

The Effect of Servant Leadership and Job Satisfaction on Organizational Commitment Mediated by Job Loyalty in Early Childhood Education

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Yeny Wijaya^{1,3}, Budi Wibawanta^{2,4}

^{1,2} Program Studi Teknologi Pendidikan Program Magister, Fakultas Ilmu Pendidikan, Universitas Pelita Harapan

³ yenywijaya@gmail.com

⁴ budi.eibawanta@uph.edu

ABSTRACT

This study aims to determine the influence of servant leadership on organizational commitment, job loyalty, job satisfaction on organizational commitment, job satisfaction on job loyalty, and organizational commitment to job loyalty. In addition, this study also examines the influence of servant leadership and job satisfaction on organizational commitment through job loyalty. The method used is a descriptive study with hypothesis testing using a causal design, analyzed through a Partial Least Square (PLS). The results showed that there was no significant influence between servant leadership and organizational commitment. However, there is a significant positive influence between servant leadership and work loyalty, where the higher the value of servant leadership, the higher the work loyalty, and vice versa. In addition, there is a significant positive influence between job satisfaction and organizational commitment, where the higher the job satisfaction score, the higher the organizational commitment, and vice versa. Significant positive influences were also found between job satisfaction and job loyalty, as well as between job loyalty and organizational commitment. Job satisfaction and servant leadership have a significant positive influence on organizational commitment through job loyalty, where job loyalty can be an intervening variable between job satisfaction and organizational commitment, as well as between servant leadership and organizational commitment.

Keywords: Servant Leadership, Job Satisfaction, Commitment, Loyalty.

INTRODUCTION

Early childhood education (ECED) plays a fundamental role in shaping a quality young generation, with ECED teachers serving as the main actors in achieving this goal. However, the reality on the ground shows that many early childhood teachers face challenges such as low financial compensation, heavy workloads, and unsupportive work environments (Stankovska, 2017). These conditions can reduce their motivation and job satisfaction, which in turn impacts their loyalty and commitment to the organization where they teach (Marinette Bahtilla, 2020). In this context, the application of servant leadership becomes very important, because servant leadership is able to create a more inclusive, supportive and empathy-based work environment (Djuraidi & Laily, 2020). Leaders who prioritize the interests of teachers will pay more attention to their welfare and professional development, thereby increasing motivation and emotional attachment to the institution (Budaya

Organisasi dan Kepemimpinan Kepala Sekolah terhadap Kompetensi dan Kinerja Guru pada Yayasan Perguruan Sultan Agung Pematangsiantar et al., 2020). In addition, job satisfaction is a crucial factor in building ECD teachers' organizational commitment (Al-Ghazali, 2020). Teachers who feel valued and satisfied with their jobs tend to be more dedicated and have a high work ethic, which contributes directly to the quality of education provided to children (Tannert & Gröschner, 2021). Therefore, understanding the role of servant leadership and job satisfaction in improving organizational commitment is urgent, especially in ensuring the sustainability and effectiveness of the early childhood education system.

In general, early childhood education (ECE) in Indonesia still faces various challenges that impact on the quality of education services. One of the main problems is the low welfare of ECE educators. Based on a report by the Indonesian Early Childhood Educators and Education Personnel Association, around 60-70% of ECE teachers in Indonesia receive salaries below the minimum wage (Hendrianto et al., 2022). In addition, more than 50% of ECE teachers still have honorary status without adequate benefits, and around 70% do not have educator certification according to national standards (Hoch et al., 2018). These conditions contribute to low motivation, high turnover rates and a lack of stability in the teaching workforce, which in turn impacts on the quality of early childhood education (Julia et al., 2020).

