

Determinants of Employee Loyalty in Port Vehicle Handling Companies

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Abstract :

Objective : This study aims to develop a loyalty model for operational staff in vehicle handling terminal companies by analyzing the impact of Employee Engagement, Organizational Citizenship Behavior (OCB), Trust, and Job Satisfaction on employee loyalty in two Vehicle Handling Terminal Companies in DKI Jakarta and Subang, West Java.

Methodology : The research uses a quantitative approach with descriptive and inferential statistics. Focus Group Discussions with experts validate the findings, involving a population of 87 operational staff members. Data is analyzed using the Partial Least Square-Structural Equation Model (PLS-SEM).

Research results : Descriptive statistics reveal that operational staff's perceptions of employee loyalty are satisfactory but need improvement. Regarding causality, Employee Engagement has a positive and significant impact on employee loyalty. Organizational Citizenship Behavior (OCB) has a negative and significant effect on employee loyalty. Employee organizational trust significantly influences employee loyalty, while job satisfaction has a positive and significant impact on loyalty.

The novelty of this research lies in explaining the loyalty model for operational staff in vehicle handling terminal companies through Employee Engagement, OCB, Organizational trust, and job satisfaction, with Employee Engagement being the dominant factor. Job satisfaction is explained by OCB and Organizational trust, but it does

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not mediate the relationship between Employee Engagement, OCB, Organizational trust, and employee loyalty.

Keywords : Employee Loyalty, Employee Engagement, Organizational Citizenship Behavior, Organizational Trust, Job Satisfaction.

1. Introduction

The port industry has undergone significant advancements driven by technologies like GNSS, EDI, RFID, and others, which are crucial for supporting port activities. Ports handling vehicles, such as Tanjung Priok Port and Patimban Port, have witnessed substantial increases in vehicle handling post-pandemic. Factors like engagement, organizational citizenship behavior (OCB), and trust directly impact employee loyalty, particularly among operational staff. Technological advancements and increased volume flow at ports like Tanjung Priok necessitate terminal service companies to enhance their performance to remain competitive in the era of Industry 4.0. Initiatives like the implementation of smart ports by Pelindo demonstrate efforts to operate more efficiently through smart technology adoption.

Employee satisfaction and loyalty are pivotal for organizational success, especially in port terminal service companies. There's a positive relationship between job satisfaction and loyalty among employees, with satisfied employees being more loyal to their companies. Factors enhancing employee job satisfaction in ports include safe and healthy working conditions, a friendly work environment, recognition for hard work, and career development opportunities. High demands for increased productivity in port terminal throughput have implications for employee workload, potentially leading to fatigue, stress, decreased trust, job dissatisfaction, and reduced Organizational Citizenship Behavior (OCB) among operational staff.

Effective management of organizational change processes is crucial for maintaining employee satisfaction and loyalty amidst technological and managerial shifts in port terminal operations. Understanding and addressing the factors affecting employee loyalty and satisfaction in port terminal service companies are essential for ensuring

operational continuity, enhancing productivity, and achieving long-term success. Employee loyalty is particularly crucial in modernizing port terminal operations through digital transformation, where knowledge of the latest port technologies among operational staff is vital for successful implementation. Therefore, efforts to foster loyalty and satisfaction among port employees are fundamental for ensuring efficient and sustainable port operations in the long run.

The research subjects comprised operational staff from two vehicle handling companies: PT Indonesia Kendaraan Terminal Tbk (IPCC) in North Jakarta's port area and PT Patimban Car Terminal in Subang, West Java. The research population consisted of 87 operational staff from these two companies in DKI Jakarta and Subang.

2. Theoretical review

2.1 The State of the Art (SOTA) of the Research

Various studies have shown the significant influence of different factors on employee loyalty. Trust among medical staff has been found to significantly impact the loyalty of medical teams towards the organization (Hiena and Tuan 2023). Additionally, job satisfaction has been identified as a key driver of employee loyalty, indicating that satisfied employees are more likely to remain loyal to their organization (Oghojafor 2019) Moreover, research conducted at PT Kimia Farma Apotek in Manado revealed that both job satisfaction and employee motivation positively influence employee loyalty (Thanos, Pangemanan, and Rumokoy 2015) Similar findings were observed in Indonesian companies, where employee engagement and job satisfaction were found to positively influence employee loyalty (Syahrizal, Patrisia, and Abror 2019) Trust was also identified as a significant predictor of employee loyalty and intention to stay at a Latvian university (Ludviga and Kalviņa 2016) Moreover, organizational citizenship behavior was found to significantly influence job satisfaction and employee loyalty among Christian workers in Ghana (Banahene, Ahudey and Asamoah 2017) The importance of building trust and strengthening communication between employees and management to foster high levels of organizational trust was emphasized (Aulia 2021).

