



ANALYSIS OF THE INFLUENCE OF CORPORATE IMAGE, CORPORATE LEADERSHIP, IMMEDIATE MANAGER, COOPERATION, AND CONDITION OF WORK ON JOB SATISFACTION AND EMPLOYEE LOYALTY AT PT X

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Abstract: Human resources in a company will not be separated from leaders and employees. The leadership style implemented in the company contributes greatly to the sustainability and well-being of employees. The running of a company's business is influenced by 10% of corporate leaders (Zenger & Folkman, 2003), and the wise decisions taken by that group have a great impact on the human resources in it and the management function of the organization (Rad, 2006). Employees who are in companies with good corporate leadership based on research conducted by Palupi (2017) have a positive correlation with employee satisfaction levels because the right organization is formed for the scope of employees (Timmreck, 2001).

This model was developed in order to study employee loyalty at PT.X. This research model is formed by the relationship between job satisfaction and loyalty, with satisfaction variables influenced by the variables corporate image, corporate leadership, immediate manager, cooperation, and condition of work. This research is expected to answer research questions, namely, whether corporate image, corporate leadership, immediate managers, cooperation, and condition of work have a significant effect on satisfaction and their effect on loyalty to marketing dept employees at PT. X.

Based on the data processing that has been carried out, the results of 5 hypotheses were accepted and one hypothesis was rejected. There is a significant influence between corporate image, immediate manager, cooperation, and condition of work on job satisfaction, the same on the effect of job satisfaction on loyalty. Meanwhile, an insignificant influence occurs on corporate leadership with job satisfaction.

IndexTerms - Site Organization, Reliability, Responsiveness, User Friendliness, Personal Need, Efficiency Electronic Customer Satisfaction, Electronic Customer Loyalty

I. INTRODUCTION

Business development today is getting faster and more dynamic along with the occurrence of various phenomena in the world. The company continues to develop to keep its organization running and afloat. Human resources are the most important asset in the company, with good human resource management, the company can achieve good development as well (Armstrong, 2008). The sustainability of the company must be inseparable from the human resources in it. The emphasis on the increasing importance of the quality of human resources is one of the responses in responding to competition in order to stay afloat. Human resources that have a strong drive to remain members of the company and have the desire to make the most of it possible for the company need to be maintained. Employees with this loyalty are very important for the progress of the company because they will work optimally to achieve organizational goals, they are committed to willingly sacrificing for the sake of their company, which is manifested in the form of being willing to work overtime, willing to work outside of responsibility, and avoiding things that can harm the company. Loyal employees according to some studies are the result of the satisfaction received by employees with things that happen in the company. The feeling of happiness arising from such satisfaction will influence employees to devote their personal time to work activities, they will be creative and committed, and will look for ways to get through any obstacles that may exist in the realization of their work.

Human resources in a company will not be separated from leaders and employees. The leadership style implemented in the company contributes greatly to the sustainability and well-being of employees. The running of a company's business is influenced by 10% of corporate leaders (Zenger & Folkman, 2003), and the wise decisions taken by that group have a great impact on the human resources in it and the management function of the organization (Rad, 2006). Employees who are in companies with good corporate leadership based on research conducted by Palupi (2017) have a positive correlation with employee satisfaction levels because the right organization is formed for the scope of employees (Timmreck, 2001).

Employees are led directly by managers whose role is to supervise, conduct coaching, provide assistance in carrying out work, and bridge management to achieve the goals of the target organization (Luthans, 2006). Immediate managers are important to create safe and comfortable conditions so that employees can work effectively and efficiently. Employees who do not get a professional and fair boss will affect their performance and productivity as a result of not receiving satisfaction at work. The unpleasant circumstances obtained by employees in the work environment cause mutual relations to be disrupted so that according to Cornelius (2013) success between the two will be hampered.

Employee Loyalty is psychological attachment or commitment to the company, so that it is emotionally and physically attached to the company (Rajput, 2016). As an example, we can see from employees who work at PT. X, some employees survive until they reach retirement age, work for more than 20 years, so it can be concluded that some of them do intend to continue working in PT. X and less interested in finding another job.

After the phenomenon that has been explained, several variables need to be studied in depth and comprehensively through research to reveal the influence of corporate image, corporate leadership, immediate managers, cooperation, and condition of work on job satisfaction and employee loyalty at PT X.

