

## **DETERMINATION OF INTRINSIC MOTIVATION, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL COMMUNICATION TOWARDS WORK LOYALTY WITH WORK SATISFACTION AS AN INTERVENING VARIABLE**

Deska Astri Andriani<sup>1</sup>, Chablullah Wibisono<sup>2\*</sup>, Bambang Satriawan<sup>3</sup>, Nyoman Rasmien Adi<sup>4</sup>

**Abstract:** *Based on the background of the problems that occurred at PT. Bank Permata Batam, then researched to analyze the determination of intrinsic Motivation, Organizational Culture, and organization Communication on work loyalty through job satisfaction at PT. Bank Permata Batam. This study consists of three independent variables: intrinsic Motivation, Organizational Culture, and Organizational Communication, and work Loyalty as the dependent and intervening variables of job satisfaction. The research method used is descriptive quantitative, which explains the work motivation's work motivation, the organizational culture of work loyalty, and job satisfaction at PT. Bank Permata Batam by collecting data and testing hypotheses and providing conclusions from research results using a questionnaire. Data collection techniques for distributing questionnaires, data analysis techniques using simple regression. Respondents in this study respondents were employees of PT. Bank Permata Batam, totaling 161 people, then analyzed independent variables, mediator variables, and dependent variables using the SEM test using AMOS version 24.0. In contrast, changes in Work Loyalty are influenced by Intrinsic Motivation, Organizational Culture, and Organizational Communication by 44.6%. All populations were sampled using the census method. Validity and reliability were tested using the SPSS version, then analysis of independent variables, mediator variables, and dependent variables using the SEM test using AMOS version 24.0. From the results of research, changes in Job Satisfaction are influenced by Intrinsic Motivation, Organizational Culture, and Organizational Communication by 45.5%. In contrast, changes in Work Loyalty are influenced by Intrinsic Motivation, Organizational Culture, and Organizational Communication by 44.6%.*

**Keywords:** *Intrinsic Motivation, Organizational Culture, Organizational Communication, Job Satisfaction, Work Loyalty.*

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### **I. PRELIMINARY**

#### **a. Background**

Business competition in the banking sector is increasingly sharp. Bank management must be proactive and able to provide satisfactory services to its customers to survive and develop, the way is to understand customer perceptions about bank services and implement them according to what customers want. Every organization needs resources to achieve the stated effort. Human resources are one important factor that continues to be discussed. Therefore, a better shot is required to improve the development of people as workers. The

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<sup>1</sup> Deska Astri Andriani, Postgraduate Program, Faculty of Economics, Batam University, Riau Islands, Indonesia. Email: deska.astri91@yahoo.com

<sup>2</sup> Chablullah Wibisono, Postgraduate Program, Faculty of Economics, Batam University, Riau Islands, Indonesia. Email: cheblullah.wibisono69@gmail.com

<sup>3</sup> Bambang Satriawan, Postgraduate Program, Faculty of Economics, Batam University, Riau Islands, Indonesia. Email: bank.str74@gmail.com

<sup>4</sup> Nyoman Rasmien Adi, PPS Undiknas University, Denpasar, Bali, Indonesia. Email: rasmienadi1958@gmail.com

\*Correspondence Email: [cheblullah.wibisono69@gmail.com](mailto:cheblullah.wibisono69@gmail.com)

main requirement for an organization is the existence of competent human resources. Skilled human resources can make an organization able to compete with other companies. In addition to qualified employees, the company also needs employees who have high Loyalty. The organization must be able to manage and utilize it so that the potential of the existing human resources in the organization can be developed. Arrangements or management can start from developing an integration to regulations relating to the implementation of work culture in every company's function and position. Motivation, Organizational Culture, and Organizational Communication will eventually produce good job loyalists. However, if employees in the company do not get the right arrangement, it affects job satisfaction, which results in reduced employee performance loyalty. As a result, they tend to behave negatively at work. Every organization or company has its own organizational culture. Culture is taken over, owned, and so on by company members as one of the strategies that will influence the course of the company's business work. Motivation is one of the factors that drive a person to do certain activities. Motivation is often interpreted also as a factor driving a person's behavior. The driving factor for someone to carry out specific actions, in general, is the person's needs and desires. A person's needs and wants are different from the needs and desires of others. Different needs and desires occur because of the mental processes that have taken place in a person. The spiritual process is the formation of the perception of the person concerned, and the process of forming self-perception is a process of learning someone from everything that is seen and experienced from the surrounding environment.

