

Analysis of Internal Communication and Job Satisfaction on Employee Loyalty and Service Quality at Import Companies in Jakarta

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ABSTRAK

Penelitian ini menyelidiki hubungan antara komunikasi internal, kepuasan kerja, loyalitas karyawan, dan kualitas layanan di sebuah perusahaan impor yang berbasis di Jakarta. Melalui analisis kuantitatif yang melibatkan 150 karyawan, penelitian ini menggunakan Structural Equation Modeling (SEM-PLS) untuk menguji hubungan di antara variabel-variabel kunci tersebut. Temuan ini menunjukkan hubungan positif yang signifikan, yang mengindikasikan bahwa komunikasi internal yang efektif dan kepuasan kerja yang meningkat secara positif mempengaruhi kualitas layanan dan loyalitas karyawan. Hasil penelitian ini membawa implikasi bagi strategi organisasi dalam membina lingkungan kerja yang kondusif, meningkatkan kepuasan karyawan, dan pada akhirnya meningkatkan kualitas layanan dalam konteks industri impor di Jakarta.

Kata Kunci: Komunikasi Internal, Kepuasan Kerja, Loyalitas Karyawan, Kualitas Pelayanan, Perusahaan Impor, Jakarta

ABSTRACT

This study investigates the relationship between internal communication, job satisfaction, employee loyalty, and service quality in a Jakarta-based import company. Through quantitative analysis involving 150 employees, this study used Structural Equation Modeling (SEM-PLS) to examine the relationships among these key variables. The findings show a significant positive relationship, indicating that effective internal communication and increased job satisfaction positively influence service quality and employee loyalty. The results of this study carry implications for organizational strategies in fostering a conducive work environment, increasing employee satisfaction, and ultimately improving service quality in the context of the import industry in Jakarta.

Keywords: Internal Communication, Job Satisfaction, Employee Loyalty, Service Quality, Import Company, Jakarta

INTRODUCTION

The success and sustainability of an organization in the dynamic contemporary business landscape is influenced by various interconnected factors. One of these factors is the relationship between internal communication, job satisfaction, employee loyalty and service quality. Research has shown that internal communication satisfaction plays an important role in improving employee engagement and overall organizational performance (Andarsari & Setiadi, 2023). In addition, a positive work environment, including physical, psychological and social aspects, can increase job satisfaction and employee loyalty (Dharmawan et al., 2022). Additionally, internal marketing strategies can inspire and motivate employees, leading to increased loyalty and job satisfaction (Antončić & Antončić, 2011). Furthermore, the quality of internal services provided by the organization can influence job satisfaction and employee loyalty (Špoljarić & Verčič, 2023). Therefore, organizations must focus on improving internal communications, creating a positive

work environment, implementing effective internal marketing strategies, and providing high-quality internal services to increase job satisfaction, employee loyalty, and ultimately, the quality of services provided.

Understanding the synergies and implications of variables is critical to the success of an organization and to gaining insight into contemporary workforce management and customer service. By studying a series of models, (Pérez-Vallejo et al., 2015) proposes a method for evaluating variables that produce synergies for organizational change (Ntetu, 1992) identify the characteristics and relationships between variables involved in developing training strategies in organizations (Částek et al., 2013) emphasizes the importance of considering the synergistic effects of various factors when analyzing a company's competitiveness (Thusyanthy, 2014). explores the relationships between variables and job design, providing a mind map to facilitate further study. (Hanna et al., 2000) describes charting techniques that help determine whether workplace variables encourage positive behavior, with a focus on organizational goals, performance measures, reward systems, and task and situational variables.