In Cikarang Selatan, the issue of ECE teacher welfare is increasingly complex with a lack of policy support in favor of educators. Data from the HIMECEI Cikarang Selatan Branch Management shows that more than 65% of ECE teachers in the region receive salaries that are insufficient to meet their basic needs, with most receiving no additional allowances (Huriah et al., 2021). This condition was exacerbated by the impact of the COVID-19 pandemic, which led to a reduction in the number of ECE institutions from 45 to 35 due to financial difficulties (Batac et al., 2021). As a result, many teachers continue to teach even with very little or no regular compensation. This situation not only reduces job satisfaction but also has the potential to weaken their loyalty and commitment to the organization where they teach. If not addressed immediately, the low organizational commitment and loyalty of ECE teachers could threaten the sustainability of early childhood education services in the region. Therefore, a comprehensive solution is needed, one of which is through the application of servant leadership that can improve teachers' psychological well-being and job satisfaction to strengthen their commitment and loyalty to ECE institutions.

To overcome the low commitment and loyalty of ECD teachers due to inadequate welfare, a comprehensive and research-based approach is needed. One solution that can be applied is to strengthen the servant leadership model, in which the leader of the school or ECE institution acts as a facilitator who supports, develops and prioritizes teacher welfare (King et al., 2016). Servant leadership has been shown to increase educators' job satisfaction, emotional attachment and intrinsic motivation, which in turn contributes to increased organizational commitment and teacher loyalty (Aboramadan et al., 2020; Eva et al., 2019). Leaders who apply this leadership style are not only oriented towards achieving institutional targets, but also focus on the needs, welfare and professional development of educators, thus creating a more conducive work environment.

In addition to servant leadership, increasing job satisfaction is also a key solution in strengthening organizational commitment (Labieq, 2019). Job satisfaction can be improved through various strategies, such as improving teachers' welfare through performance-based incentive policies, providing additional benefits, and providing continuous professional development opportunities. Studies show that job satisfaction has a positive correlation with

organizational commitment and employee loyalty, where teachers who feel valued and empowered tend to have higher dedication to the institutions they work for (Phuong & Vinh, 2020). Therefore, ECE institutions need to implement teacher welfare improvement programs that include both financial and non-financial aspects, such as professional training, mentoring, and a supportive work environment.

This research has significant *novelty* in three main aspects: variables, methods, and research context. First, in terms of variables, this study integrates job loyalty as a mediating variable between servant leadership and job satisfaction on organizational commitment. Most previous studies, such as those conducted by (Palta, 2019; Retno et al., 2020; Roza et al., 2021), only examine the direct relationship between servant leadership and organizational commitment, without considering loyalty as an intermediary factor that can strengthen the relationship. Loyalty is important because in working conditions with limitations such as those faced by ECE teachers, the loyalty factor plays an important role in maintaining their commitment to the organization despite facing compensation and work environment problems. Second, this study uses the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, which provides a more complex and accurate analysis of relationships compared to previous methods using ordinary regression. This method can identify direct and indirect effects between variables, as well as provide a more in-depth picture of the dynamics of the relationship between factors that influence organizational commitment. Third, in terms of context, this study focuses on ECE in South Cikarang, which faces unique socio-economic challenges, such as low compensation and unsupportive working conditions. This makes an important contribution in filling a gap in ECE-related literature, which generally focuses more on primary and secondary education. If these issues are not addressed, low teacher loyalty and commitment will have a direct impact on the quality of early childhood education, which in turn may hinder children's cognitive and social development during their crucial years.

The main objectives of this study are to analyze the effect of servant leadership on organizational commitment of ECE teachers, examine the effect of job satisfaction on organizational commitment, and explore the role of job loyalty as a mediating variable in the relationship between servant leadership and job satisfaction on organizational commitment. In addition, this study aims to provide recommendations based on empirical findings to improve the commitment and loyalty of ECE teachers, which in turn will have a positive impact on the quality of early childhood education.

METHOD

Research Design

This study uses a causal research design with a quantitative approach. The causal design aims to explain the causal relationship between independent and dependent variables in the study. The method used is explanatory research, which aims to test hypotheses and understand the effect of Servant Leadership and Job Satisfaction on Organizational Commitment and Job Loyalty of ECE teachers in South Cikarang. Quantitative analysis techniques are used to process and analyze data collected from respondents to test the relationship between variables.