II. LITERATURE REVIEW

2.1.1 Employee Loyalty

According to Richman (2006) states that Employee Loyalty is actually an intellectual and affiliated commitment to the organization. Employee loyalty confirms that employees are emotionally, physically, and mentally bound in the achievement of organizational goals. Loyalty tends to increase efficiency and effectiveness which means an employee is fully engaged in his or her work (Richman, 2006). Employee loyalty can be defined according to Rajput (2016) as psychological attachment or commitment to the organization and develops as a result of increased job satisfaction. Job satisfaction results from an internal evaluation process, and if the employee's level of expectations is met or exceeded, then satisfaction grows. Employee loyalty according to Solomon (1992) is the willingness to stay with the organization. Employee loyalty is the citizenship behavior of an organization that reflects loyalty to the organization in order to promote its interests and image to outsiders. (Benttencourt, Gwinner and Meuter, 2001). Employee loyalty is a manifestation of organizational commitment, the relative strength of the identification of individuals with and involvement in a particular organization. Based on the theories above, the researcher concludes that employee loyalty is the willingness of employees to carry out company duties in full awareness and responsibility so that the company's goals succeed optimally.

2.1.2 Job Satisfaction

Job satisfaction is a complex and diverse concept that can mean different things for different people. Satisfaction is usually associated with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state, for example, being related to a feeling of personal achievement, either quantitative or qualitative (Rajput, 2016). Job satisfaction as a factor that affects organizational performance and effectiveness is important to pay attention to in order to achieve competitive advantage (Bakotic, 2016). Job satisfaction can be defined as an employee's sense of achievement and success. It is generally believed that it is directly related to productivity and work performance, as well as personal well-being. Job satisfaction means doing a job one like, doing it well and being rewarded for one's own efforts (Aziri, 2011).

H8: Job satisfaction has a significant effect on employee loyalty

2.1.3 Corporate Image

An image is a set of knowledge, experiences, judgments, and feelings (emotions) organized within the human cognition system, or the result of thought processes that are believed to be true. Ruslan (2014) suggests that the image is a broader public opinion and is the result of a sooner or later process of accumulating trust that has been given by individuals. According to Tang (2007) states that corporate image is an impression that arises in a person's thinking when hearing the name of an organization. Jefkins (1995) suggests that corporate image is the image of an organization as a whole. Meanwhile, Balmer (2019) defines corporate image as a collection of perceptions, beliefs, and impressions made by an organization so that stakeholders and the public have an opinion about identity. Boulding (1956) as an expert who proclaimed the meaning of corporate image, identified corporate image into two views, namely practical and psychological views. Kandampully (2007) argues that the practical component is related to something real that can be measured easily, while the psychological part according to Kennedy (1977) is related to psychological manifestations through feelings and behaviors. Based on the theories above, the researcher concludes that corporate image is an opinion formed from the accumulation of information, knowledge, and beliefs in a company.

H1: Corporate Image has a significant effect on job satisfaction.

2.1.4 Corporate Leadership

Leadership According to Victoria (2021) is defined as the capacity to influence others through inspiration and not manipulation in order to achieve predetermined goals, it is added that leadership is the result of modification and competence, which can then be exemplified by other members of the group. Leadership according to Kutz (2010) is the ability of individuals to facilitate and influence superiors, co-workers, and subordinates to make efforts that can be recognized as goals. In the frame of an organization or institution, the role of leadership is very important so that its functioning and well-being can run well. Leadership is broadly defined by Yukl & Van Fleet (1992) as a process that influences the actions of employees, the choice of goals for a group or organization and the dynamic interaction between superiors and employees. According to Subrahmanyam (2018) corporate leader is the capacity to influence and is then required to be able to find and apply the right leadership theory or the most possible combination of theories in

the context of achieving the company. Based on the theories above, the researcher concluded that corporate leadership is a model that is able to drive all activities in the company in an effort to achieve common goals.

H1: Corporate leadership has a significant effect on job satisfaction.

