

Exploring The Impact Of Job Satisfaction, Work Engagement, And Organizational Commitment On Employee Loyalty In The Maritime Tourism Industry Of Indonesia

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Abstract

The purpose of this study was to determine the influence of job satisfaction, work engagement, and organizational commitment on loyalty in employees of the Maritime Tourism industry in Indonesia. This research was conducted in Indonesia, and the research period was Mey - September 2023. The approach used in this study was quantitative. The respondents were active employees of the maritime tourism industry in Indonesia. filled out questionnaires using Google forms, which were distributed through networking in several major cities that have access to workers in the maritime tourism industry, namely, Makassar, Batam, Riau Islands, banjarmasin, ¹and Semarang. To ensure that the source of data collection for respondents is appropriate, this study uses non-probability purposive sampling techniques. The measurement in this study used a 5-point Likert scale including 'Never' (1) to always (5), which was used to measure the independent and dependent variables. A total of 226 respondents participated in the study, but only 200 questionnaires were used. Data analysis was performed using Smart PLS 3.0, for hypothesis testing.

Keywords : *employee loyalty, job satisfaction, organizational commitment, work engagement, Maritime Tourism industry*

Introduction

Tourism and maritime industries play an important role in the economies of many countries, providing employment opportunities for thousands of people. In this sector, it is critical to understand the factors that influence job satisfaction, organizational commitment, and employee loyalty. As business competition becomes increasingly fierce, companies, especially those in the maritime tourism industry, face major challenges in retaining a competent and loyal workforce. Loyal employees have a significant positive impact on an organization's long-term success, including higher productivity, better retention, and the ability to attract new talent. Therefore, understanding the factors that influence employee loyalty has become a top priority in human resource management.

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Job satisfaction and work engagement are two key factors that have long been a focus of attention in human resource research. Job satisfaction reflects the extent to which employees feel satisfied with their jobs, while work engagement reflects the level of energy, dedication, and emotional involvement employees have in their jobs and the organizations they work for. Research has shown that high levels of job satisfaction and work engagement are often positively correlated with employee loyalty.

Organizational commitment has also been identified as an important factor in understanding the relationship between these variables (Putra & Cahyo, 2021). Organizational commitment reflects employees' loyalty and attachment to the organization in which they work. It acts as a mediator in the link between job satisfaction, work engagement, and employee loyalty. In other words, organizational commitment can mediate the positive influence of job satisfaction and work engagement on employee loyalty (Pramono & Susilo, 2022).

However, while much research supports the relationship between these variables, there is still a need to better understand the direct and indirect effects and the role of organizational commitment as a mediator in more specific contexts. These factors may vary by industry, organizational culture, and work environment. Therefore, this study aimed to explore how job satisfaction and work engagement directly and indirectly influence employee loyalty through organizational commitment in a specific context (Pramono & Indriyani, 2019).

With a deeper understanding of these relationships, organizational managers and leaders can develop more effective strategies to strengthen employee loyalty and ensure continued organizational success. In addition, the results of this study will provide valuable insights for human resource research and organizational science in the development of theories and practices related to more effective human resource management in the maritime tourism industry (Kasmahidayat & Hasanuddin, 2022).

Therefore, this study aims to explore "the direct effect of job satisfaction, work engagement, and organizational commitment on loyalty in employees of the Maritime Tourism industry in Indonesia".

Literature review

Social Identity Theory (SIT) and Social Exchange Theory (SET) as the basis for loyalty theory are two theories that can provide a basis for understanding and explaining the phenomenon of loyalty, including employee loyalty or loyalty in a social context (Kashem, Ahmed, & Mohammad, 2022). Although these two theories have different approaches, they can provide valuable insights into the aspects that influence loyalty. The theoretical basis for understanding loyalty, SIT, developed by Tajfel and Turner, emphasizes the role of individual social identity in shaping behavior and social relationships. In the context of loyalty, SIT can be applied by considering the social identity associated with a particular group or organization. People who feel strongly connected to their social identity tend to be more loyal to that group or organization (Zabartih & Widhiarso, 2022). The SIT suggests that individuals tend to prioritize groups or organizations that they identify as part of their identity. Therefore, efforts to increase loyalty can involve strengthening the positive social identity associated with an organization. SET, proposed by Homans and developed by many other social theorists, emphasizes social exchange as the basis of social relationships and individual behavior. In the context of loyalty, SET can be applied by considering the social exchange that occurs between individuals and organizations. Individuals tend to be more loyal if they feel that they receive comparable benefits from the organization. SET suggests that social relationships, including those between employees and organizations, are often based on fair and mutually beneficial exchanges (Andi, Kusumanto, & Yusi, 2022).