Population and Sample

The population in this study were all ECE teachers in the South Cikarang area, Bekasi Regency, with a total of 168 people. Sampling was conducted using simple random sampling technique, which is a random sample selection so that each member of the population has the same opportunity to be selected. The number of samples determined in this study was 100 ECE teachers. This technique was chosen to ensure that the research results can accurately represent the entire population.

Data Collection Technique

The data collection technique in this study was carried out using a survey method using a questionnaire as a research instrument. The questionnaire consists of statements designed to measure the research variables, namely Servant Leadership, Job Satisfaction, Organizational Commitment, and Job Loyalty. This instrument uses a five-point Likert scale, with a score of 1 for "Strongly Disagree" to a score of 5 for "Strongly Agree". Before use, the questionnaire was tested for validity and reliability to ensure measurement accuracy and consistency. The questionnaire was distributed online through Google Forms, which allowed respondents to fill in flexibly. In addition, approaches and briefings were conducted via WhatsApp to increase the response rate. Respondents were given two weeks to complete and return the questionnaire, with periodic reminders for optimal participation.

Data Analysis Technique

Data analysis in this study was carried out using two techniques, namely descriptive statistics and inferential statistics. Descriptive statistics are used to provide an overview of the data, including the minimum, maximum, average (mean), and standard deviation values. While inferential statistics use the Partial Least Squares (PLS) method to analyze the relationship between variables. PLS analysis includes two main models, namely the outer model used to measure the validity and reliability of research indicators, and the inner model used to test the relationship between latent variables. Hypothesis testing is done by comparing the t-statistic value with the t-table and p-value with a significance level of 5%. If the t-statistic value is higher than the t-table and the p-value < 0.05 , then the research hypothesis is accepted. With this approach, the research can produce valid conclusions and can be used to understand the factors that influence ECE teachers' commitment and loyalty.

DISCUSSION

Result

Respondent Characteristic

In this study, researchers collected data on the age of respondents with information in table 1.

Table. 1
Respondent Characteristic

Category	Total	Percentage
Age		
20 - 30 Years	35	35%
31 - 40 Years	24	24%
41 - 50 Years	32	32%

51 - 60 Years	9	9%
Gender		
Male	17	17%
Female	83	83%
Marital Status		
Unmarried	25	25%
Marry	73	73%
Widower / Widow	2	2%
Last Education		
Senior High School	1	1%
Junior High School	40	40%
Diploma (1/2/3/BA)	13	13%
S1 / S2 / S3	46	46%

Based on the respondents' demographic data, the age distribution shows that the majority of ECE teachers in Cikarang Selatan are aged 20-30 years (35%), followed by 41-50 years (32%), 31-40 years (24%), and 51-60 years (9%). In terms of gender, the profession is dominated by women (83%), while men (17%). In terms of marital status, most respondents were married (73%), while 25% were unmarried and 2% were widows or widowers. In terms of final education, the majority have S1/S2/S3 degrees (46%), followed by high school graduates (40%), diplomas (13%), and junior high school graduates (1%). This data reflects the characteristics of ECE educators in Cikarang Selatan, which are dominated by women with relatively high levels of education.

Partial Least Square (PLS) Model Scheme

The following figure illustrates the process of integrating all SEM components into a comprehensive model, namely the measurement model and structural model. This model is represented in a path diagram to facilitate the identification of the causal relationship being tested:

