: Journal of International Conference Proceedings* 4, no. 2 (2021): 584–591, accessed January 18, 2024, <https://ejournal.aibpmjournals.com/index.php/JICP/article/view/1317/0>.

¹⁵ Fabian Dutschkus and Christian Lukas, "Social Relationships and Group Dynamics within the Supervisory Board and Their Influence on CEO Compensation," *Schmalenbach Journal of Business Research* 74, no. 2 (2022): 163–200, accessed January 18, 2024, <https://link.springer.com/article/10.1007/s41471-022-00130-2>.

¹⁶ Dani Rizana, "Pengaruh Kompensasi Dan Pemberdayaan Terhadap Loyalitas Dengan Kepuasan Kerja Sebagai Variabel Intervening," *Jurnal E-Bis (Ekonomi-Bisnis)* 4, no. 2 (2020): 179–191, accessed January 17, 2024, <https://jurnal.politeknik-kebumen.ac.id/E-Bis/article/view/222>.

¹⁷ Zahrah Putri Ramadhani and Mudji Rahardjo, "Analisis Pengaruh Kompensasi Dan Lingkungan Kerja Fisik Terhadap Loyalitas Kerja Karyawan Melalui Kepuasan Kerja Karyawan Sebagai Variabel Intervening (Studi Pada Kantor Direksi PT Perkebunan Nusantara IX Divisi Tanaman Tahunan)," *Diponegoro Journal of Management* 6, no. 4 (2017): 1052–1063, accessed January 18, 2024, <https://ejournal3.undip.ac.id/index.php/djom/article/view/18078>.

¹⁸ Muhammad Asyharul et al., "Faktor-Faktor Yang Mempengaruhi Loyalitas Karyawan: Lingkungan Kerja Dan Kompensasi (Literature Review)," *JIMEA: Jurnal Ilmiah Manajemen Ekonomi Dan Akuntansi* 1, no. 1 (2023): 166–173, accessed January 18, 2024, <https://jurnalisticomah.org/index.php/jimea/article/view/134>.

¹⁹ Miriah Steiger et al., "The Psychological Well-Being of Content Moderators," *CHI Conference on Human Factors in Computing Sys-tems (CHI '21)* (2021): 14, accessed January 17, 2024, https://www.researchgate.net/publication/351417825_The_Psychological_Well-Being_of_Content_Moderators_The_Emotional_Labor_of_Commercial_Moderation_and_Avenues_for_Impoving_Support/link/643cd781e881690c4bdd0ae2/download?_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uIn19.

beneficial effect on the worker job satisfaction.²⁰ Wenny Desty Febrian and Indra Sani research also found similar results.²¹

Idham Fahmi and Hapzi Ali defines career development is the structured method that businesses employ to guarantee that individuals with the appropriate skills and experience are accessible when required.²² Structured professional growth is crucial for keeping employees motivated and committed. Hamid Hassan et al., describes career development as a sequence of events (such as workshops) that help individuals explore, shape, achieve, and find satisfaction in their careers.²³ One method of advancing an employee's career is by promotion, which involves moving individuals to positions of greater authority inside the company, increasing their authority, responsibility, obligations, rights, prestige, and income, ultimately leading to greater job satisfaction.²⁴ The study conducted by Muhammad Ramdhan demonstrates that the advancement of one's career has a beneficial impact on the degree to which workers are satisfied with their jobs.²⁵

Based on the existing phenomenon, the following problem formulation is prepared:

1. Does work motivation affect the job satisfaction?
2. Does compensation affect the job satisfaction?
3. Does the work environment affect the job satisfaction?
4. Does career development affect the job satisfaction?
5. Does job satisfaction affect the loyalty?
6. Does work motivation affect employee loyalty mediated by job satisfaction?

²⁰ Quinerita Stevani Aruan and Mahendra Fakhri, "Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Lapangan Departemen Grasberg Power Distribution PT. Freeport Indonesia," *MODUS* 27, no. 2 (n.d.): 141–162, accessed January 17, 2024, <https://adoc.pub/pengaruh-lingkungan-kerja-terhadap-kepuasan-kerja-karyawan-l.html>.

²¹ Wenny Desty Febrian and Indra Sani, "Analysis of Work Environment, Attitude, Coaching, and Servant Leadership on Job Satisfaction Mediated by Career Development (Literature Review Study)," *IJBA: Indonesian Journal of Business Analytics* 3, no. 4 (2023): 1089–1104, accessed January 18, 2024, <https://journal.formosapublisher.org/index.php/ijba/article/view/5031>.