The problem of intrinsic Motivation can also cause problems; for example, there are still employees who are less motivated in terms of personal development and achievement. There is also the problem of job satisfaction; there are still complaints submitted related to work density at the same time; there are also those who feel that the level of benefits is lacking.

A strong organizational culture is the most influential spirit generator in determining behavior because it can help employees do their jobs better. Cultural values can be translated as business philosophy, underlying assumptions, company or organizational slogans or motto, general goals of the organization and principles it explains the business. If shared and implemented simultaneously by leaders and members of the organization, these values can strengthen the culture of the organization.

In carrying out work, employees are not free from communication with colleagues, superiors, and subordinates. Excellent communication can be the right target in carrying out employee performance. Through communication, also employees can work together.

One of the banking companies in the Riau Islands province, especially in Batam, is the Permata bank. As a private national banking company, Bank Permata has opened several branches in the city of Batam, namely: Bank Permata Lubuk Baja, Bank Permata Windsor, Bank Permata Bengkong Laut, Bank Permata Fanindo. Competitive resources are resources that can compete healthily and respond wisely to new developments.

### **b. Formulation of the problem**

Based on the above background, the formulation of the problem in this study are as follows:

- a. Is Intrinsic Motivation determined in Job Satisfaction?
- b. Does Organizational Culture determine Job Satisfaction?
- c. Does Organizational Communication determine Job Satisfaction?
- d. Does Intrinsic Motivation determine Work Loyalty?
- e. Does Organizational Culture determine Work Loyalty?
- f. Does Organizational Communication determine Work Loyalty?
- g. Does Job Satisfaction determine Work Loyalty?

## **II. LITERATURE REVIEW**

### **a) Intrinsic Motivation Theory**

According to Hamali (2016: 130) defines Motivation as the desires and energy of a person who is expected to achieve a goal. Motivation refers to the fact that individuals can and are often motivated to behave not in the presence of external forces or forces, but because the behavior itself is enough to satisfy the individual. Motivation itself arises when there is a gap between what he already knows and what he doesn't know yet. For humans, intrinsic Motivation is not just a form of Motivation or activity carried out because of their will. Still, inherent Motivation is inherent and essential to humans. From birth, humans are active,

curious, suspicious individuals and show that wherever they are ready to learn, and c. Motivation theory tries to explain how humans and how humans can achieve something, namely:

- 1) Need Theory: Needs can be defined as gaps or disagreements experienced between reality and the impulses that are in them. Employees who are not met their requirements will show disappointing behavior; on the contrary, if employees are met, employees will show happy behavior as an expression of satisfaction. Needs are fundamental behaviors that underlie employees. A company leader will not understand employee behavior without understanding his needs.
- 2) REG (Existence, Relationship, Growth): Clayton Alderfer Theory REG theory is a reflection of the names of three basic needs, namely: (a) The need for existence. These needs are related to the physical and employee presence, such as food, drink, clothing, breathing, salary, the security of working conditions, and benefits. (B) Relationship needs. Interpersonal needs, namely satisfaction in interacting in the work environment. (c) Growth needs. The need to develop and improve personally. This relates to the abilities and abilities of employees.
- 3) Instinct Theory: The Theory of instinctual Motivation arises based on Charles Darwin's Theory of evolution. Darwin argued that intelligent action is a reflection and inherited instinct. Therefore, not all behaviors can be planned and are controlled by the mind. Furthermore, William James et al. developed the Theory of abilities from Darwin and made instincts essential concepts in psychology. Freud's theory places motivation for aggressive problems. McDougall compiled a list of instincts related to all behavior: flying, disgust, curiosity, fighting habits, low self-esteem, self-expression, birth, reproduction, hunger, group, greed, and constructive.
- 4) Drive Theory: The concept of drive becomes a well-known concept in the field of Motivation, the idea as the energy that drives organizations to take action. The word drive is explained as a motivational aspect of an unbalanced body. Motivation is defined as a drive that arises to emerge from an imbalance of pressure. Clark L. Hull (in Hamali: 2014) argues that learning occurs as a result of reinforcement. The assumption is that all prizes (prizes) are ultimately based on reduction and balance (homeostatic divers). Hull's Theory is mathematically formulated, which is the relationship between drive and the power of habit.