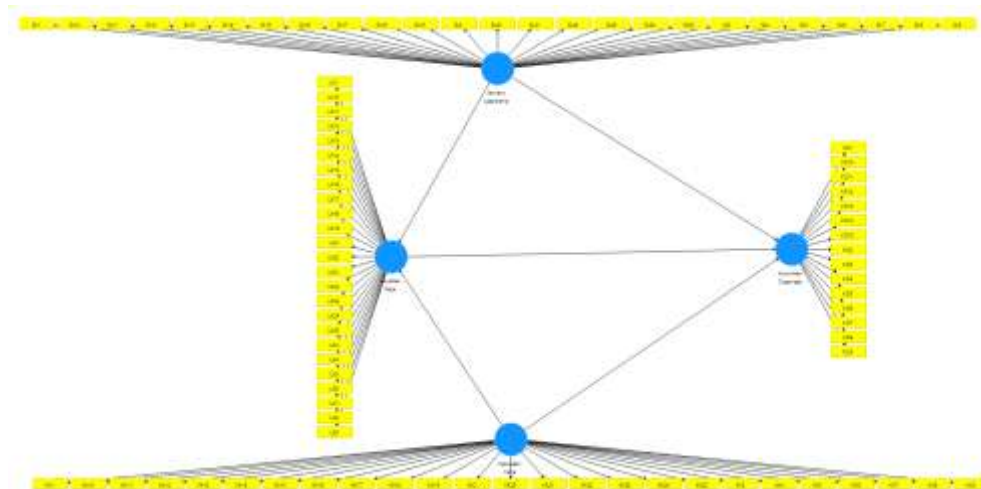


Figure 1
Partial Least Square (PLS) Model Scheme - Initial Data

Indicator Validity Test

Table 2.
Indicator Validity Test

Item	Job Satisfaction	Organizational Commitment	Job Loyalty	Servant leadership
KK1	0.726			
KK10	0.765			
KK11	0.704			
KK12	0.757			
KK13	0.728			
KK14	0.735			
KK15	0.737			
KK16	0.725			
KK17	0.733			
KK18	0.715			
KK19	0.740			
KK2	0.722			
KK20	0.732			
KK21	0.754			
KK22	0.719			
KK23	0.717			
KK24	0.764			
KK25	0.716			
KK3	0.720			
KK4	0.716			
KK5	0.725			
KK6	0.716			
KK7	0.740			
KK8	0.726			
KK9	0.743			
KO1		0.756		
KO10		0.799		
KO11		0.763		
KO12		0.783		
KO13		0.758		
KO14		0.760		
KO15		0.752		
KO2		0.742		
KO3		0.753		
KO4		0.739		
KO5		0.749		
KO6		0.738		
KO7		0.726		
KO8		0.734		
KO9		0.721		
LK1			0.731	
LK10			0.774	
LK11			0.728	
LK12			0.733	
LK13			0.747	
LK14			0.750	

Item	Job Satisfaction	Organizational Commitment	Job Loyalty	Servant leadership
LK15			0.752	
LK16			0.774	
LK17			0.735	
LK18			0.751	
LK19			0.731	
LK2			0.704	
LK20			0.733	
LK21			0.719	
LK22			0.721	
LK23			0.722	
LK24			0.739	
LK25			0.727	
LK3			0.733	
LK4			0.749	
LK5			0.732	
LK6			0.714	
LK7			0.721	
LK8			0.725	
LK9			0.726	
SL1				0.783
SL10				0.739
SL11				0.760
SL12				0.752
SL13				0.769
SL14				0.764
SL15				0.737
SL16				0.729
SL17				0.746
SL18				0.705
SL19				0.713
SL2				0.785
SL20				0.751
SL21				0.737
SL22				0.746
SL23				0.737
SL24				0.755
SL25				0.721
SL3				0.754
SL4				0.782
SL5				0.757
SL6				0.703
SL7				0.752
SL8				0.771
SL9				SS

The table above shows that all 90 indicators included in this study have an outer loading value > 0.7 with values ranging from 0.703 to 0.799. This shows that all 90 indicators

have a strong correlation with their construction, or all indicators meet the requirements of indicator validity.

Internal Reliability Test

The Composite Reliability value is calculated to test the reliability value of indicators on a variable as part of the reliability testing process. In addition, the Cronbach alpha value can be used to strengthen the reliability test. A variable is said to meet Cronbach's alpha if the value is > 0.7 and meets Composite Reliability if the value is > 0.6 (Ghozali, 2018).