As organizations navigate a competitive and ever-evolving global environment, efficient logistics and supply chain management are critical to success. Additionally, the effectiveness of internal mechanisms governing employee engagement and customer service also plays an important role. Lopatovskyi and Novitskyi emphasize the importance of organizational, institutional and financial prerequisites for companies to achieve the required level of efficiency in import-export operations, which includes the development of logistics links and sustainable transport support (Ivakhiv, 2023). The role of customs logistics in improving the quality of customs authorities' services is highlighted, emphasizing the need to align customs authorities with supply chain management practices to achieve a more efficient and compliant global trade environment (Heijmann et al., 2020). Study (Anh, 2023) identified factors such as customs efficiency, infrastructure quality, and the capacity and quality of logistics service providers that significantly impact the efficiency and performance of Vietnam's export logistics. (Pengman et al., 2022) emphasized the importance of logistics service providers (LSPs) in supporting competitive advantage in global supply chains, emphasizing the need for logistics competence, innovation capabilities and information technology skills. Studies (Oniszczyk-Jastrzābek et al., 2019) highlighting the impact of globalization on the world economy and maritime transport, emphasizing the need for dynamic adjustments to logistics networks and increasing the efficiency and capacity of port infrastructure.

The import companies examined in this research operate in Jakarta, a center of economic activity, making it an ideal subject to explore the impact of internal communication and job satisfaction on employee loyalty and service quality. The general aim of this research is to disentangle the complexity of organizational dynamics within the selected import companies. Specific objectives include: (1) Assess the current state of internal communications within the organization, identifying strengths and areas for improvement. (2) Measuring the level of job satisfaction among employees to measure overall morale and satisfaction within the workforce. (3) Analyzing the complex relationship between internal communication and job satisfaction, which aims to reveal how internal communication and job satisfaction influence each other. (4) Examining the impact of internal communication and job satisfaction on employee loyalty, explaining the extent to which these factors contribute to employee commitment and tenure in the organization. (5)

Investigate the correlation between employee loyalty and service quality, recognizing the important role played by satisfied and loyal employees in providing high-quality service to customers.

LITERATURE REVIEW

A. Internal Communications

Effective internal communication plays an important role in shaping an organization's culture, coordination, and effectiveness (Dzamtoska-Zdravkovska & Haque, 2023; Saikumari et al., 2023). Internal communication facilitates the flow of information not only from top to bottom, but also horizontally and from bottom to top, emphasizing the multi-directional nature of communication (Maroof et al., 2022). By creating a shared understanding of organizational goals and fostering a positive work climate, effective internal communication contributes to higher employee morale, commitment and engagement (Curilla et al., 2023; Špoljarić & Verčič, 2023). A positive communications climate, characterized by openness, trust, and clarity, is critical to building strong employee relationships and increasing organizational loyalty. Conversely, a negative communication climate can cause misunderstandings, reduced job satisfaction, and decreased organizational loyalty. Therefore, organizations must prioritize internal communication strategies to create a positive communication climate and improve overall organizational performance.

B. Job satisfaction

Job satisfaction is influenced by various factors, including working conditions, salary, recognition, and responsibility (López-Montesinos, 2013; Phuong & Tran, 2020). Herzberg's Two Factor Theory emphasizes the importance of addressing hygiene factors and motivators to increase job satisfaction (Mokodenseho & Puspitaningrum, 2022; Perdana et al., 2023; Temory, 2023). Locke's Span Theory of Affect highlights the subjective nature of job satisfaction and the role of individual differences in shaping employees' emotional responses to their work environment (Faiqoh et al., 2022; Montuori et al., 2022). According to this theory, individuals have a range of affective reactions to their work, which can influence their overall job satisfaction (Adhikari, 2022; Elshifa et al., 2023). Therefore, organizations need to consider objective factors and individual differences to increase job satisfaction and create a positive work environment.

C. Employee Loyalty

Employee loyalty is influenced by various factors such as organizational culture, leadership, and communication (Sawatenarakul & Nanthasudsawaeng, 2023; Sumantri & Mujiati, 2023). Social Exchange Theory suggests that when employees feel that their contributions are rewarded with good treatment, they develop a sense of obligation and commitment to the organization (Abd-El-Salam, 2023). This can increase loyalty, which in turn affects retention rates, productivity, and overall performance (Tambunan et al., 2023). Study conducted by (Sawatenarakul & Nanthasudsawaeng, 2023) found that factors such as

leadership, union support, and organizational commitment significantly increased employee loyalty to the organization.