The impact of work engagement on employee loyalty in the marine tourism industry

Work engagement refers to the level of dedication, enthusiasm, and absorption of a person towards their work (Cheng, Hong, and Zhong 2022; Mura et al. 2023; Priyono, Irawanto, & Suryadi, 2022; Radic et al. 2020; Raji et al. 2021) (Schaufeli et al., 2006). Research has consistently found a positive relationship between work engagement and employee loyalty in various sectors, and higher levels of work engagement are expected to lead to increased employee loyalty in the marine tourism industry (Putra & Pradana, 2022).

Role of work engagement in relation to job satisfaction, organizational commitment, and employee loyalty in the marine tourism industry (Rozanna, 2023).

Previous research has highlighted the mediating effect of work engagement between work-related variables, such as job satisfaction or organizational commitment, and outcomes, such as employee performance or employee turnover intention (Bakker & Balducci, 2010; Salanova et al., 2005). It is reasonable to expect that job engagement will also mediate the relationship between job satisfaction, organizational commitment, and employee loyalty in the marine tourism sector (Zahedi & Piri, 2023).

Hypothesis Research

H1 : Work Engagement have an effect on Loyalty

Work engagement can have a significant effect on loyalty in various contexts, whether in the workplace or in customer relationships (Pramono & Pratama, 2020). Work engagement refers to an employee's emotional and cognitive commitment to their work and organization. When employees are highly engaged, they are more likely to exhibit behaviors and attitudes that foster loyalty. Work engagement plays a crucial role in shaping the loyalty of both employees and customers (Pramono & Pratama, 2020). Organizations that foster engagement through positive work environments, recognition, and opportunities for personal and professional growth are more likely to benefit from increased loyalty among employees and customers (Alshurideh et al. 2020; Ensari, Bektaş, And Mustafa 2022; Sahni 2019)

H2 : Job Satisfaction have an effect on Loyalty

Job satisfaction had a significant effect on employee loyalty. Employees who are satisfied with their jobs are more likely to exhibit higher levels of loyalty to their organizations. Job satisfaction directly and profoundly affects employee loyalty (Putra & Herawati, 2017). Organizations that prioritize creating a positive work environment, offering competitive compensation, providing opportunities for growth and development, and recognizing the contributions of their employees are more likely to have loyal, satisfied employees who are committed to the organization's success (Dhir, Dutta, and Ghosh 2020; Kurdi, Alshurideh, and Alnaser 2020; Rosalia, Mintarti, and Heksarini 2020; Saputra and Mahaputra 2022)

H3 : Job Satisfaction have an effect on Organizational Commitment

Job satisfaction has a significant effect on organizational commitment. Organizational commitment refers to an employee's emotional attachment to and loyalty to the organization (Putra & Suprapti, 2019). Job satisfaction is one of the key factors that can influence employees' commitment to their workplace. Job satisfaction plays a crucial role in influencing the organizational commitment dimensions. Organizations that focus on creating a positive work environment, offering opportunities for employee growth and development, and addressing job satisfaction are more likely to foster higher levels of organizational commitment among their employees (Gopinath 2019; Gumasing and Ilo 2023; Huynh and Hua 2020; Purnomo, Eliyana, and Pramesti 2020)

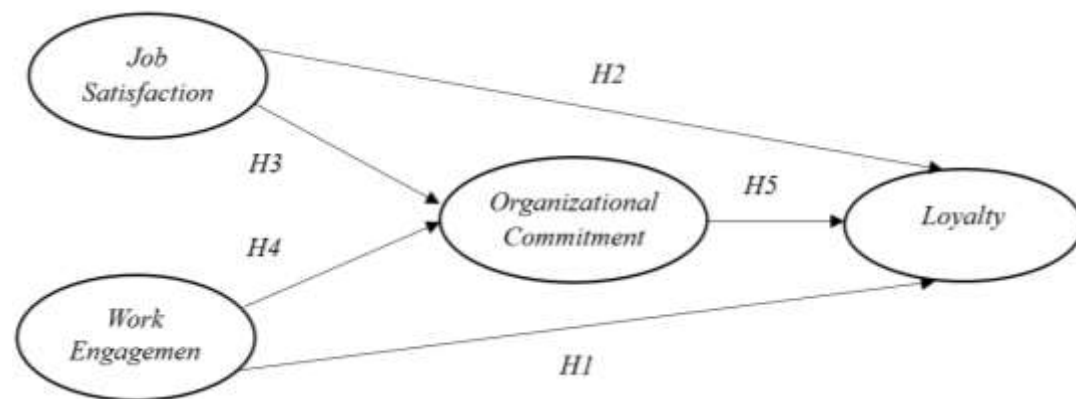
H4 : Work Engagement have an effect on Organizational Commitment