This research aims to establish the concept that loyalty in the field of vehicle handling terminal services at ports for operational staff is influenced by factors such as employee engagement, organizational citizenship behavior (OCB), organizational trust, and job satisfaction. The dimensions for loyalty include "Proud," "Stay," and "Ideological Loyalty," while job satisfaction dimensions encompass "Opportunities for advancement," "Working conditions," and "Recognition." Engagement dimensions consist of "Affective," "Normative," "Continuance," and "Relational," while OCB includes "Altruism," "Conscientiousness," "Sportsmanship," "Courtesy," and "Civic virtue." Trust dimensions are "Trustworthiness," "Benevolence," and "Integrity." Partial equation similarity with previous research has been noted (Tiwari et al. 2011 : Omondi et al. 2015 : Saleem, Mahmood, and Mahmood 2010 : Annisa, Haryadi and Devani 2019) focusing on the relationship between work motivation and employee job satisfaction. The difference lies in the research's object and unit of analysis, focusing on loyalty among operational staff at PT IKT and PT IPCC vehicle handling companies. The crucial aspect of this divergence is the framework built on the goal of work loyalty, stemming from job satisfaction influenced by employee engagement, OCB, and organizational trust.

2.2 Development of Research Model and Hypotheses

The research findings indicate a positive relationship between employee loyalty and job satisfaction (Farooq and Salam, 2017 : Suifan, Abdallah, and Al Janini 2018 : Khan, Yousafzai and Akram 2017). (Nguyen and Ha 2023) found that job satisfaction positively influences employee loyalty. Job satisfaction, a blend of psychological, physiological, and workplace factors, fosters voluntary commitment and responsibility towards the organization (Hiena and Tuan 2023). Matzler & Renzl confirmed the positive and significant impact of job satisfaction on employee loyalty using PLS-SEM analysis with 131 employees. In the port sector, job satisfaction correlates closely with loyalty (Kao and Chiu 2019 : Valizadeh and Shokri 2021).

(Muallimin, Hartono, and Diponegoro 2020) found a significant positive direct influence of employee engagement on loyalty among 318 central leaders/activists of Muhammadiyah and its branches during 2015-2020. (Darmanta, Rispantyo, and

[Suprayitno 2020](#)) identified employee engagement as one of the four factors influencing employee retention. [\(Nguyen and Ha 2023\)](#) also highlighted the positive impact of employee engagement on loyalty, emphasizing the importance of fostering an engaging work environment for organizational success.

According to social exchange theory, employees engaging in Organizational Citizenship Behavior (OCB) tend to develop positive social relationships with the organization, perceiving fair rewards for their contributions, such as recognition, support, status enhancement, or career development opportunities. Loyalty is viewed as a result of positive social exchange between employees and the organization. [\(Banahene, Ahudey, and Asamoah 2017\)](#) found that organizational OCB indirectly has a greater impact on Employee Loyalty through Job Satisfaction than its direct effect among 530 Christian workers in Ghana. This suggests that employees with good OCB and Job Satisfaction are more likely to be loyal to their organization.

Research by [\(Ludviga and Kalviņa 2016\)](#) on 326 academic staff at one of the largest higher education institutions in Latvia indicates that Trust is a significant predictor of Loyalty and intention to stay with the University. [\(Hiena and Tuan 2023\)](#) study on 355 healthcare professionals in southern Vietnamese private healthcare systems shows that Trust among medical staff has a positive and significant impact on the Loyalty of the medical team towards the organization. In an organizational context, when employees trust each other, they develop genuine feelings toward the organization and intend to stay with it for the long term, remaining engaged in all situations it faces due to its goals.

2.3 Research Framework

Based on the theoretical review and previous research, a research conceptual framework was developed, as depicted in Figure 1. There are 3 exogenous variables : Engagement, Organizational Citizenship Behavior (OCB), and Trust, and 2 endogenous variables: Job Satisfaction and Loyalty. The research conceptual framework elucidates that each variable—Engagement, OCB, and Trust—directly influences Loyalty.