D. Service Quality

Service quality is an important factor in customer satisfaction and loyalty. The SERVQUAL model, proposed by (Bayhaqy & Septiarini, 2023), identified five dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. These dimensions play an important role in shaping customer perceptions of service quality. Employees also have a central role in providing high-quality service because their behavior and attitudes directly influence customer perceptions (Setyadi et al., 2023). The Service Profit Chain Model shows a causal relationship between employee satisfaction, customer loyalty, and financial performance. Satisfied and loyal employees contribute to improved service quality, which leads to increased customer satisfaction and loyalty, which ultimately results in increased profitability for the organization (Nikou et al., 2016).

E. Gaps in the Literature

The reviewed literature forms the basis for understanding the individual components of internal communication, job satisfaction, employee loyalty, and service quality. However, there is a striking gap in the integration of these variables in the context of the import industry, especially in Jakarta. The nuanced interrelationships and relationships between these factors in selected organizational environments require further exploration.

Additionally, limited empirical research directly addresses specific dynamics within importing firms, necessitating focused investigations to bridge this gap. As organizations continue to navigate global complexity, understanding the unique challenges and opportunities in the import sector becomes critical for informed decision making and strategic planning.

RESEARCH METHODS

This research uses a quantitative research design to investigate the relationship between internal communication, job satisfaction, employee loyalty, and service quality in selected import companies in Jakarta. This research design involves a cross-sectional survey, which allows data collection at a single point in time to capture the current state of the variables studied. Stratified random sampling technique will be used to ensure representation of various departments within the organization. The target sample size was set at 150 employees, selected based on a confidence level of 95% and a margin of error of 5%. Stratification involves dividing a population into strata or subgroups based on relevant characteristics (e.g., departments), and then randomly selecting participants from each stratum.

Data collection

Data will be collected through a structured questionnaire designed to assess internal communication, job satisfaction, employee loyalty and service quality. The questionnaire will include closed questions and Likert scale items. The survey instrument will be pre-tested with a

small group of employees to ensure clarity and reliability. Participants will be guaranteed confidentiality and anonymity of their responses to encourage honest and unbiased feedback.

Data analysis

The collected data will be analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) algorithm. SEM-PLS is very suitable for this research because it allows to test complex relationships between several variables simultaneously. PLS is very robust in handling small sample sizes and is less stringent in terms of distribution assumptions compared to other SEM techniques. The analysis will proceed through the following steps: Step 1: Data Filtering and Pre-processing: Data filtering will involve checking for missing values, imputing, and assessing the normality of the data. Pre-processing includes standardizing variables and addressing multicollinearity. Step 2: Measurement Model: Confirmatory Factor Analysis (CFA) will be conducted to validate the measurement model, ensuring the reliability and validity of the measurement instruments for each variable. Step 3: Structural Model: The structural model will be analyzed to examine direct and indirect relationships between variables. The significance of the pathway will be assessed to determine the strength and direction of the relationship. Step 4: Bootstrapping: Bootstrapping will be applied to estimate standard errors and construct confidence intervals for path coefficients, thereby increasing the robustness of the results. Step 5: Model Fit and Assessment: Model fit indices, such as the goodness-of-fit index (GFI) and root mean square error of approximation (RMSEA), will be examined to assess overall model fit.

RESULTS AND DISCUSSION

It is important to acknowledge the limitations of this study, including potential biases associated with survey data and the exclusive focus on a particular geographic context (Indonesia). Future research could overcome these limitations by using broader and more diverse data sets, including a wider range of countries to improve generalizability.