- 5) **Field Theory:** Field theory is a concept from Kurt Lewin. This Theory is a cognitive approach to studying behavior and Motivation. Field theory focuses more on the real thinking of an employee than on instincts or habits. Kurt Lewin argues that behavior is a function of the field at certain times. Kurt Lewin believes in the Gestalt psychologist's opinion, who argues that behavior is a function of employees and their environment.

### **b) Theory of Organizational Culture**

Organizational Culture is defined as a cognitive framework that includes attitudes, values, norms, and shared awards held by members of the organization. Organizational Culture or company culture is often interpreted as values. These symbols are understood and adhered to together, owned by an organization so that members of the organization feel one family and create conditions that make members of the organization feel different from other organizations. According to G Graham in Siswadi (2012: 71), organizational culture is the norm, beliefs, attitudes, and organizational philosophy. Culture is a unique system of values, beliefs, and norms shared by members of an organization. Culture is also an important cause of the effectiveness of the organization itself. In addition to the above understanding of Robbins in Sembiring (2012: 41) furthermore, it provides an understanding of the organizational culture that organizational culture refers to the system of shared meanings possessed by members, which distinguishes the organization from other organizations. Thus, it can be concluded that organizational culture is a pattern of trust and organizational values inspired by all members to work as an appropriate way to understand, think and feel about related problems so that it will become a value or rule in the organization.

### **c) Organizational Communication Theory**

Organizational Communication can be defined as displaying and interpreting messages between communication units that are part of a particular organization. An organization consists of communication units in a hierarchical relationship between one another and functions in one environment. Communication is the process of creating and finding messages in network relationships that are interdependent with each other to overcome uncertain or ever-changing environments. According to Pace and Faules (2015: 31) states that: Organizational Communication is defined as the display and interpretation of messages between communication units that are part of an organization. An organization

consists of communication units in a hierarchical relationship between one another and functions in an environment.

#### **d) Job Satisfaction Theory**

According to Edy Sutrisno (2014: 73), job satisfaction is a problem that is quite interesting and important because it has proven to be very beneficial for the interests of individuals, industry, and society. For individuals, research on the causes and sources of job satisfaction enables efforts to increase their happiness. For industry, research on job satisfaction is carried out to increase production and influence costs by improving employees' attitudes and behavior. Furthermore, the public will enjoy the maximum capacity output from industry and increase human value in the work context. Richard, Robert, and Gordon (2012: 312-337) assert that job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or education opportunities, supervision, work colleagues, workload, and others. He stated that job satisfaction is related to one's attitude about work, and several practical reasons make job satisfaction an important concept for leaders. Research shows satisfied workers are more likely to continue working for the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles and helps reduce the workload and stress levels of members in the organization. Dissatisfied workers tend to oppose their relationship with Leadership and engage in counterproductive behavior. Wilson Bangun (2012: 327) states that with job satisfaction, an employee can feel whether the work is fun or unpleasant.