2.1.5 Immediate Manager

Cornelius (2013) states that an *Immediate manager* is someone who communicates organizational needs, oversees employee performance, provides guidance, support, identifies subordinate development needs, and manages the mutual relationship between his subordinates and the organization so that each can achieve success. According to Kismono (2001) states that a manager is someone who coordinates and supervises the work of others so that the goals of the organization can be achieved. *Immediate manager* means a manager of a direct department or an employee who is at a senior level. *The immediate manager* is also said to be an employee who is not from the highest level of management but allows for a hierarchy in the business where he is subordinate to the higher level of management.

Immediate manager means a Department Manager or employee with authority at the senior level. The Department Manager is the person responsible for the success of the tasks assigned by the Board of Directors to the department he leads. The scope of his duties is very wide, which includes all coordination within his department. Starting from creating a work system, building a work system, building features, reporting to the Board, Director, and others. Added from Based on the theories above, the researcher concluded that an immediate manager is an individual who performs the role of a superior who assigns tasks, supervises, and develops his subordinates and as a bridge between management and employees.

H1: Immediate manager has a significant effect on job satisfaction

2.1.6 Cooperation

Cooperation (2016) states that cooperation is the ability of individuals to carry out joint activities well in achieving the goals and objectives of the team, and its members are able to participate in the team and obtain satisfaction within the team, with the characteristics of having goals, understanding roles and tasks, trusting and supporting each other and being responsible in carrying out tasks to achieve common goals. Meanwhile, according to Jhonson (2000) cooperation is an important way to increase organizational effectiveness. Cooperation is defined by Levi (2001) as a set of skills needed to be developed during practice. Another opinion was also expressed by Johlke (2002) who stated that cooperation is the act of two or more people working together towards a general goal, dividing each other's time, talents, and knowledge and using methods that are suitable for all team members. Thomas and Johnson (2014) define cooperation as a grouping that occurs among the living beings we know. Cooperation is defined also by Castaner (2020) as a joint effort to achieve agreed goals in a manner consistent with a shared understanding of contributions and rewards. According to the Big Dictionary Indonesian (2008) states cooperation is something that is handled by several parties. Cooperation is an attitude of being willing to do a job together regardless of the background of the person being invited to work together to achieve a goal. Landsberger (2011) states that cooperation is a group process in which members support and rely on each other to achieve a consensus. Based on the theories above, the researcher concluded that cooperation is the ability of individuals to carry out joint efforts that are interconnected with each other which in these activities contains elements of honesty, support, trust, and is responsible for carrying out tasks in achieving common goals.

H1: Cooperation has a significant effect on job satisfaction

2.1.7 Condition of Work

Condition of work is defined by Komarudin (1997) as a form of social, psychological and physical life in organizations that affects the work of employees in carrying out their duties. According to Schultz & Schultz (2006) the work environment is defined as a condition related to the characteristics of the workplace to the behavior and attitudes of employees where it is related to the occurrence of psychological changes due to things experienced in their work. According to Al-Omari (2017) states that the work environment can be anything around employees and can affect how employees perform their duties. Based on the theories above, the researcher concluded that the work environment is a condition related to work, both physical, social, and psychological. According to Robbins (2010) the environment is institutions or forces of outside forces that have the potential to affect organizational performance. Broadly speaking, the work environment is divided into two, namely the physical work environment and the non-physical work environment (Seladarmayati: 2009).

H1: *Condition of work* has a significant effect on job satisfaction

III. RESEARCH ISSUE AND METHODOLOGY

The approach used in this study is a quantitative approach because the research is based on data. Data obtained from the distribution of online questionnaires to employees in the Marketing Department of PT. X.

This research is a causal study because it aims to find out the causal relationship between two or more variables that explain the influence of changes in the value of one variable on other variables.

A population is a whole group of people, events or something that the researcher will study. According to Sugiarto (2017), states that the population is a group of individuals who have distinctive characteristics that are of concern in a study (observation) within the scope to be studied. The population used in this study was male or female, aged 18-30 years, permanent employees, working more than 1 year in the marketing department of PT. X. The total number of employees of the Marketing Department is 53 people. Employees who do not have a position and only have a position as non-managerial employees are 50 people.

The sample is a sub or part of the population. In other words, a number of sample elements will form a population (Sekaran, 2006). The sampling technique used in this study was total sampling. Total sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2005). This was done in the study because the population is not very large.

$$\sum \text{Population} = \sum \text{Sample}$$

So that the sample used is 50 people.



Figure 3.1 Research Model
 Source: Researcher, 2022.