The expected condition in this study is high engagement, high OCB, high trust, coupled with high job satisfaction resulting in high loyalty among operational staff. The role of job satisfaction as a mediating variable also contributes to driving high loyalty. Therefore, it is imperative to verify the validity of these assertions through this research.

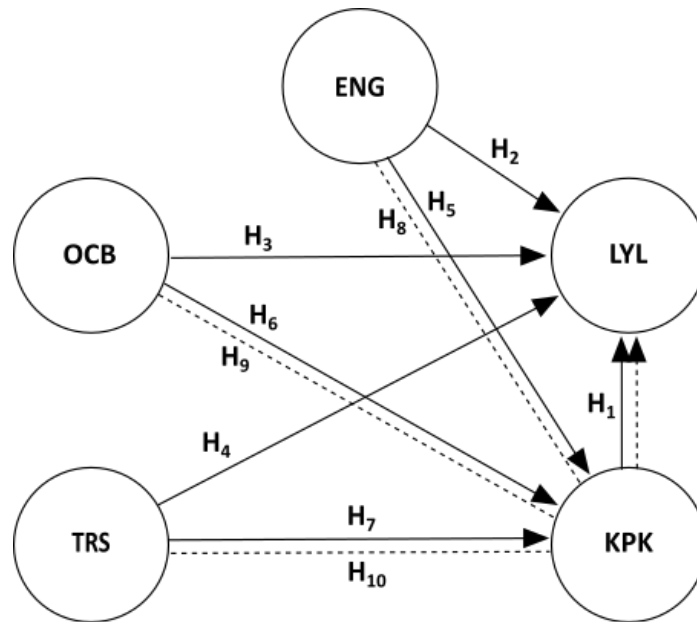


Figure 1 Research framework

2.4 Research Framework

Following the elucidation of the strengthened interplay among the aforementioned variables and the establishment of their hypotheses, this section encapsulates all the research hypotheses as follows :

- H1 : Job satisfaction (KPK) positively influences employee loyalty (LYL).
- H2 : Employee engagement (ENG) positively influences employee loyalty (LYL).
- H3 : Organizational Citizenship Behavior (OCB) positively influences loyalty (LYL).
- H4 : Trust (TRS) positively influences employee loyalty (LYL).
- H5 : Employee engagement (ENG) positively influences job satisfaction (KPK).
- H6 : Organizational Citizenship Behavior (OCB) positively influences job satisfaction (KPK).
- H7 : Trust (TRS) positively influences job satisfaction (KPK).

- H8 : Employee engagement (ENG) positively influences employee loyalty (LYL) through job satisfaction (KPK).
- H9 : Organizational Citizenship Behavior (OCB) positively influences loyalty (LYL) through job satisfaction (KPK).
- H10 : Trust (TRS) positively influences employee loyalty (LYL) through job satisfaction (KPK).

3. Metodologi Penelitian

Partial Least Squares Structural Equation Modeling (PLS-SEM) was utilized as the statistical method to analyze the relationships between variables (structural model) and their reflective measurement in the research model. This quantitative research approach enables investigation of complex relationships and exploration of the model structure using empirical data (Hair et al. 2017).

3.1 Data Collection and Measurement Scale

The research utilized a comprehensive approach to data collection, relying on primary data from operational staff in two companies within the vehicle handling sector. A self-designed questionnaire was employed, administered directly to the entire population of 87 operational staffs. The questionnaire utilized a 5-point Likert scale, ranging from 1= Strongly Disagree to 5= Strongly Agree, to gauge responses. The study opted for a non-probability sampling approach due to the accessible nature of the entire population. This methodology ensured a holistic understanding of the perceptions and attitudes of the operational staff within the targeted companies.

3.2 Data Analysis and Interpretation

Statistical software R version 4.3.1 with semnr v2.3.2 package (Ray, Danks, & Valdez 2022) for conducting Partial Least Squares Structural Equation Modeling (PLS-SEM). This software package facilitated the analysis of the relationships between variables and the interpretation of the research model.