²² Idham Fahmi and Hapzi Ali, "Determination of Career Planning and Decision Making: Analysis of Communication Skills, Motivation and Experience (Literature Review Human Resource Management)," *DIJMS: Dinasti International Journal of Management Science* 3, no. 5 (2022): 823–835, accessed January 17, 2024, <https://dinastipub.org/DIJMS/article/view/1222>.

²³ Hamid Hassan et al., "Career Path Decisions and Sustainable Options," *Sustainability* 14, no. 17 (n.d.): 1–16, accessed January 17, 2024, <https://www.mdpi.com/2071-1050/14/17/10501>.

²⁴ Aprizal Wahyudi Diprata, Ahmad Syukri, and Kasful Anwar Us, "The Influence of Leadership, Education, Mutations on Teacher Career Development," *Journal of Accounting and Finance Management* 2, no. 4 (2021): 195–201, accessed January 16, 2024, <https://dinastires.org/JAFM/article/view/146>.

²⁵ Muhammad Ramdhan, "Pengaruh Pengembangan Karir Terhadap Kepuasan Kerja Karyawan Pada PT. Caturbina Guna Persada," *Kreatif: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang* 4, no. 1 (2016): 84–108, accessed January 18, 2024, [https://www.google.com/search?q=Ramdhan%2C+Muhammad.+%22Pengaruh+Pengembangan+Karir+Terhadap+Kepuasan+Kerja+Karyawan+Pada+PT+Caturbina+Guna+Persada.%22+Kreatif%2C+Jurnal+Ilmiah+Prodi+Manajemen+Universitas+Pamulang+4%2C+no.+1+\(2016\)%3A+84-108&rlz=1C1CHBF_enID1](https://www.google.com/search?q=Ramdhan%2C+Muhammad.+%22Pengaruh+Pengembangan+Karir+Terhadap+Kepuasan+Kerja+Karyawan+Pada+PT+Caturbina+Guna+Persada.%22+Kreatif%2C+Jurnal+Ilmiah+Prodi+Manajemen+Universitas+Pamulang+4%2C+no.+1+(2016)%3A+84-108&rlz=1C1CHBF_enID1).

7. Does compensation affect employee loyalty mediated by job satisfaction?
8. Does the work environment affect employee loyalty mediated by job satisfaction?
9. Does career development affect employee loyalty mediated by job satisfaction?

METHOD

Based on the explanation, This investigation includes quantitative research with a causal associative approach, which means causal research that shows the influence of dependents. This study explains the Analysis of Employee Loyalty Factors with Job Satisfaction in 9 Coffee Shops in Semarang City. All employees make up the study's population with a total of 106 employees working in 9 Coffee Shops in Semarang City. The sample criteria in this study are Coffee Shop employees who have worked for at least 1 year of service. Sampling technique with purposive sampling. In accordance with the specified criteria, there were 98 people. The data collection technique used questionnaires to 98 employees working at 9 Coffee Shops in Semarang City. The questionnaire distribution process is carried out online using the "Google Form" application to respondents who match the predetermined criteria.

Data analysis using the Structural Equation for Partial Least Square Model (PLS-SEM) approach. According to Joseph F. Hair. Jr et al., PLS-SEM is a multivariate statistical analysis instrument used to test and analyze relationships between variables in a complex manner.²⁶ There are five process stages in PLS-SEM analysis according to Pardomuan Robinson Sihombing and Ade Marsinta Arsani consisting of conceptualization of models, determination of methods of algorithm analysis, determination of sampling methods, drawing path diagrams and evaluation.²⁷ In PLS-SEM analysis, there are two models: the structural model, also referred to as the inner model, and the measuring model, sometimes referred to as the outer model. The inner model demonstrates how substantive theory serves as the foundation for the correlations or strength of estimates between latent variables or constructs. Coefficient of determination test (R^2) is carried out to see the outcome of the structural model assessment, especially the significance of the intervening variable. The path coefficient test is used to demonstrate the extent to which the influence or effect of the

²⁶ Joseph F. Hair. Jr et al., *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (SAGE Publications, Inc, 2016), <https://us.sagepub.com/en-us/nam/a-primer-on-partial-least-squares-structural-equation-modeling-pls-sem/book244583>.

²⁷ Pardomuan Robinson Sihombing and Ade Marsinta Arsani, *Aplikasi SmartPLS Untuk Statistisi Pemula* (Bekasi: PT Dewangga Energi Internasional, 2022), https://www.researchgate.net/publication/359505749_Aplikasi_SmartPLS_Untuk_Statistisi_Pemula.

exogenous variable on the endogenous variable, to test the ipath coefficient can be seen in P-Value, must be < 0.05 which means it has a significant influence.