Table 3.
Internal Reliability Test

Variables	Cronbach's Alpha	Composite Reliability	Description
Job Satisfaction	0.964	0.966	Reliable
Organizational Commitment	0.945	0.951	Reliable
Job Loyalty	0.965	0.967	Reliable
Servant Leadership	0.967	0.969	Reliable

It can be seen from table 3 above that all research variables have composite reliability values better than 0.6 with values ranging from 0.951 to 0.969, and all variables have Cronbach's alpha values greater than 0.7 with values ranging from 0.945 to 0.967. Based on these findings, it can be said that each variable in the study meets the requirements and has a high level of reliability. In addition, the average value of the variance extracted (AVE) of each variable was used; a viable model requires an AVE value of more than 0.5.

Table 4.
AVE Value

Variables	Average Variance Extracted (AVE)	Description
Job Satisfaction	0.535	Reliable
Organizational Commitment	0.565	Reliable
Job Loyalty	0.540	Reliable
Servant Leadership	0.559	Reliable

It can be seen from the following table that all variables have an AVE value of more than 0.5 with values ranging from 0.535 to 0.565. As a result, each variable has strong convergent validity.

Discriminant Validity Test

An indicator is considered to meet discriminant validity if the square root of the AVE on that variable is greater than the variable's correlation with other variables, or if the cross-loading value between the indicator and the latent variable is greater than that of other variables. This is explained by the discriminant validity test which is carried out based on the AVE value obtained.

Table 5.
Discriminate Validity Test

Item	Job Satisfaction	Organizational Commitment	Job Loyalty	Servant Leadership
KK1	0.726	0.515	0.493	0.554
KK10	0.765	0.566	0.624	0.605
KK11	0.704	0.487	0.458	0.514

Item	Job Satisfaction	Organizational Commitment	Job Loyalty	Servant Leadership
KK12	0.757	0.633	0.489	0.623
KK13	0.728	0.499	0.490	0.559
KK14	0.735	0.563	0.546	0.573
KK15	0.737	0.628	0.549	0.542
KK16	0.725	0.521	0.545	0.593
KK17	0.733	0.520	0.567	0.558
KK18	0.715	0.476	0.526	0.471
KK19	0.740	0.632	0.601	0.493
KK2	0.722	0.529	0.509	0.572
KK20	0.732	0.412	0.422	0.466
KK21	0.754	0.490	0.493	0.439
KK22	0.719	0.461	0.488	0.475
KK23	0.717	0.472	0.461	0.511
KK24	0.764	0.515	0.506	0.563
KK25	0.716	0.446	0.422	0.453
KK3	0.720	0.531	0.527	0.552
KK4	0.716	0.589	0.542	0.523
KK5	0.725	0.542	0.483	0.522
KK6	0.716	0.484	0.481	0.566
KK7	0.740	0.566	0.550	0.589
KK8	0.726	0.582	0.546	0.553
KK9	0.743	0.532	0.540	0.504
KO1	0.552	0.756	0.474	0.454
KO10	0.552	0.799	0.486	0.507
KO11	0.464	0.763	0.494	0.441
KO12	0.548	0.783	0.512	0.460
KO13	0.569	0.758	0.602	0.540
KO14	0.568	0.760	0.589	0.518
KO15	0.628	0.752	0.597	0.537
KO2	0.526	0.742	0.567	0.549
KO3	0.602	0.753	0.518	0.604
KO4	0.554	0.739	0.607	0.490
KO5	0.549	0.749	0.448	0.432
KO6	0.573	0.738	0.539	0.592
KO7	0.438	0.726	0.524	0.385
KO8	0.513	0.734	0.503	0.481
KO9	0.524	0.721	0.430	0.509
LK1	0.447	0.489	0.731	0.468
LK10	0.561	0.529	0.774	0.573
LK11	0.607	0.612	0.728	0.544
LK12	0.519	0.552	0.733	0.664
LK13	0.515	0.522	0.747	0.679
LK14	0.535	0.557	0.750	0.521
LK15	0.549	0.595	0.752	0.523
LK16	0.470	0.488	0.774	0.471
LK17	0.555	0.529	0.735	0.597
LK18	0.615	0.583	0.751	0.712
LK19	0.550	0.542	0.731	0.613
LK2	0.384	0.424	0.704	0.455