IV. FINDING AND DISCUSSION

4.1 Characteristics of Respondents

Mayoritas employees who work for the company PT. X was dominated by men with 34 people (percentage 68%) followed by women who filled the remaining respondents with a total of 16 people (percentage 32%). It can be concluded that the employees of the Marketing Dept. who work at PT. X Surabaya is dominated by Men. A large number of marketing dept employees who work for PT. X region Surabaya, are people who have an age range between 18-35 years, namely 31 respondents or covering 62%, followed by employees who have an age range between 36-50 years with 18 respondents or 36% percent, and finally 1 employee from the Marketing Department who has an age range over 50 years with a percentage of 2% of all respondents.

4.2 Validity Test

Variables	Item Code	r	rtable	Criteria
Image	I1	0.577	0.279	Valid
	I2	0.709		Valid
	I3	0.740		Valid

Table 4. 1 Validity Test Result on Image variable

Variables	Item Code	R	rtable	Criteria
Corporate Leadership	I1	0.696	0.279	Valid
	I2	0.522		Valid
	I3	0.556		Valid
	I4	0.599		Valid

Table 4. 2 Validity Test Result on Corporate Leadership variable

Variables	Item Code	R	rtable	Criteria
Immediate Manager	IM1	0.644	0.279	Valid
	IM2	0.718		Valid
	IM3	0.719		Valid

Table 4. 3 Validity Test Result on Immediate Manager variable

Variables	Item Code	R	rtable	Criteria
Cooperation	C1	0.713	0.279	Valid
	C2	0.722		Valid
	C3	0.522		Valid

Table 4. 4 Validity Test Result on Cooperation variable

Variables	Item Code	R	rtable	Criteria
Condition of Work	CW1	0.465	0.279	Valid
	CW2	0.599		Valid
	CW3	0.619		Valid
	CW4	0.625		Valid
	CW5	0.639		Valid
	CW6	0.526		Valid

Table 4. 5 Validity Test Result on Condition of Work variable

Variables	Item Code	R	rtable	Criteria
Satisfaction	MS1	0.785	0.279	Valid
	MS2	0.767		Valid
	MS3	0.806		Valid
	MS4	0.860		Valid

Table 4. 6 Validity Test Result on Motivation and Satisfaction variable

Variables	Item Code	R	rtable	Criteria
Loyalty	L1	0.783	0.279	Valid
	L2	0.719		Valid
	L3	0.758		Valid
	L4	0.790		Valid
	L5	0.778		Valid
	L6	0.768		Valid

Table 4. 7 Validity Test Result on Motivation and Satisfaction variable

From the table above, it can be seen that all the values of the calculated r for validity testing are above the table r number, which is 0.138. Therefore, it can be concluded that all indicators for each variable can be said to be valid in explaining the variables used in this study.

4.3 Reliability Test

Table 4. 6 Reliability Test

No	Variables	Cronbach's Alpha Based on Standardized Items	Critical Number	N of Items	Status
1	Image	0.953	0.600	3	Reliable
2	Corporate Leadership	0.954	0.600	4	Reliable
3	Immediate Manager	0.953	0.600	3	Reliable
4	Cooperation	0.953	0.600	3	Reliable
5	Condition of Work	0.954	0.600	6	Reliable
6	Motivation and Satisfaction	0.952	0.600	4	Reliable
7	Loyalty	0.952	0.600	6	Reliable

Source: Data processed, 2022

Based on the results of the table above, all variables have a Cronbach Alpha greater than 0.60. So it can be concluded that all variables in this study are reliable.

4.4 Multiple Regression Analysis

Table 4. 8 Multiple Regression Test

Variables	Standardized Coefficient
Image	0.160
Corporate Leadership	0.009
Immediate Manager	0.272
Cooperation	0.190
Condition of Work	0.416