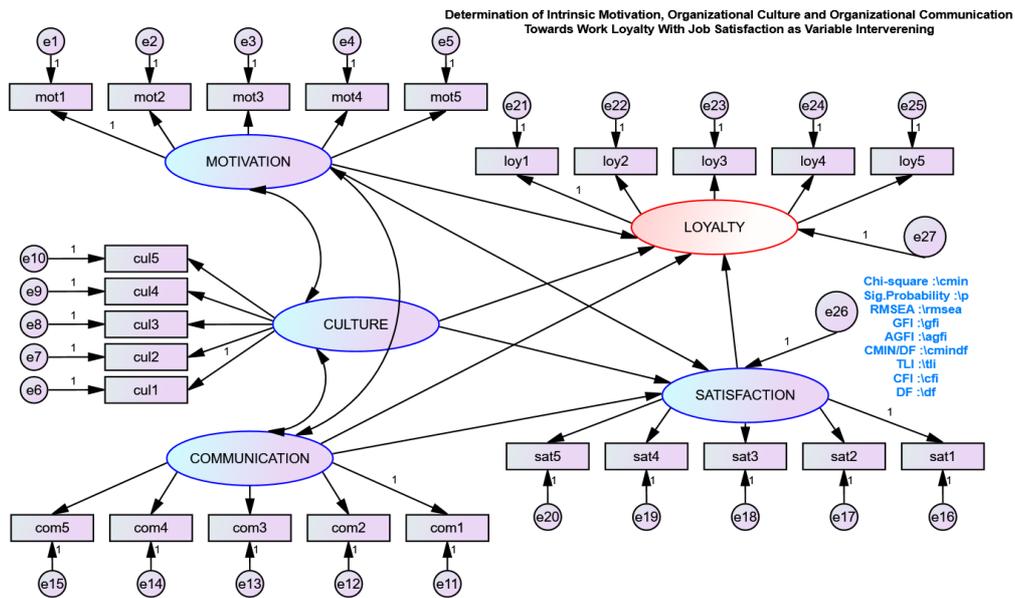
A variety of people's attitudes towards their work reflect unpleasant experiences in their work that reflect their experiences and hopes for future experiences. The job is satisfying for the leader. Conversely, dissatisfaction will be obtained if a job does not make it fun to do. Job satisfaction, according to Dadang (2013: 15), is a pleasant or unpleasant emotional state at work, job satisfaction reflects a person's feelings towards his work. Edy Sutrisno (2014: 75) argues that job satisfaction is a pleasant or unpleasant emotional state for employees to see. Job satisfaction reflects one's feelings about their work. According to Siagian (2013: 295), job satisfaction is a perspective both positive and negative about their work. Job satisfaction is an affective or emotional response to various aspects or aspects of one's work, so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of work and not satisfied with one or more other aspects. Job satisfaction is a positive attitude towards workforce employment, which arises based on an assessment of the

work situation. Assessment can be done on one job; the assessment is done as respect in achieving one important value in work. Satisfied employees prefer to work situations rather than dislike them. Feelings related to job satisfaction and dissatisfaction tend to reflect the workforce's assessment of work experience in the present and past rather than future expectations. So, it can be concluded that there are two important elements of job satisfaction: the value of work and basic needs. Overall job satisfaction for each individual is the amount of job satisfaction multiplied by the level of importance of the work aspect for the individual. An individual will feel satisfied or dissatisfied with his work is something personal, which depends on how he views the suitability or conflict between his desires with the results obtained. Overall job satisfaction for each individual is the amount of job satisfaction multiplied by the level of importance of the work aspect for the individual. An individual will feel satisfied or dissatisfied with his work is something personal, which depends on how he views the suitability or conflict between his desires with the results obtained. Overall job satisfaction for each individual is the amount of job satisfaction multiplied by the level of importance of the work aspect for the individual. An individual will feel satisfied or dissatisfied with his work is something personal, which depends on how he views the suitability or conflict between his desires with the results obtained.

#### **e) Theory of Work Loyalty**

Nitisemito (2012: 08) states that Loyalty to the conditions that exist in an employee or employees who have a great responsibility for the company where the employee works. Every company wants the creation of Loyalty that occurs in every employee. This is caused by the company and employees having a very close relationship that results in Loyalty. Jusuf (2010) explains the factors that influence one's Loyalty, namely: (1) Rational Factors. Regarding things that can be explained logically, such as salary, bonuses, career paths, and facilities provided by the company to employees. (2) Emotional Factors. Regarding feelings of self-expression such as challenging work, a supportive work environment, feeling safe because the company is a long-term workplace, a charismatic leader, a fine job, and an award was given. (3) Personality Factors. Regarding nature, character, temperament possessed by employees.