4. Research Result

4.1 Respondent Respondents' characteristics

The majority of the sample came from PT Indonesia Kendaraan Terminal (IKT), comprising 75 respondents (85%), while PT Patimban Car Terminal (PCT) contributed 12 respondents (15%). The majority of respondents were under 35 years old, comprising 37 respondents (42.5%), while the smallest age group was over 45 years old, consisting of 18 respondents (20.7%). The majority of respondents had a work tenure of less than 5 years, comprising 42 respondents (48.3%), while the fewest had a work tenure of more than 10 years, totaling 10 respondents (11.5%). The majority held the position of Supervisor, with 57 respondents (65.5%), while the Manager position was held by 30 respondents (34.5%). The majority of respondents, 53 individuals (60.9%), held a diploma or bachelor's degree (D3/Undergraduate), while the fewest respondents, 34 individuals (39.1%), held a Bachelor's degree. 46 respondents (52.9%) answered that they had never attended basic training for operational staff, while 41 respondents (47.1%) had attended at least once. 50 respondents (56.8%) answered that they had never attended technical training for operational staff, while 38 respondents (43.2%) had attended at least once.

4.2 Descriptive Statistics

Based on descriptive analysis and using the chi-square test to assess variables by operational staff in both companies, the researcher found no significant difference in employee loyalty in vehicle terminal handling companies at PT IPCC and PT PTC. However, there was a difference in employee loyalty based on their educational background in both companies. Operational staff with a diploma or bachelor's degree tended to be more loyal compared to those with a bachelor's degree. Nevertheless, there was no difference in loyalty based on length of service, whether operational staff had received technical training, or basic/OSH training in their respective companies.

Using the chi-square test, it was found that the perceived job satisfaction of operational staff varies between each company, depending on their expectations and what they have obtained. Job satisfaction of operational staff working in vehicle

handling companies is not influenced by the length of their tenure in the company. Additionally, job satisfaction of operational staff working in vehicle handling companies is not influenced by their educational background. Furthermore, there is no significant relationship between job satisfaction and participation in technical expertise field or basic/OSH training received by operational staff.

Employee engagement among operational staff at vehicle terminal handling companies PT IPCC and PT Patimban was found to differ. Employee engagement was found to differ among operational staff based on their educational background. However, no difference in employee engagement was found among operational staff from both companies based on their length of tenure, technical training, and basic/OSH training received.

In the vehicle terminal handling companies PT IPCC and PT Patimban, there were no differences found in Organizational Citizenship Behavior (OCB) among operational staff. Similarly, OCB among operational staff did not differ based on length of tenure, highest educational background, technical expertise training, or basic/OSH training received by operational staff from both companies.

No differences were found in organizational trust among vehicle terminal handling companies PT IPCC and PT Patimban. Additionally, the research results indicated that employee trust did not differ based on length of tenure and highest educational background of operational staff, as well as technical and basic/OSH training received by operational staff from their respective companies.

4.3 Inferential Statistics

The indicators in our model display strong loading values onto their respective parent variables, all surpassing the threshold of 0.709. This indicates a solid relationship between the measured indicators and their underlying constructs (Table 1).

Table 1. Indicators outer loadings and construct reliability

No.	Variabel/ Indikator	ENG	OCB	TRS	KPK	LYL	α	Rho _A	CR	AVE
1.	ENG1	0.777								
2.	ENG2	0.822								
3.	ENG3	0.780								
4.	ENG4	0.808								
5.	ENG5	0.895					0.932	0.936	0.944	0.681
6.	ENG6	0.892								
7.	ENG7	0.802								
8.	ENG8	0.815								
9.	OCB1		0.707							
10.	OCB2		0.816							
11.	OCB3		0.845							
12.	OCB4		0.747				0.903	0.913	0.923	0.633
13.	OCB5		0.832							
14.	OCB6		0.740							
15.	OCB7		0.867							
16.	TRS1			0.750						
17.	TRS2			0.885						
18.	TRS3			0.703						
19.	TRS4			0.878			0.904	0.910	0.927	0.680
20.	TRS5			0.883						
21.	TRS6			0.833						
22.	KPK1				0.852					
23.	KPK2				0.770					
24.	KPK3				0.792					
25.	KPK4				0.754		0.908	0.913	0.927	0.645
26.	KPK5				0.764					
27.	KPK6				0.816					
28.	KPK7				0.865					
29.	LYL1					0.761				
30.	LYL2					0.881				
31.	LYL3					0.899	0.914	0.925	0.936	0.746
32.	LYL4					0.893				
33.	LYL5					0.878				

The measurement results of constructs' internal consistency reliability based on composite reliability (CR), Cronbach's alpha (α), and reliability coefficient (Rho_A) measuring the same constructs in relation to each other. It can be demonstrated that for all variables, $0.70 < (\text{Rho}_A) < 0.95$ as indicated by Table 1, and based on (Hair et al. 2017), the obtained (Rho_A) values are considered "good." The convergent

validity of constructs is assessed using the Average Variance Extracted (AVE) for each variable. Table 1 indicates that for all variables, the AVE values are >0.5.