Work engagement has a significantly positive effect on organizational commitment. Work engagement represents employees' level of enthusiasm, dedication, and absorption toward their work. On the other hand, organizational commitment refers to an employee's loyalty and attachment to the organization (Pramono & Indriyani, 2019). There is a strong relationship between work engagement and organizational commitment. Work engagement is closely linked to organizational commitment, particularly affective commitment. Organizations that promote work engagement by providing a positive work environment, opportunities for growth, recognition, and a sense of purpose are likely to experience increased levels of commitment among their employees. This, in turn, contributes to a more committed and loyal workforce, which can be beneficial for organizational success and performance (Chanana and Nowell 2020; Chanana and Sangeeta 2021; Turner 2019).

H5 : Organizational have an effect on Commitment Loyalty

The organization itself can have a significant effect on employees' commitment and loyalty (Pramono & Pratama, 2020). Organizational factors, including culture, policies, and practices, can shape the degree of commitment and loyalty that employees exhibit, and the organization itself plays a crucial role in influencing the commitment and loyalty of employees. By creating a positive and supportive work environment, recognizing and rewarding contributions, and valuing employees, organizations can enhance the commitment and loyalty of their workforce, ultimately contributing to their long-term success and performance (Dhir et al., 2019; Aziz et al. 2021; Massoudi, Jameel, and Ahmad 2020).

Theoretical framework



Methodology/Research methods

The approach used in this study was quantitative. The respondents were active employees of the maritime tourism industry in Indonesia. filled out questionnaires using Google forms, which were distributed through networking in several major cities that have access to workers in the maritime tourism industry, namely, Makassar, Batam, Riau Islands, banjarmasin, and Semarang. To ensure that the source of data collection for respondents is appropriate, this study uses non-probability purposive sampling techniques. The measurement in this study used a 5-point Likert scale including Never' (1) to always (5), which was used to measure the independent and dependent variables. A total of 226 respondents participated in the study, but only 200 questionnaires were used. The data analysis used Smart PLS 3.0 (Ringle et al., 2020) for hypothesis testing. The research model is the influence of job satisfaction, work

engagement, and organizational commitment on employee loyalty in the Maritime Tourism industry in Indonesia.

Results

Reveal the results of testing composite reliability (CR) and construct convergent validity. The results confirm that the constructs have high internal consistency and sufficient average variance extracted (AVE) to validate convergent validity (Hair Jr et al., 2017), Most indicators measuring each construct achieve satisfactory loadings values that are higher than the threshold value of 0.70, as supported (Hair Jr et al., 2017). The composite reliability (CR) value for Job Satisfaction was 0.918, Work Engagement was 0.867, organizational commitment was 0.901, and loyalty was 0.916, implying that these constructs had high internal consistency. In addition, these constructs also show satisfactory convergent validity, with the average variance extracted (AVE) value for each construct higher than the threshold value of 0.500, indicating that the indicators describe more than 50% of the construct variance. for Job Satisfaction is 0.788, 0.685 for Work Engagement, 0.753 for organizational commitment, and 0.688 for loyalty. The Cronbach’s alpha, job satisfaction, and Work Engagement were 0.864, 0.771, 0.834, and 0.885, respectively.

Table.1 Reflective Measurement Model

Dimension	Item	Loadings	CR	AVE
Job Satisfaction	JS.1	0.930	0.918	0.788
	JS.2	0.910		
	JS.3	0.820		
Work Engagement	WE.1	0.875	0.867	0.685
	WE.2	0.800		
	WE.3	0.725		
	WE.4	0.886		
	WE.5	0.850		
Organizational commitment	OCA.1	0.917	0.901	0.753
	OCA.2	0.882		
	OCA.3	0.800		
Loyalty	LY1	0.831	0.916	0.688
	LY2	0.854		
	LY3	0.797		

Source : Data Processed, 2023

Table.2 Discriminant Validity

	Job Satisfaction	Loyalty	Organizational Commitment	Work Engagement
Job Satisfaction				
Loyalty	0.663			
Organizational Commitment	0.971	0.654		
Work Engagement	0.804	0.744		

Source : Data Processed, 2023

Table 2 presents the heterotrait-monotrait ratio of correlations (HTMT) criterion to evaluate discriminant validity, whereby the square root of the AVE values for each latent variable was found to be greater than the correlation values between all variables (Ringle et al. 2020)

The Structural Model

This section discusses the testing of the structural model to determine the relationship between variables in the research framework. Next a 5000-bootstrap resampling of data is conducted to examine the hypotheses of this study (Hair et al 2017) Table.3 demonstrates the assessment of the path coefficient which is represented by Bets values for each path relationship The results show that three hypotheses were indeed supported.