### f) Framework for Thinking



Picture 1

### g) Hypothesis

Conditional statements (provisional) which are allegations or conjectures about what researchers observe to understand them. The thesis must show a clear structure so that it is easy to find the type of the variable and the direction of the relationship between variables, whether positive or negative, a temporary answer to the research problem, as follows:

1. Intrinsic Motivation determines job satisfaction.
2. Organizational Culture determines Job Satisfaction.
3. Organizational Communication influences Job Satisfaction.
4. Intrinsic Motivation determines Work Loyalty.
5. Organizational culture defines Work Loyalty
6. Corporate communication determines Work Loyalty.
7. Job Satisfaction directly determines Work Loyalty.

### **III. RESEARCH METHODS**

#### **a) Population**

A population is a group of people, an event, something that has specific characteristics. If the researcher uses all elements of the population in the research data, it is called a census, if only a part is called a sample. The population represents the characteristics that will be obtained by the study. In this study, a total of 161 people in PT. Bank Permata Batam is the number of employees.

#### **b) Samples**

Withdrawing sample members using a sampling technique, the results are expected to represent the characteristics of the study population (representative). Researchers used data processed using SEM with AMOS software version 24 (Adi, 2015), which states that for optimal data collection, using samples from 100-200 samples. In this study, the researchers used the census method so that a total of 161 respondents had to fill out a questionnaire that had been distributed.

#### **c) Data Collection Techniques**

For the analysis of the problem under study, data collection is done using techniques:

1. Interview Techniques, namely question and answer directly to the parties concerned to obtain the desired data and information.
2. Distribute the questionnaire containing questions from each research variable, where the number of items from each variable is five questions. Then the issues are weighed based on a Likert scale with a value of 1 to 5.
3. Document Study, which is studying and observing data or reports contained in PT. Bank Permata Batam.

#### **d) Research Variables**

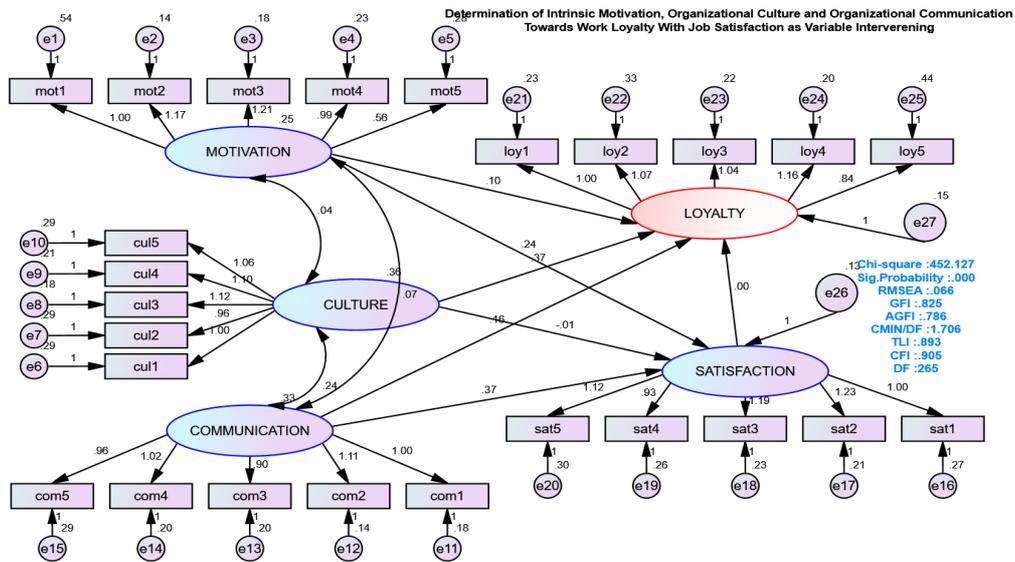
In this study, the variables are divided into independent variables, namely influencing variables, consisting of (X1) Intrinsic Motivation, (X2) Organizational Culture, (X3) Organizational Communication. The other variable is the dependent variable, which is the variable that is affected, or which is due to the independent variables. In this study, there are

two dependent variables, namely mediating variables (moderating variable) is (Y) Job Satisfaction, and the dependent variable (intervening variable) is (Z) Work Loyalty.