Sample Demographics

This research conducted a detailed analysis of demographic variables among 150 employees at an import company in Jakarta. Gender distribution was balanced, with 50% of participants male and 50% female. The majority of participants were in the 26-35 year age range, indicating a relatively young and diverse workforce. The participants' educational background showed that 13.3% had a high school education or below, 60% had a bachelor's degree, and 26.7% had a master's degree or above. The distribution of tenure shows a mix of experienced employees and new employees, with 40% having 1-5 years of service and 30% having 6-10 years of service.

Model Reliability

Measurement model results for each variable: Internal Communication, Job Satisfaction, Employee Loyalty, and Service Quality.

Table 1. Measurement Model

Variables	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
	KI.1	0.850	0.880	0.926	0.808

Internal Communications	KI.2	0.921			
	KI.3	0.923			
Job satisfaction	KK.1	0.721	0.757	0.861	0.676
	KK.2	0.868			
	KK.3	0.868			
Employee Loyalty	LK.1	0.835	0.759	0.861	0.674
	LK.2	0.828			
	LK.3	0.799			
Service quality	KP.1	0.871	0.771	0.867	0.686
	KP.2	0.848			
	KP.3	0.761			

Source: Data Processing Results (2024)

Internal communication has a strong positive influence on job satisfaction. Internal communication also plays an important role in generating employee loyalty. Factor loadings for internal communication were high, indicating a strong relationship with the latent construct. Cronbach's Alpha and Composite Reliability values show good internal consistency reliability. Additionally, the Average Variance Extracted (AVE) was above acceptable levels, indicating that the latent construct explained a significant proportion of the variance in the observed variables. Overall, internal communication is critical to creating a positive work environment and fostering employee satisfaction and loyalty.

Table 2. Discriminant Validity

	Job satisfaction	Internal Communications	Service quality	Employee Loyalty
Job satisfaction	0.822			
Internal Communications	0.476	0.899		
Service quality	0.534	0.493	0.828	
Employee Loyalty	0.624	0.494	0.724	0.821

Source: Data Processing Results (2024)

Correlation coefficients between constructs were generally moderate, indicating that although there was some degree of correlation, each construct was different enough to demonstrate discriminant validity. The diagonal elements represent the square root of the Average Variance Extracted (AVE) for each construct, which should be greater than the correlation with other constructs to establish discriminant validity.