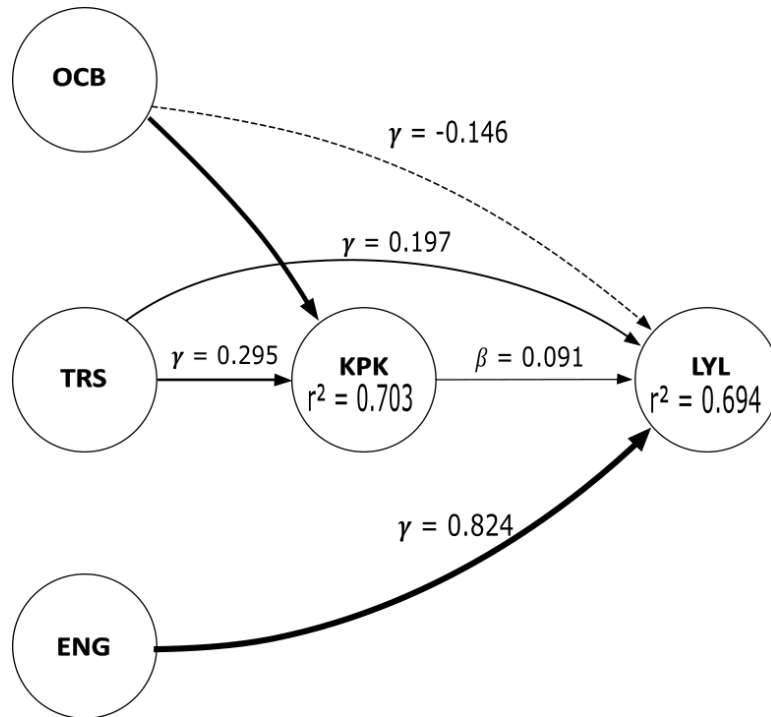


Figure 2. Result of PLS-SEM structural model

The inner model testing results revealed an R² value of 0.694 for the variable Employee Loyalty, indicating that 69.4% of the variance in employee loyalty can be explained by Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior (OCB), and Organizational Trust. Similarly, the R² value of 0.703 for the variable Job Satisfaction suggests that 70.3% of the variance in job satisfaction can be explained by Employee Engagement, OCB, and Organizational Trust.

Table 2. Summary of hypothesis testing results

No.	Relationship	p-value	H ₀	Conclusion
1.	KPK → LYL	0.0162	Rejected	Evidence of an effect found
2.	ENG → LYL	0.000	Rejected	Evidence of an effect found
3.	OCB → LYL	0.046	Rejected	Evidence of an effect found
4.	TRS → LYL	0.016	Rejected	Evidence of an effect found
5.	ENG → KPK	0.062	Failed to reject	No evidence of effect
6.	OCB → KPK	0.000	Rejected	Evidence of an effect found
7.	TRS → KPK	0.001	Rejected	Evidence of an effect found
8.	ENG → KPK → LYL	0.245	Failed to reject	No evidence of effect
9.	OCB → KPK → LYL	0.151	Failed to reject	No evidence of effect

No.	Relationship	p-value	H ₀	Conclusion
10.	TRS → KPK → LYL	0.220	Failed to reject	No evidence of effect

The Path Coefficient results demonstrate the strength of the independent variables' influence on the dependent variables. In Figure 4.4, the impact of Employee Engagement (ENG) on Employee Loyalty (LYL) is highest at 0.824. Following this, Organizational Citizenship Behavior (OCB) on Job Satisfaction (KPK) yields a value of 0.614. Employee Trust (TRS) on Job Satisfaction (KPK) has a value of 0.295, while Employee Trust (TRS) on Employee Loyalty (LYL) is 0.197. Employee Engagement (ENG) on Job Satisfaction (KPK) has a value of 0.086. Job Satisfaction (KPK) on Employee Loyalty (LYL) is 0.091. These positive values indicate a direct relationship, where higher values signify stronger influence of the independent variables on the dependent variables. However, specifically for Employee Engagement (ENG) on Job Satisfaction (KPK), the p-value = 0.062 > 0.05, indicating insignificance, though positive. Conversely, Organizational Citizenship Behavior (OCB) on Employee Loyalty (LYL) shows a negative value of -0.146. This suggests that as the influence between variables increases, its impact becomes stronger but in the opposite direction. Higher Organizational Citizenship Behavior decreases Employee Loyalty, similarly higher Job Satisfaction diminishes Employee Loyalty.