From the data in table 4.23, an equation with details can be made:

$$MS = b_1. I + b_2. CL + b_3. IM + b_4. C + b_5. CW$$

$$S = 0.160CI + 0.009CL + 0.272IM + 0.190C + 0.416CW$$

- The regression coefficient for the Corporate Image (CI) variable is 0.160 and is positively marked. This determines that when the Corporate Image increases or decreases by one unit, Satisfaction will increase or decrease by 0.160 units. This shows the significant influence of Corporate Image (CI) in the same direction on Satisfaction (S).
- The regression coefficient for the Corporate Leadership (CL) variable is 0.009 and positive. This determines that when Corporate Leadership (CL) rises or falls by one unit, then Satisfaction (S). will rise or decrease by 0.009 units. This shows the significant influence of Corporate Leadership (CL) in the same direction on Satisfaction (S).
- The regression coefficient for the Immediate Manager (IM) variable is 0.272 and has a positive sign. This determines that when the Immediate Manager (IM) increases or decreases by one unit, satisfaction (S) will increase or decrease by 0.272 units. This shows a significant influence from the Immediate Manager (IM) in the same direction on Satisfaction (S).
- The regression coefficient for the Cooperation (C) variable is 0.190 and is positively marked. This determines that when Cooperation (C) rises or falls a unit, then Satisfaction (S). will go up or down by 0.190 units. This indicates a significant influence of Unidirectional Cooperation (C) on Satisfaction (S).

- e) The regression coefficient for the Condition in Work (CW) variable is 0.416 and is positively marked. This determines that when the Condition in Work (CW) increases or decreases by one unit, then the Satisfaction (S) will increase or decrease by 0.416 units. This indicates a significant influence of Condition in Work in the same direction on Satisfaction (S).

4.5 T-test

Table 4.9 t Test Results

Variables	Significance	Standard	Decision
I	0.034	0.05	Hypothesis Accepted
CL	0.844	0.05	Hypothesis Rejected
IM	0.011	0.05	Hypothesis Accepted
C	0.029	0.05	Hypothesis Accepted
CW	0.000	0.05	Hypothesis Accepted
S	0.000	0.05	Hypothesis Accepted

Source: Data processed, 2022.

- The significance value of the Corporate Image variable is 0.034 which is smaller than the standard value of 0.05. Because the significance is smaller than the standard of 0.05, it can be concluded that the Corporate Image variable individually has a significant effect on Satisfaction in PT. X.
- The significance value of the Corporate Leadership variable is 0.844, greater than the standard value of 0.05. Because the significance is greater than the standard of 0.05, it can be concluded that the individual Corporate Leadership variable does not have a significant effect on Satisfaction at PT. X.
- The significance value of the Immediate Manager variable is 0.011 which is less than the standard value of 0.05. Because the significance is smaller than the standard of 0.05, it can be concluded that the Immediate Manger variable individually has a significant effect on Satisfaction in PT. X.
- The significance value of the Cooperation variable is 0.029, greater than the standard value of 0.05. Because the significance is greater than the standard of 0.05, it can be concluded that the Cooperation variable individually has a significant effect on Satisfaction in PT. X.
- The significance value of the Condition of Work variable of 0.000 is less than the standard value of 0.05. Because the significance is smaller than the standard of 0.05, it can be concluded that the Condition of Work variable individually has a significant effect on Satisfaction in PT. X.
- The significance value of the Satisfaction variable of 0.000 is less than the standard value of 0.05. Because the significance is smaller than the standard of 0.05, it can be concluded that the Satisfaction variable individually has a significant effect on Loyalty in PT. X.

V. DISCUSSION

Based on the overview of respondents, it is known that most of the employees of the Marketing Department of PT. X was 68% or 34 respondents of the male sex, followed by women who filled the remaining respondents with a total of 16 people (32%). Based on age, it can be known that most of the employees of the Marketing department who work for PT. X region Surabaya, are people who have an age range between 18-35 years (62%), followed by employees who have an age range between 36-50 years with 18 respondents or 36% percent, and finally 1 employee from the Marketing Dept. who has an age range over 50 years with a percentage of 2% of all respondents, so it can be concluded that the employees of the Marketing Dept at PT X are dominated by the age of 18-35 years.

Based on the results of the calculations and interpretations of the research that have been described previously, this section will discuss the results of the research in order to explain the research problem without going out of the context described in the previous chapter.

Based on the results of the overall model analysis, it is known that the employee loyalty variable is formed from the employee satisfaction variable. This means that the more satisfied the employees of PT X, it will increase employee loyalty.