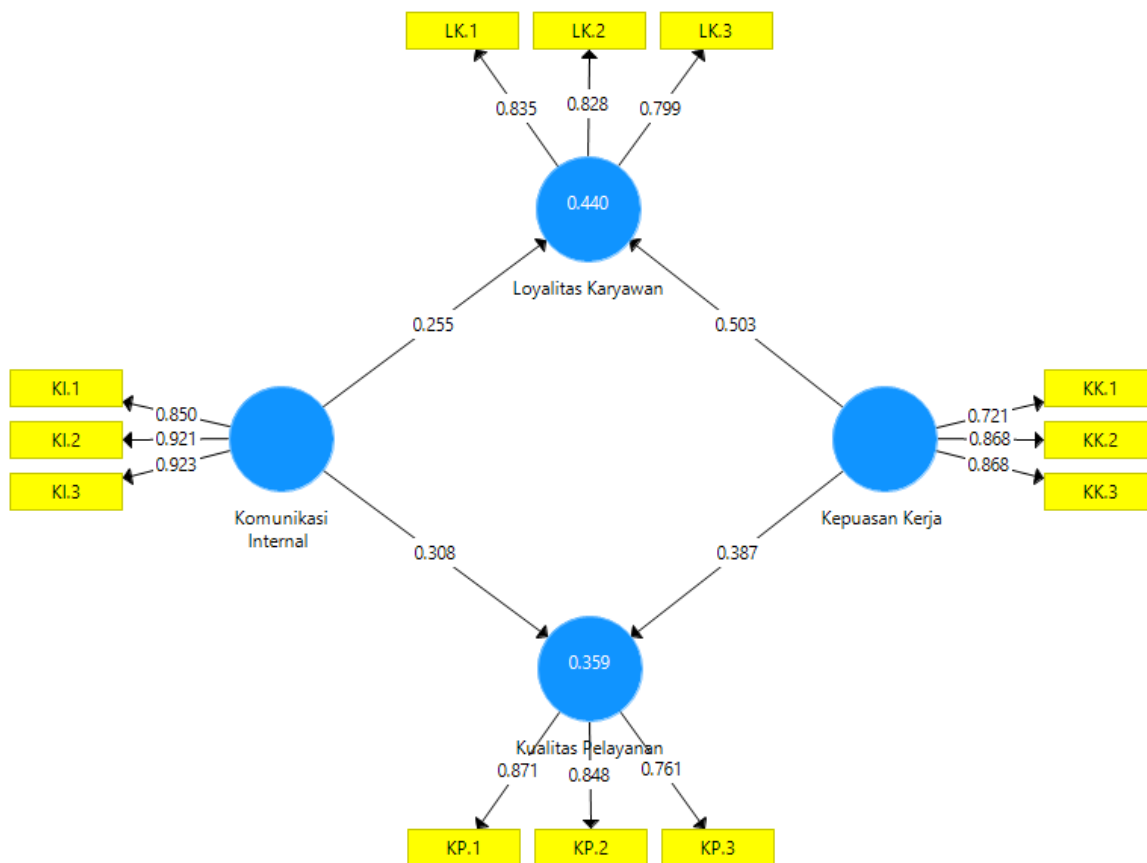


Figure 1. Model Results

Source: Data Processed by Researchers, 2024

Model Fit

Table 3. Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.092	0.092
d_ ULS	0.664	0.664
d_ G	0.359	0.359
Chi-Square	229,980	229,980
NFI	0.717	0.717

Source: Process Data Analysis (2024)

SRMR measures the average standardized difference between the observed and predicted correlations in the model. In this case, both the saturated model and the estimated model had an SRMR of 0.092, indicating good fit. d_ ULS is a measure of the difference in unweighted least squares estimates. Identical values (0.664) for both models indicate a reasonable fit. d_ G is a comparative fit index that assesses the difference between the estimated model and the saturated model. The same value (0.359) for both models indicates a reasonable fit. The chi-square statistic assesses the difference between the implied covariance matrix and the observed covariance matrix. In the saturated model and the estimated model, the chi-square value was the same (229.980), indicating good fit. NFI

compares the fit of the estimated model with the fit of the base model. The same value (0.717) indicates a reasonable fit.

Table 4. Coefficient Model

	R Square	Q2
Service quality	0.359	0.348
Employee Loyalty	0.440	0.430

Source: Data Processing Results (2024)

R-Square is a measure of the proportion of variance in the dependent variable that is explained by the independent variables in the model. For Service Quality, the R-Square value is 0.359, indicating that approximately 35.9% of the variability in Service Quality can be explained by the included independent variables. This indicates a moderate level of explanatory power for the model. Q2, on the other hand, is a measure of predictive relevance. For Service Quality, the Q2 value is 0.348, indicating that the model has a reasonable level of predictive validity for Service Quality. Turning to Employee Loyalty, the R-Square value is 0.440, indicating that approximately 44% of the variability in Employee Loyalty is explained by the included independent variables. This shows a relatively good fit of the model to explain Employee Loyalty. The Q2 value for Employee Loyalty was 0.430, indicating a reasonable level of predictive validity for the model.

Structural Model

The results of the structural model provide insight into the relationship between the independent variables (Job Satisfaction and Internal Communication) and the dependent variables (Service Quality and Employee Loyalty). Let's interpret the findings:

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Service Quality	0.387	0.398	0.087	4,438	0,000
Satisfaction -> Employee Loyalty	0.503	0.518	0.083	6,073	0,000
Internal Communication -> Service Quality	0.308	0.304	0.098	3,150	0.002
Internal Communication -> Employee Loyalty	0.255	0.246	0.084	3,022	0.003

Source: Process Data Analysis (2024)

Higher job satisfaction is positively related to better service quality. This relationship is statistically significant, as shown by the T Statistics of 4.438 and P-value of 0.000. Likewise, higher job satisfaction is associated with increased employee loyalty. The T statistic of 6.073 and the P-value of 0.000 confirm the statistical significance of this relationship. Effective internal communication is also positively related to better service quality. The T statistic of 3.150 and the P-value of 0.002 support the significance of this relationship. Additionally, effective internal communication is

associated with increased employee loyalty. The T statistic of 3.022 and the P-value of 0.003 indicate the statistical significance of this relationship.