**e) Data Analysis Techniques**

The analysis used by researchers in this study is path analysis by drawing a flow chart that can make it easier to see the relationship to be tested. Data analysis was performed using the Structural Equation Modeling (SEM) method, and the software used for structural analysis was Amos version 24.0 of Arbuckle and descriptive using SPSS 20.0. In this step, the suitability of the model is evaluated by examining various Goodness of Fit criteria. For this reason, the first step taken is to assess whether the data used can meet the SEM assumptions. If these assumptions are met, the model can be tested.

**4. DISCUSSION**



**Figure 2**

**Table.1. Maximum Likelihood Estimates**  
 Regression Weights: (Group number 1 - Default model)

	Estimate	SE	CR	P.	Label
SAT <--- MOT	,237	,085	2,785	,005	par_23
SAT <--- CUL	-,011	,091	-125	,901	par_25
SAT <--- COM	,372	,104	3,595	***	par_29
LOY <--- SAT	,003	,118	,026	,979	par_21
LOY <--- MOT	,097	,089	1,090	,276	par_22
LOY <--- CUL	,367	,105	3,501	***	par_24
LOY <--- COM	,165	,118	1,400	,162	par_30

**Table.2.** Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
SATISFACTION <--- MOTIVATION	,263
SATISFACTION <--- CULTURE	-,015
SATISFACTION <--- COMMUNICATION	,480
LOYALTY <--- SATISFACTION	,003
LOYALTY <--- MOTIVATION	,098
LOYALTY <--- CULTURE	,443
LOYALTY <--- COMMUNICATION	,192

**Table.3.** Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
SATISFACTION	,455
LOYALTY	,446

Squared Multiple Correlation whose value is respectively for job satisfaction = 0.455, for loyalty = 0.446. As shown in Table 3 above. According to Ferdinand (2002: 114) the value of Square Multiple Correlation for job satisfaction variable  $R^2 = 0.455$  is identical to  $R^2$  in SPSS of 0.455, then the magnitude of determination is the Squared Multiple Correlation value for Efficiency variable times 100% =  $0.455 \times 100\% = 45.5\%$ . Thus, it can be stated that intrinsic Motivation, Organizational Culture influences changes in job satisfaction, and organizational communication by 45.5% and the rest is influenced by other factors not examined by 54.5%. For loyalty  $R^2 = 0,446$  then the magnitude of determination is =  $0,446 \times 100\% = 44.6\%$ . Thus, it can be stated that changes in work loyalty are influenced by intrinsic Motivation,

**The goodness of Fit Analysis**

Based on test criteria, Chi-square ( $\chi^2$ ), Relative Chi-square ( $\chi^2/df$ ), RMSEA, GFI, AGFI, TLI, and CFI above and the Goodness of Fit value of AMOS for windows processing version 24.0 as shown in the picture above, the following Table can be made

**Table.4. Evaluation Goodness of Fit**

The goodness of Fit Index	Cut-of-Value	Model Results	Information
Chi-square ( $X^2$ )	Is expected small	452,127+)	Marginal
Relative Chi-square ( $X^2 / df$ )	00 3.00	1,706 *)	Good
Probability	$\geq 0.05$	0,000	Not good
RMSEA	$\leq 0.08$	0.066 *)	Good
GFI	$\geq 0.90$	0.825+)	Marginal

AGFI	≥ 0.90	0.786+)	Marginal
TLI	≥ 0.95	.893+)	Marginal
CFI	≥ 0.95	.905+)	Marginal