RESULT AND DISCUSSION

Evaluation of the Structural Model (*Inner Model*)

The structural model's (inner model) evaluation in PLS-SEM analysis observable from the *Goodness Of Fit Model test value* and the Coefficient of Determination test. The test findings from the *goodness of fit model* are as shown in Table 1.

Criterion	Result	Information
SRMR	$0.063 < 0.08$	Model compatible
Rms Theta	$0.116 < 0.12$	Model fit

Table 1. Goodness of Fit Model Outcomes

Source: Original data analyzed by SmartPLS (2022)

Based on Table 1, SRMR values of $0.063 < 0.08$ mean that the model is considered suitable. Henseler et al., in Pardomuan Robinson Sihombing and Ade Marsinta Arsani presented SRMR as an indicator of PLS-SEM's quality of fit that may be utilized to circumvent specification models.²⁸ The rms Theta value of $0.116 < 0.12$ means that it shows the right model.

The coefficient of determination test is carried out to see the results of structural model evaluation, especially the significance of the intervening variable, as in Table 2.

	R Square	Adjusted R Square
Job Satisfaction	0.927	0.924
Loyalty	0.914	0.909

Table 2. Results of the Coefficient of Determination

Source: Primary data processed by SmartPLS (2022)

The Adjusted R Square value of 0.924 intervening variables of job satisfaction means that it can be explained by variables of work motivation, compensation, work environment, career development by 92.4% while 7.6% is accounted for by additional factors not covered in this research. While the Adjusted R Square value of 0.909 dependent variables of work loyalty can be explained by variables of work motivation, compensation, work environment, career development by 90.9% while 9.1% is explained by other variables that were not studied in this study.

²⁸ Ibid.

Figure 1 displays the outcomes of the structural model assessment.

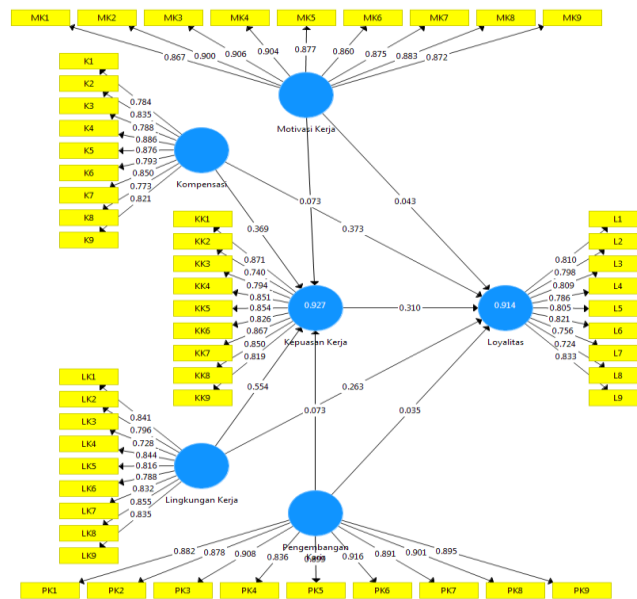


Figure 1. Structural Model (Inner Model)

Source : Primary data processed by SmartPLS (2022)

The path coefficient test is utilized to demonstrate the strength of the impact or impact of external factors on internal factors. The path coefficient can be assessed by examining P-Value. P-Value needs to be less than (0.05) indicating a substantial impact. The direct effect test, as indicated in Table 3.

Variable	Sample	Mean Sample	R Square	Standard Deviation	t Statistics	P Values
Work Motivation-Job Satisfaction	0,073	0,073	0,073	0,036	2,001	0,046
Compensation- Job Satisfaction	0,369	0,375	0,369	0,093	3,944	0,000
Work Environment- Job Satisfaction	0,554	0,541	0,554	0,092	6,048	0,000
Career Development - Job Satisfaction	0,073	0,075	0,073	0,031	2,337	0,020
Job Satisfaction -Loyalty	0,310	0,318	0,310	0,095	3,259	0,001

Table 3. Direct Effect Test Results

Source: Original data analyzed by SmartPLS (2022)

Based on the *P-Value table*, It demonstrates that each variable has a value of < (0.05) which means that they have an important impact of external factors on internal factors. Indirect Effect Test, as presented in Table 4.