Discussion

Integrating Internal Communication and Job Satisfaction

The results of this study confirm the interrelated nature of internal communication and job satisfaction. Effective internal communication contributes significantly to job satisfaction, supporting previous research. Organizations should focus on developing transparent communication channels to increase employee satisfaction.

Job Satisfaction as a Driver of Employee Loyalty

The strong relationship between job satisfaction and employee loyalty is supported by several studies. A study conducted in Bahrain found that job satisfaction significantly influences the relationship between employee loyalty and job performance (Ateeq et al., 2023). Another study in Vietnam, which focused on higher education institutions, also found a significant relationship between internal communication, work engagement, organizational involvement, job satisfaction, and employee loyalty (Nguyen & Ha, 2023). In addition, a study in Surabaya, Indonesia, revealed that job satisfaction, career development, and organizational culture have a positive and significant influence on employee loyalty (Pramudita et al., 2022). Furthermore, a study in Vietnam found that factors such as wages, benefits, working conditions, training, promotion opportunities, workplace relationships, and workplace autonomy had a positive effect on employee satisfaction and loyalty (Nguyen & Ha, 2023). Finally, a study in industrial companies also emphasizes the importance of job satisfaction in increasing employee loyalty, highlighting the direct impact of the work environment and self-esteem on job satisfaction and loyalty (Ratnasih, 2023).

The Impact of Internal Communication on Service Quality

Effective internal communication is very important for organizations to prioritize to improve service quality and customer satisfaction. Clear communication helps employees understand customer needs, leading to improved service quality (Muharam et al., 2021). Additionally, internal communication satisfaction has been found to be a significant mediator between psychological contract fulfillment and employee engagement, as well as between perceived organizational support and employee engagement (Špoljarić & Verčič, 2023). This suggests that internal communication can be used to manage psychological contract fulfillment and perceived organizational support, ultimately increasing employee engagement and overall organizational performance (Husain, 2013). Additionally, internal communication has been proven to increase employee motivation, which ultimately improves employee performance (Dhone & Sarwoko, 2022). Therefore, organizations must focus on developing effective internal communication strategies to ensure that employees have a clear understanding of customer needs, leading to improved service quality and customer satisfaction.

Implications for Organizational Practice

- 1) Invest in transparent and effective internal communications strategies to positively influence job satisfaction and service quality.
- 2) Improve employee recognition programs and address factors that contribute to job satisfaction to strengthen employee loyalty.

- 3) Linking internal communications to service quality underscores the need for training programs that emphasize effective communication skills among employees directly involved in customer service.

Limitations and Future Research

Although this study provides valuable insights, it is important to acknowledge limitations such as the cross-sectional design. Future research could adopt a longitudinal approach and expand the study to multiple industries for broader generalization.

CONCLUSION

In conclusion, this research provides valuable insight into the complex dynamics that shape the organizational landscape of an import company in Jakarta. The positive relationship identified between internal communication, job satisfaction, service quality and employee loyalty underscores the interconnectedness of these elements in the organizational framework. Organizational leaders in the import sector can leverage these findings to develop targeted interventions that promote effective communication strategies, increase job satisfaction levels, and ultimately improve service quality and employee loyalty. As the industry continues to evolve, understanding and optimizing these relationships will be critical to continued success and competitiveness. This research not only contributes to academic discourse, but also offers practical implications for organizational practitioners aiming to improve overall employee performance and well-being in the dynamic business environment of Jakarta's import sector.

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