Item	Job Satisfaction	Organizational Commitment	Job Loyalty	Servant Leadership
LK20	0.538	0.464	0.733	0.561
LK21	0.501	0.485	0.719	0.521
LK22	0.451	0.471	0.721	0.500
LK23	0.439	0.374	0.722	0.498
LK24	0.463	0.392	0.739	0.579
LK25	0.553	0.421	0.727	0.552
LK3	0.476	0.510	0.733	0.538
LK4	0.542	0.557	0.749	0.505
LK5	0.610	0.609	0.732	0.627
LK6	0.403	0.396	0.714	0.454
LK7	0.550	0.583	0.721	0.544
LK8	0.551	0.529	0.725	0.546
LK9	0.498	0.566	0.726	0.585
SL1	0.512	0.383	0.579	0.783
SL10	0.541	0.454	0.557	0.739
SL11	0.496	0.520	0.582	0.760
SL12	0.592	0.567	0.586	0.752
SL13	0.576	0.446	0.542	0.769
SL14	0.587	0.498	0.552	0.764
SL15	0.575	0.517	0.616	0.737
SL16	0.622	0.570	0.549	0.729
SL17	0.577	0.497	0.562	0.746
SL18	0.552	0.563	0.528	0.705
SL19	0.537	0.513	0.504	0.713
SL2	0.520	0.413	0.652	0.785
SL20	0.574	0.493	0.560	0.751
SL21	0.547	0.588	0.595	0.737
SL22	0.552	0.514	0.633	0.746
SL23	0.452	0.504	0.520	0.737
SL24	0.519	0.478	0.525	0.755
SL25	0.503	0.405	0.512	0.721
SL3	0.586	0.525	0.640	0.754
SL4	0.610	0.494	0.582	0.782
SL5	0.544	0.480	0.541	0.757
SL6	0.511	0.534	0.545	0.703
SL7	0.571	0.485	0.536	0.752
SL8	0.514	0.506	0.598	0.771
SL9	0.529	0.500	0.557	0.728

Based on the table, judging from the value of other variables whose cross-loading values are more than 0.7, which ranges from 0.703 to 0.799, it can be seen from the table above that the bolded cross loading value has the highest value for the variable it creates. Thus, it can be said that all indicators meet the requirements and are suitable for additional examination.

Inner Model Evaluation

Evaluation of the Coefficient of Determination (R²) is used to show how much effect or influence the independent variable has on the dependent variable.

Table 6.
Coefficient of Determination (R²)

Variables	R Square	R Square Adjusted
Organizational Commitment	0.607	0.594
Job Loyalty	0.626	0.619

Based on the table above, in this study there are 1 intervening variable, namely the Work Loyalty variable, and 1 dependent variable, namely the Organizational Commitment variable.

Direct Effect

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value where the research hypothesis can be declared accepted if the T-Statistics value > T table.

Table 7
Hypothesis Test of Direct Effect

Path	Coefficient	T Statistics	P Values	Description
Job Satisfaction -> Organizational Commitment	0.409	3.639	0.000	Significant
Job Satisfaction -> Job Loyalty	0.327	2.905	0.004	Significant
Job Loyalty -> Organizational Commitment	0.316	2.599	0.010	Significant
Servant Leadership -> Organizational Commitment	0.128	1.228	0.220	Not Significant
Servant Leadership -> Job Loyalty	0.520	5.144	0.000	Significant

The results of the analysis show that job satisfaction has a significant effect on organizational commitment ($\beta = 0.409$; $p < 0.05$) and organizational loyalty ($\beta = 0.327$; $p < 0.05$), so that the higher the job satisfaction, the higher the commitment and loyalty of ECE teachers. In addition, organizational loyalty also has a positive effect on organizational commitment ($\beta = 0.316$; $p < 0.05$), indicating that more loyal teachers tend to have higher commitment. On the other hand, servant leadership has no significant effect on organizational commitment ($\beta = 0.128$; $p > 0.05$), indicating that servant leadership does not directly increase teacher commitment. However, servant leadership has a significant effect on organizational loyalty ($\beta = 0.520$; $p < 0.05$), indicating that this leadership style can increase teacher loyalty to the organization. Thus, job satisfaction and organizational loyalty factors are more dominant in building commitment, while servant leadership plays a greater role in increasing teacher loyalty.