4.4 Discussion

The research findings affirm a significant positive influence of job satisfaction on employee loyalty among staff at two vehicle terminal companies. This aligns with Social Exchange Theory, suggesting that satisfied employees tend to be more committed to the organization, perceiving valuable contributions from it in return for their loyalty and support. Similar findings have been reported in studies by Matzler & Renzl (Nguyen and Ha 2023) and (Esmaeilpour and Ranjbar 2018).

The research indicates a significant positive influence of employee engagement on employee loyalty, aligned with Social Exchange Theory. Employees perceive benefits from their engagement, leading to continued loyalty and positive contributions to the organization. Similar findings are echoed in studies by (Muallimin, Hartono, and Diponegoro 2020), (Darmanta, Rispanyo, and Suprayitno 2020), (Nguyen and Ha 2023), (Syahrizal, Patrisia, and Abror 2019).

The study reveals a significant negative impact of organizational citizenship behavior (OCB) on employee loyalty, contrary to (Banahene, Ahudey, & Asamoah's 2017) findings. This deviation from Social Exchange Theory suggests complexities in how employees interact with organizations and colleagues, influenced by organizational context, culture, and environmental factors.

The research confirms a significant positive impact of organizational trust on employee loyalty, consistent with (Ludviga and Kalviņa 2016), (Hiena and Tuan 2023), Organizational trust fosters positive social exchange, enhancing employee loyalty as a psychological reward.

The research reveals a significant positive impact of organizational citizenship behavior (OCB) on employee job satisfaction, in line with (Barasa, Gunawan, and Sumali 2018) and (Banahene, Ahudey and Asamoah 2017) OCB's psychological rewards foster higher job satisfaction.

The findings show a significant positive impact of organizational trust on employee job satisfaction, consistent with (Hiena and Tuan 2023) Organizational trust enhances job satisfaction through positive social exchange.

The study finds no significant indirect impact of employee engagement on employee loyalty through job satisfaction. Organizational context influences how employee engagement, job satisfaction, and loyalty interact, leading to varied responses. The research shows no significant indirect impact of organizational citizenship behavior (OCB) on employee loyalty through job satisfaction, differing from (Banahene, Ahudey and Asamoah 2017) findings. Cultural and organizational differences may contribute to diverse employee behavior patterns. The study finds no significant indirect impact of organizational trust on employee loyalty through job satisfaction, contrary to (Hiena and Tuan 2023) findings. Differences in research contexts may explain the varied results.

5. Conclusion

5.1 Discussion

Employee loyalty among operational staff is influenced by Engagement, Organizational Citizenship Behavior (OCB), Job Satisfaction, and Trust. Factors such as pride in being part of the company, alignment with company values and goals, desire to contribute to company growth, and support for company principles significantly affect employee loyalty. Engagement emerges as the dominant factor influencing employee loyalty. High job satisfaction is influenced by access to necessary resources for operational staff.

Causal Analysis Conclusion

1. Job Satisfaction positively and significantly affects employee loyalty. Opportunities for knowledge enhancement, rewards, salary adequacy, career advancement, and promotions enhance job satisfaction, consequently increasing loyalty.
2. Engagement positively and significantly affects employee loyalty. Allowing employees to engage in their work freely and optimally without restrictions fosters loyalty.
3. OCB negatively and significantly affects employee loyalty. Operational staff may view their jobs as stepping stones to bigger career goals, limiting their loyalty to the company.
4. Trust positively and significantly affects employee loyalty. Higher trust levels among employees lead to higher loyalty and job satisfaction.
5. Employee Engagement positively but not significantly affects Job Satisfaction. There is no significant influence of Employee Engagement on Job Satisfaction.
6. OCB positively and significantly affects Job Satisfaction. Employee initiatives contributing to the company without immediate rewards lead to satisfaction.
7. Trust positively and significantly affects Job Satisfaction.
8. Employee Engagement negatively but not significantly affects Employee Loyalty mediated by Job Satisfaction or there is no mediating effect of Job Satisfaction from Employee Engagement to Loyalty.