Variable	Sample	Mean Sample	R Square	Standard Deviation	t Statistics	P Values
Work Motivation - Job Satisfaction - Loyalty	0,023	0,023	0,023	0,014	1,636	0,102
Compensation- Job Satisfaction – Loyalty	0,114	0,120	0,114	0,050	2,296	0,022
Work Environment- Job Satisfaction - Loyalty	0,172	0,172	0,172	0,058	2,956	0,003
Career Development- Job Satisfaction - Loyalty	0,023	0,023	0,023	0,011	1,997	0,046

Table 4. Indirect Effect Test Results

Source: Original data analyzed by SmartPLS (2022)

Based on *P-Value* table above, it shows that the majority has a value of $< (0.05)$ which means that it has a significant influence of exogenous variables on endogenous variables. However, there is one insignificant influence, namely on Work Motivation \rightarrow Job Satisfaction \rightarrow Loyalty which has a *P-Value of* $> (0.05)$.

The relationship between job satisfaction and work motivation coffee shop employees in Semarang City

The results of the analysis stated that the variable of work motivation affects job satisfaction in coffee shop employees in Semarang City. This shows that work motivation is a factor that can affect employee job satisfaction. Greater work motivation correlates with increased job satisfaction among employees. The findings of this research reinforce research that has been conducted by Ni Kadek Eni Juniari, I Gede Riana, and Made Subudi; ST Mubaroqah and Muhammad Yusuf.^{29,30} It asserts that job happiness among employees is positively impacted by work motivation.

The impact of pay on worker’s job satisfaction in coffee shops Semarang City

Variable compensation affects job satisfaction in coffee shop employees in Semarang City. This shows that compensation is a factor that can affect employee job satisfaction. The results showed that *P-Value* was $0.000 > 0.05$. The higher the compensation, the more contented they are with their work. The outcome of this study reinforce research conducted by Zahrah Putri Ramadhani and Mudji Rahardjo; Marida Sinaga et al.^{31,32} This suggests that compensation exerts a positive impact regarding worker’s contentment at work.

²⁹ Ni Kadek Eni Juniari, I Gede Riana, and Made Subudi, “The Effect of Motivation on Work Satisfaction and Employee Performance of Government Employees at STP Nusa Dua Bali.”

³⁰ ST Mubaroqah and Muhammad Yusuf, “Pengaruh Motivasi Kerja Terhadap Kepuasan Kerja Pegawai.”

³¹ Zahrah Putri Ramadhani and Mudji Rahardjo, “Analisis Pengaruh Kompensasi Dan Lingkungan Kerja Fisik Terhadap Loyalitas Kerja Karyawan Melalui Kepuasan Kerja Karyawan Sebagai Variabel Intervening (Studi Pada Kantor Direksi PT Perkebunan Nusantara IX Divisi Tanaman Tahunan).”

³² Marida Sinaga et al., “The Impact of Compensation and Career Development on Turnover Intention With Job Satisfaction as Intervening Variable at PT Wijaya Machinery Perkasa,” *DIJEFA: Dinasti*

The impact of the work environment on Semarang City coffee shop employees' job satisfaction

Work environment variables affect Semarang City coffee shop worker's job satisfaction. This shows that the work environment is a factor that can affect employee job satisfaction. The results showed that *P-Value* was $0.000 > 0.05$. The higher the work environment, the higher the employee's job satisfaction. The results of this study reinforce research that has been conducted by Quinerita Stevani Aruan and Mahendra Fakhri which states that the work environment has a positive influence on employee job satisfaction.³³

The impact of career growth on Semarang City coffee shop employee's job happiness

Career development variables affect employee job satisfaction at coffee shops in Semarang City. This shows that career development is a factor that can affect employee job satisfaction. The results showed a *P-Value* $0.020 > 0.05$, meaning that Employees are more satisfied with their jobs when they are developing professionally. The study's findings support research by Muhammad Ramdhan which claims that career development has a positive influence on employee job satisfaction.³⁴

The relationship between Semarang City coffee shop employee's loyalty and job happiness

The variable of job satisfaction affects the loyalty of coffee shop employees in Semarang City. The results showed a *P-Value* $0.001 > 0.05$, meaning the findings of this study reinforce the notion that increased job satisfaction is associated with higher employee loyalty has been conducted by Aminudin and Arief Tasrif; Putu Meidita Larastrini and I. Gusti Ayu Dewi Adnyani which states that job satisfaction has a positive influence on employee loyalty.^{35,36}

The effect of work motivation on employee loyalty mediated by job satisfaction in coffee shop employee's in Semarang City

Employee satisfaction is unable to act as a mediating factor in the relationship between work motivation and employee loyalty. The results showed a *P-Value* $0.102 < 0.05$.