Table.3 Hypothesis Testing for Personal Effect

Hypothes	Beta	Mean	stdev	T-values	P-value
JS → LY	0.120	0.112	0.139	0.865	0.387
JS → OCA	0.714	0.716	0.086	8.293	0.000
OCA → LY	0.128	0.133	0.137	0.929	0.353
WE → LY	0.447	0.453	0.094	4.745	0.000
WE → OCA	0.161	0.164	0.115	1.405	0.160

Source : Data Processed, 2023

Model Quality Assessment

Table.3 displays the quality of the model. We assessed the effect size (f^2), coefficient of determination (R^2), multicollinearity issues (VIF values), and predictive relevance (Q^2) of exogenous variables on the endogenous variables in this study.

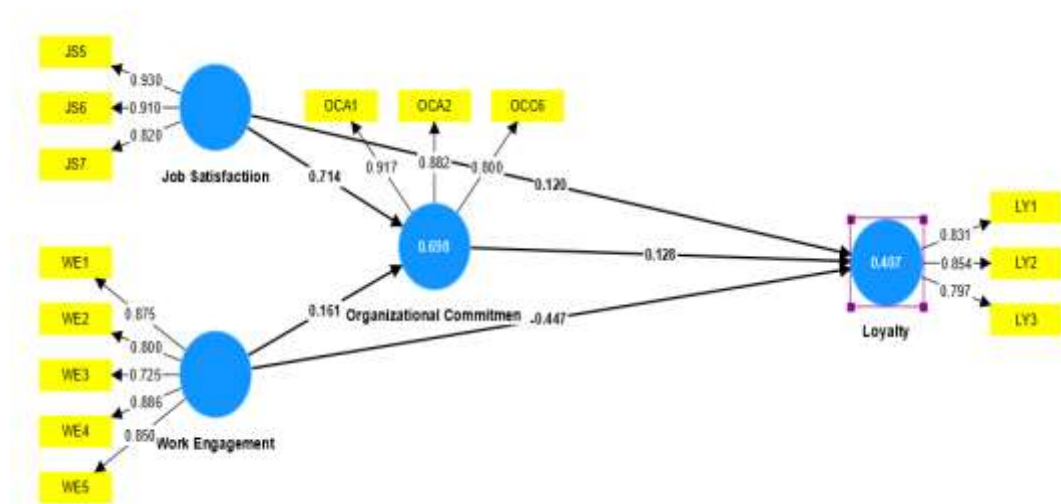
Table.4 Model Quality Assessment

HYPOTHES	Direct Effect	F2	R2	VIF	Q2
H1	JS → LY	0.007	0.407	1.439	0.480
H2	JS → OCA	0.845	0.698	1.439	0.698
H3	OCA → LY	0.008	0.645	1.439	0.549
H4	WE → LY	0.162		1.439	
H5	WE → OCA	0.043		1.439	

Source : Data Processed, 2023

Graphical output

Figure.1 construction of PLS modeling path diagram (outer Loading)



Source : Data Processed, 2023

The output of the path diagram construction with PLS modeling shows that an outer loading factor of more than 0.7 already has a good convergence. that. The coefficient path of Job Satisfaction to organizational commitment (0.714) is greater than that of Work Engagement to Organizational Commitment (0.161) and organizational commitment to loyalty (0.128). Job satisfaction with Loyalty 0.120 compared to Work Engagement to Loyalty 0.447. For the latent variable Job satisfaction, it can be seen in the indicator variable that the highest outer loading value is Job (JS.1), which is 0.930, and work engagement (WE.4) is 0.886. In the latent variable organizational Commitment on OCA.1, 0.917, while in the loyalty variable, the highest outer loading value is LY.2, namely, the effect of image0.854.

Conclusion

In conclusion, this study examines the direct and indirect effects of job satisfaction and organizational commitment on employee loyalty mediated by work engagement in the maritime tourism industry. Understanding these factors will contribute to a deeper understanding of employees' attitudes and behaviors in this sector.

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