\*) Meet the Goodness of fit

Source: Research Findings, 2020

+) Marginal

With due regard to cut-of-value and goodness of fit, the results model in the Table above shows seven criteria that have been met; eight tests were used. Requirements are met by Chi-square ( $\chi^2$ ), Relative Chi-square ( $\chi^2/ df$ ) RMSEA, GFI, TLI, AGFI, and CFI. The model can be expressed as a good model because seven of the eight criteria meet the required standards (Solimun, 2002: 80 and Solimun, 2004: 71). After discussion of Theory and research, the results of this study can be described as follows:

1. The influence of latent variables Intrinsic motivation on latent variables Job Satisfaction has a standardized estimate (regression weight) of 0.263 with Cr (Critical ratio =  $t$ -value) of 2.785 at probability = 0.005. CR value of 2.785 > 2.00 and Probability = 0.005 < 0.05 shows that the latent influence of Intrinsic Motivation on latent variables Job Satisfaction is significantly positive. Conformity with the Theory of the relationship between Motivation and performance is the realization of maximum performance in the form of work productivity by the level of Motivation. There is a positive relationship between Motivation for achievement and performance achievement. That is, employees who have high achievement motivation will achieve high performance, and conversely, low-performance employees are caused by low Motivation. The meeting point of the relationship between Motivation and performance is that high Motivation will have an impact on the top results of their work and are encouraged to make more effort to achieve work productivity. When these conditions are not met, there will be a decrease in work productivity (Mangkunegara, 2012: 76).
2. Effect of latent variables Organizational Culture on latent variables Job Satisfaction has a standardized estimate (regression weight) of -0.015, with Cr (Critical ratio =  $t$ -value) of -0.125 at probability = 0.901. The value of CR -0.125 < 2,000 and Probability = 0.901 > 0.05 shows that the influence of the organizational Culture latent variable on the hidden variable Job Satisfaction is not significantly negative. A culture that is genuinely managed as a management tool will have an influence and be an incentive for employees to be positive, deductive, and productive. Cultural values are not visible, but it is a force that drives behavior to produce effective employee performance (Sutrisno, 2010: 188). In

this case, it is not proven that the direct influence of Organizational Culture does not affect the Performance of the Employees of PT. Bank Permata Batam.

3. The influence of latent variables Organizational Communication on latent variables Job Satisfaction has a standardized estimate (regression weight) of 0.480 with Cr (Critical ratio =  $t$ -value) of 3.595 at Probability = \*\*\*. CR value = 3.595 > 2,000 and Probability = \*\*\* < 0.05 indicates that the influence of latent variables Organizational Communication on latent variables Job Satisfaction is significant. The Theory that Communication can carry out several functions enables the delivery of information, instructions, or guidelines needed by people in an organization to carry out their tasks— Structural Communication between superiors and subordinates. Subordinates, as recipients of messages, receive instructions so that he can work well (Marwansyah, 2010: 321).
4. In the three tables above, it appears that the Intrinsic Motivation latent variable of the latent variable Work Loyalty has a standardized estimate (regression weight) of 0.098 with a Cr (Critical ratio =  $t$ -count value) of 1.090 at a probability = 0.276. CR value 1.090 < 2,000 and Probability = 0.276 > 0.05 shows that the effect of latent variables Intrinsic Motivation on latent variables Loyalty is positively insignificant. Motivation is influenced by the needs and goals factors that have not been achieved by someone. The Motivation of employees is influenced by the driving force that influences the behavior of the employee concerned to work harder. So that employee performance can be influenced by Motivation, and Motivation plays an important role in increasing employee productivity (Shahzadi, Javed, Pirzada, Nasreen and Khanan 2014: 1-2). While the empirical view that positive influence is not significant because every employee can take risks, which can make the company cautious in acting. This certainly makes the company avoid risks or problems that hinder the productivity and Loyalty of workers. With every employee able to take risks, the company can focus on increasing productivity and employee performance loyalty, both productivity in terms of company profit and employee loyalty productivity. This certainly makes the company avoid risks or problems that hinder the productivity and Loyalty of workers. With every employee able to take risks, the company can focus on increasing productivity and employee performance loyalty, both productivity in terms of company profit and employee loyalty productivity. This certainly makes the company avoid risks or problems that hinder the productivity and Loyalty of workers. With every employee able to take risks, the company can focus on increasing

productivity and employee performance loyalty, both productivity in terms of company profit and employee loyalty productivity.