Discussion

The influence between servant leadership on organizational commitment

The results showed that servant leadership does not have a significant influence on organizational commitment, with a path coefficient value of 0.128, T-Statistics (1.228) smaller than T table (1.984), and P-value (0.220) greater than 0.05. This suggests that although servant leadership style is considered important in organizations, in the context of

this study, no significant direct relationship was found to the organizational commitment of ECE teachers. Possibly, organizational commitment is more influenced by other factors such as job satisfaction, organizational culture, or institutional policies. This result can be explained by considering that organizational commitment is often influenced by intrinsic factors such as job satisfaction, individual values, and perceived job stability, rather than leadership style alone. According to Barza & Galanakis, (2022) in organizational commitment theory, commitment consists of three main components: affective, normative, and continuance. Servant leadership can indeed increase engagement and loyalty, but it may not necessarily directly contribute to organizational commitment if individuals feel that other factors such as well-being, rewards, or career security have not been met. Previous studies have also shown that the effect of servant leadership on organizational commitment can be indirect, through the mediation of other factors such as job satisfaction or trust in the leader (Howladar & Rahman, 2021; Lapointe & Vandenberghe, 2018; Ludin & Mukti, 2023). Therefore, although servant leadership is a leadership style that supports individual development in organizations, its impact on organizational commitment may vary depending on the context and other moderating factors.

The influence between servant leadership on job loyalty

The results showed that servant leadership has a positive and significant influence on work loyalty, with a path coefficient value of 0.520, a T-Statistics value (5.144) greater than the T table (1.984), and a P-value (0.000) that is smaller than 0.05. This shows that the higher the application of servant leadership in an organization, the higher the level of employee work loyalty. Servant leadership focuses on employee well-being, encourages engagement, and provides support and development for individuals in the organization. When employees feel care and support from leaders, they tend to be more loyal and committed to the organization. This finding is in line with Mubin et al., (2022) which states that servant leadership creates a work environment that values employee engagement and well-being, which ultimately increases their loyalty. In addition, previous research by Yagil & Oren, (2021) found that servant leadership has a positive relationship with employee loyalty because leaders who put the interests of subordinates first create a sense of trust and emotional attachment to the organization. Factors such as open communication, employee empowerment, and leader concern for individual needs also contribute to increased job loyalty. Therefore, organizations are advised to develop a service-oriented leadership style, build trust-based relationships, and create a work culture that values employees' contributions and well-being to maintain their loyalty.

The effect of job satisfaction on organizational commitment

The results showed that job satisfaction has a significant positive effect on organizational commitment, with a path coefficient value of 0.409, a T-Statistics value (3.639) greater than the T table (1.984), and a P-value (0.000) that is smaller than 0.05. This shows that the higher a person's job satisfaction, the greater their commitment to the organization. Job satisfaction reflects positive feelings towards work, including aspects such as well-being, rewards, and a supportive work environment. When individuals are satisfied with their jobs, they tend to be more loyal and committed to the organizations they work for. This finding is in line with Setiawan et al., (2023), which states that a person's affective commitment to the organization increases when individuals feel satisfied with their work. In addition, previous research by Vickovic & Morrow, (2020) found that job satisfaction is one of the main predictors of organizational commitment, as individuals who feel valued and

comfortable at work are more likely to have an emotional attachment to the organization. Factors such as positive relationships with co-workers, role clarity, and a balance between work demands and rewards also contribute to increased organizational commitment. Thus, the results of this study confirm that job satisfaction is an important factor in building organizational commitment. Therefore, organizations should strive to improve employee well-being, create a positive work environment, and provide appropriate rewards and recognition to maintain high levels of commitment.