9. OCB negatively but not significantly affects Employee Loyalty mediated by Job Satisfaction or there is no mediating effect of Job Satisfaction from OCB to Loyalty.
10. Trust negatively but not significantly affects Employee Loyalty mediated by Job Satisfaction or there is no mediating effect of Job Satisfaction from Trust to Loyalty

5.2 Implications

The research findings imply the following strategies to enhance Loyalty:

1. **Engagement:** Develop this variable, particularly in the Continuance dimension, which involves employees feeling committed to the company due to their investment of time and effort, and perceiving job loss as economically disadvantageous.
2. **Organizational Trust:** Enhance trust, focusing on dimensions such as:
 - a. **Trustworthiness:** Ensuring employees trust the information provided by management and perceive management as upholding integrity
 - b. **Benevolence:** Demonstrating management's care for employee welfare and providing assistance in difficult situations
 - c. **Integrity:** Ensuring management acts in accordance with firmly held values
3. **Job Satisfaction:** Despite its weak but significant impact on Loyalty, focus on:
 - a. **Working Conditions:** Creating a sense of security in the workplace that protects employees.
 - b. **Recognition:** Acknowledging employee achievements through management appreciation

5.3 Recommendations

Theoretical Recommendations

Academic recommendations based on the research findings are as follows :

1. **Introduction of Common Issues at Ports:** Address common issues at ports and prepare for the transition to becoming a world-class smart port, focusing on smart solutions and advancements.

2. Trust Building for Loyalty and Job Satisfaction: Emphasize the importance of trust in fostering employee loyalty and job satisfaction. Higher levels of trust in the company lead to increased loyalty and satisfaction among employees.
3. Future Research Directions: Consider future research directions such as exploring the connection between Competence and Occupational Health and Safety (OHS) or Job Competence and Job Stress.
4. Qualitative Research on Operational Staff: Conduct qualitative research specifically focusing on operational staff, given their vital role in vehicle handling processes at ports.
5. Expansion of Research through Focus Group Discussions (FGDs): Further research can involve FGDs to explore additional variables, such as shared job competencies.
6. Comprehensive Research Scope: Expand research scope beyond vehicle handling terminals to include bulk cargo handling terminals, focusing on qualitative aspects for a comprehensive understanding.

Implementing these academic recommendations can contribute to a deeper understanding of employee loyalty and job satisfaction in the port industry.

Practical Recommendations

1. Improve engagement by focusing on Affective dimension: Ensure employees feel happy to be part of the company, Normative dimension: Foster a sense of moral obligation among employees to assist the company, and Relational dimension: Strengthen relationships among coworkers. Company needs to implement measures such as :
 - a. Providing comprehensive welfare programs including healthcare facilities, work-life balance programs, recreation, and employee incentives.
 - b. Cultivating an inclusive and supportive organizational culture where employees feel valued, heard, and respected.
 - c. Offering opportunities for skill and competency enhancement through training and development programs to build a sense of ownership and moral obligation among employees.

2. Building Organizational Trust by focusing on trustworthiness dimension: Ensuring management adheres to promises made.
 - a. Transparent communication and decision-making to instill confidence in employees.
 - b. Providing clear information and open communication about company plans and decisions.
 - c. Timely responses to employee inquiries, feedback, and complaints, and taking necessary actions to fulfill promises made.
 - d. Developing leadership with integrity and commitment to fulfilling promises made to employees.
3. Increase organizational trust in opportunities for advancement dimension: Provide clear career development opportunities and career advancement paths for employees, along with appreciation for contributions through promotions. and Recognition dimension: Offer constructive feedback and appropriate incentives to acknowledge employee efforts and achievements.
 - a. Providing clear career development programs, training, and opportunities for knowledge and skill development.
 - b. Implementing a fair and transparent performance assessment system, offering constructive and clear feedback to employees.
 - c. Having clear and open promotion policies where high-performing employees are given opportunities for advancement.
 - d. Offering suitable reward systems such as financial incentives, public recognition, or other non-monetary awards to recognize employee contributions and achievements.

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