International Journal of Economics, Finance & Accounting 3, no. 5 (2022): 551–563, accessed January 14, 2024, <https://dinastipub.org/DIJEFA/article/view/1508>.

³³ Quinerita Stevani Aruan and Mahendra Fakhri, "Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Lapangan Departemen Grasberg Power Distribution PT. Freeport Indonesia."

³⁴ Muhammad Ramdhan, "Pengaruh Pengembangan Karir Terhadap Kepuasan Kerja Karyawan Pada PT. Caturbina Guna Persada."

³⁵ Aminudin and Arief Tasrif, "Pengaruh Kepuasan Kerja Terhadap Loyalitas Karyawan (Studi Kasus Pada PT. Veritra Sentosa International)."

³⁶ Putu Meidita Larastrini and I. Gusti Ayu Dewi Adnyani, "Pengaruh Kepuasan Kerja Lingkungan Kerja Dan Work – Life Balance Terhadap Loyalitas Karyawan."

The findings of this study do not align with the earlier research conducted by which suggests that motivation indirectly influences employee work loyalty through job satisfaction.³⁷

The impact of compensation on employee loyalty mediated by job satisfaction in coffee shop employee's in Semarang City

Compensation variables affect employee loyalty mediated by job satisfaction of coffee shop employee's in Semarang City. The results showed that the *P-Value* $0.022 > 0.05$, means that testing the mediating effect on compensation on employee loyalty through employee job satisfaction found that there was a mediation effect. Employee's perceive that good compensation has an impact on employee job satisfaction and also has an impact on employee loyalty. Thus it can be stated that as compensation increases, so does the employee's job happiness and has an impact on increasing employee loyalty. The results of this study that employee job satisfaction an intervening variable.

The influence of the work environment on employees loyalty mediated by job satisfaction in coffee shop employee's in Semarang City

Work environment variables affect employee loyalty mediated by job satisfaction. *P-Value* $0.003 > 0.05$. Employee's perceive that a good the work setting affects how satisfied and loyal employee's are. Therefore, it may be stated that employee satisfaction increases as the work environment improves and will affect the growth of employee loyalty. The findings of this research strengthen the research that has been conducted by Zahrah Putri Ramadhani and Mudji Rahardjo.³⁸

The impact of career growth on employee loyalty mediated by job satisfaction in coffee shop employee's in Semarang City

Career development variables affect employee loyalty mediated pertaining to the job satisfaction of coffee shop employee's in Semarang City. *P-Value* $0.003 > 0.05$. Employee's perceive that good career development has an impact on job satisfaction and employee loyalty. These results show that the better the career development, the more job satisfaction and loyalty will increase. The results of this study reinforce the research that has been conducted by Jermias Meda, John E.H.J. FoEh, and Simon Sia Niha.³⁹

³⁷ Ayi Muhiban and Rheza Rivalino Nurohmat, "The Effect of Job Satisfaction and Employee Loyalty on Employee Performance at PT Gistex Textile Bandung (Case Study of Employee at PT Gistex Textile)."

³⁸ Zahrah Putri Ramadhani and Mudji Rahardjo, "Analisis Pengaruh Kompensasi Dan Lingkungan Kerja Fisik Terhadap Loyalitas Kerja Karyawan Melalui Kepuasan Kerja Karyawan Sebagai Variabel Intervening (Studi Pada Kantor Direksi PT Perkebunan Nusantara IX Divisi Tanaman Tahunan)."

³⁹ Jermias Meda, John E.H.J. FoEh, and Simon Sia Niha, "Pengaruh Ketidakamanan Kerja, Iklim Organisasi Dan Pengembangan Karir Terhadap Loyalitas Karyawan Yang Dimediasi Oleh Kepuasan Kerja

CONCLUSION

The results showed that job satisfaction of coffee shop employee's in Semarang City was influenced by work motivation, compensation, work environment, and career development. Increased work motivation and compensation will result in increased job satisfaction. Likewise, a better work environment and career development will increase employee job satisfaction. One factor that influences loyalty is job happiness. This indicates that as job pleasure increases, so does employee loyalty.

Job satisfaction mediates the relationship between compensation and loyalty; work environment and loyalty; career development and loyalty, but do not mediate the relationship between work motivation and loyalty.

ADVANCED RESEARCH RECOMMENDATIONS

For further research, other variables such as incentives, leadership style, and job characteristics that have not been studied in this study can be developed. In addition, other moderating variables such as employee performance and organizational commitment can be used to test employee loyalty.

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