The influence between job satisfaction on job loyalty.

The results showed that job satisfaction has a positive and significant influence on job loyalty, with a path coefficient value of 0.327, T-Statistics (2.905) greater than T table (1.984), and P-value (0.004) which is smaller than 0.05. This means that the higher the level of employee job satisfaction, the greater their loyalty to the organization. Employees who feel satisfied with their jobs, both in terms of work environment, compensation, and relationships with colleagues and superiors, tend to have a stronger emotional attachment to the organization and are more motivated to stay. This finding is supported by Herzberg's Two-Factor Theory (in Lee et al., 2022), which states that high job satisfaction, especially those influenced by motivators such as achievement, recognition, and career growth, can increase employee loyalty. Research by Thant & Chang, (2021) also shows that employees who feel satisfied with their jobs will have a higher affective commitment to the organization, which in turn increases job loyalty. Thus, organizations that want to maintain employee loyalty should pay attention to factors that increase job satisfaction, such as a conducive work environment, career development opportunities, and work-life balance.

The influence between organizational commitment on job loyalty

Based on the results of the study, organizational commitment has a positive influence on job loyalty with a path coefficient value of 0.316, T-Statistics (2.599) greater than T table (1.984), and P-value (0.010) smaller than 0.05. This means that the higher the level of organizational commitment of employees, the higher their loyalty to the organization. Employees who have a high commitment to the organization tend to show greater loyalty and involvement in achieving company goals, so they are less likely to leave the organization. This result is in line with Zhang et al., (2020), which divides organizational commitment into three types: affective commitment (emotional), continuous commitment (obligation), and normative commitment (moral). Affective commitment is a major factor in increasing job loyalty because employees feel emotionally attached to the organization. Research conducted by Rahayu & Dahlia, (2023) also supports that employees with high commitment tend to be more productive and loyal to the organization in the long run. Therefore, companies need to strengthen employees' organizational commitment through effective communication, supportive leadership, and the development of an inclusive organizational culture.

The influence between servant leadership and job satisfaction on organizational commitment through job loyalty

The results showed that job loyalty has a mediating role in the relationship between servant leadership and job satisfaction to organizational commitment. The path coefficient value between servant leadership on organizational commitment through job loyalty is 0.103 with T-Statistics (2.056) greater than T table (1.984) and P-value (0.040) smaller than 0.05. In addition, the path coefficient value between job satisfaction and organizational commitment

through job loyalty is 0.164 with T-Statistics (2.173) greater than T table (1.984) and P-value (0.030) smaller than 0.05. This shows that job loyalty has a role as a mediator in increasing organizational commitment based on servant leadership and job satisfaction. This research is in line with the social exchange theory proposed by Chernyak-Hai & Rabenu, (2018), which explains that mutually beneficial relationships between leaders and employees will create higher loyalty and commitment. When leaders show servant leadership attitudes, such as providing support, guiding, and prioritizing employee needs, employee loyalty will increase and ultimately strengthen their commitment to the organization. Research from Tupti et al., (2022) also revealed that servant leadership creates working relationships based on trust and recognition, which contribute to job satisfaction, loyalty, and organizational commitment.

CONCLUSION

Based on the results of the study, it can be concluded that job satisfaction has a significant positive effect on job loyalty, which means that employees who are satisfied with their jobs tend to be more loyal and committed to the organization. In addition, organizational commitment also shows a positive influence on job loyalty, so employees who have high commitment will be more loyal to the organization. Although servant leadership has a positive effect on job loyalty, its effect on organizational commitment is not significant. On the other hand, job loyalty acts as a significant mediator in the relationship between job satisfaction and organizational commitment. Thus, to increase employee commitment and loyalty, organizations need to focus on increasing job satisfaction and organizational commitment through strengthening communication, inclusive culture, and career development. In addition, implementing servant leadership that prioritizes listening to and empowering employees will strengthen their loyalty.

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