5. Effect of latent variables Organizational Culture on latent variables Work Loyalty has a standardized estimate (regression weight) of 0.443 with Cr (Critical ratio =  $t$ -value) of 3.501 on Probability = \*\*\*. CR value  $3,501 > 2,000$  and Probability = \*\*\*  $< 0.05$  shows that the influence of the organizational Culture latent variable on the latent variable Work Loyalty is significantly positive. Based on the results of the analysis in this study, it proves that organizational culture has a significant effect on work loyalty. Seen from the results of a questionnaire that researchers distributed to employees at PT. Bank Permata Batam is known that the right level of organizational culture in the company is still not maximal.

Conformity with the Theory that, organizational culture has a substantial impact on employee behavior followed by organizational effectiveness and will facilitate managers in understanding the organization where they work not only for the formulation of policies and procedures, to understand human behavior and the utilization of their human resources in a way the best (Khan et al., 2011).

6. The effect of latent variables Organizational Communication on latent variables Work Loyalty has a standardized estimate (regression weight) of 0.192 with Cr (Critical ratio = identical to the  $t$ -value) of 1,400 at probability = 0.162. CR value  $1,400 < 2,000$  and Probability =  $0,162 > 0.05$  shows that the latent variable of Organizational Communication on the latent variable of Work Loyalty is not significant. Employees will be able to carry out their functions properly so that employee performance can improve and encourage the achievement of organizational goals. One of the factors that influence employee morale is communication. Organizational Communication is one of the factors that influence employee work loyalty, both structurally, horizontally, and diagonally. Effective organizational communication will be achieved if information, ideas, messages, and ideas are conveyed, perceived, understood, and implemented according to the intent of the message's sender. Through communication, a curiosity that, if not channeled, can affect work loyalty, it can be fulfilled. Communication provides information about work that makes employees act freely and with a feeling of responsibility to themselves and work together to develop work loyalty within the organization.

7. The effect of latent variables Job Satisfaction on latent variables Works Loyalty has a standardized estimate (regression weight) of 0.003 with Cr (Critical ratio =  $t$ -value) of 0.026 at probability = 0.979. CR value of 0.026 <2,000 and Probability = 0.979> 0.05 indicates that the influence of the latent variable of Job Satisfaction on the latent variable of Job Loyalty is not significant. Employee loyalty will be high if the employee feels or gets a reward and a decent salary by what he gives to the company. Besides that, the leader's role in spurring employee morale is very influential. If the employee has gotten right and fair treatment from his leader, then the employee will automatically give high performance to the company. But on the contrary, if employee loyalty will be low if the employee feels or gets a reward and wages that are not appropriate and not by what he gives to the company. From the explanation above is in line with the opinion expressed by Ardana (2012) that employee loyalty is also influenced by how the company meets the needs of employees. Meeting these needs can be said to fulfill job satisfaction, which will have a positive effect on increasing employee loyalty if employee loyalty is low if the employee feels or gets a reward and wages that are not appropriate and not by what he gives to the company. From the explanation above is in line with the opinion expressed by Ardana (2012) that employee loyalty is also influenced by how the company meets the needs of employees. Meeting these needs can be said to fulfilling job satisfaction, which means it will also have a positive effect on increasing employee loyalty if employee loyalty will be low if the employee feels or gets a reward and wages that are not appropriate and not by what he gives to the company. From the explanation above is in line with the opinion expressed by Ardana (2012) that employee loyalty is also influenced by how the company meets the needs of employees. Meeting these needs can be said to fulfilling job satisfaction, which means it will also have a positive effect on increasing employee loyalty.
8. Change in Job Satisfaction is influenced by Intrinsic Motivation, Organizational Culture, and Organizational Communication by 45.5%. The rest is influenced by other factors not examined by 54.5%, Intrinsic Motivation, Organizational Culture influences changes in Work Loyalty, and Organizational Communication by 44, 6%, and the rest is influenced by other factors not examined by 55.4%.

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