Meanwhile, the employee satisfaction variable is formed by five variables Corporate Image (I), Corporate Leadership (CL), Immediate Manager (IM), Cooperation (C), and Condition of Work (CW). Based on the results of the study, it was found that the condition of work has the greatest influence on employee satisfaction, followed by the variables of immediate manager, cooperation, and corporate image. This is because the condition of work has a wide scope and almost 2/3 of the day is spent in the work environment, so that when the work environment can make employees satisfied, it will have more influence on employee loyalty to the company, if the system of division of labor, work environment, pressure, benefits obtained, security, and development received by employees is perceived positively, then employees will feel more satisfied working in related companies. Then, the immediate manager is in the second order in its influence on employee satisfaction, this is because the immediate manager plays a role in providing influence, orders, and direct contact with employees, then the cooperation of colleagues who can be cooperative, because if on the contrary, superiors who are not good, cannot be fair, and do not have qualified leadership skills are even more dangerous even though colleagues are supportive. Furthermore, only from the outside, namely corporate image, if the image is formed well, employees tend to classify themselves into the identity of company X. As a result, employees will be proud to be identified with a company that has a good reputation and is satisfied with it.

The linear relationship of free variables with bound variables is quite strong. Based on the results of the multiple correlation analysis or R between CI, CL, IM, C, and CW to S and L, values of 0.937 and 0.799 were found to show a large relationship. This large correlation can also be seen from the F test which shows a value of 0.000 each, or below 0.05.

Job satisfaction is significantly influenced by five variables, namely Corporate Image (I), Corporate Leadership (CL), Immediate Manager (IM), Cooperation (C), and Condition of Work (CW). The regression coefficients of such variables are 0.160, 0.009, 0.272, 0.190, and 0.416. From this figure, it can be concluded that the Condition of Work is the variable that most affects employee job satisfaction, then immediate managers, and followed by cooperation and then corporate image. This shows that the work environment of employees in the Marketing department has been well formed, so that it can have an influence in the form of increasing employee

satisfaction. If the system of division of labor, work environment, pressure, benefits obtained, security, and development received by employees are perceived positively, then employees will feel more satisfied working in related companies. Then, the immediate manager is second in its influence on employee satisfaction, this is because the immediate manager plays a role in providing influence, command, and direct contact with employees so that it can have a significant influence on employee satisfaction. Furthermore, cooperation and immediate manager variables that can form job satisfaction. The last variable is corporate leadership, which does not significantly affect satisfaction. This shows that corporate leadership is not the reason why employees are satisfied in a company.

The output result for the coefficient of determination in model 1 obtained the number R^2 of 0.864 or 86.4%. This shows that the percentage of contribution to the influence of corporate image, corporate leadership, immediate managers, cooperation, and condition of work on job satisfaction is 86.4%. This means that the free variable is able to explain as much as 86.4% of the bound variables, while the remaining 13.6% is influenced by other variables that are not included in this research model.

Furthermore, based on the output obtained the number R^2 of 0.630 or 63%. This shows that the percentage of donations affecting satisfaction on loyalty is 63%. This means that free variables are able to explain as much as 63% of bound variables, while the remaining 27% are influenced by other variables that are not included in this research model.

Of the six hypotheses studied, five hypotheses were accepted and one hypothesis was rejected. The first hypothesis is that corporate image has a significant effect on job satisfaction. It was found that Corporate Image has a significant relationship with employee job satisfaction with a significance below 0.05, which is 0.03. These findings are in line with the results of previous studies (Alniacik, 2011), which illustrates the positive relationship between corporate image and job satisfaction. Perceptions of company reputation, affective commitment and job satisfaction are significantly related to the intention of moving. Furthermore; The company's perceived reputation was found to be significantly positively correlated with affective commitment and job satisfaction. The perceived Corporate Image is an important asset of the organization that can help them improve the performance of human resources in it. Management should consider improving the image of the company, so that, with higher job satisfaction in employees, it can cause the employee's desire to stay can also be achieved more easily. In Table 4.4, it shows that the company's image according to employees is very good with a mean value of 4,240, employee pride towards the company can also be said to be quite large with a mean value of 3,960, and the employee's view of the company's image in the eyes of the public can be said to be of very positive value as indicated by a mean value of 4,620. From the three statements, if the company's image turns out to be negative, then employee job satisfaction also decreases considering the significance of the corporate image and job satisfaction variables of 0.034, far from the standard of 0.05. Thus, a company that is created with a good image can encourage its employees to be satisfied where they work because they are in one of the best companies and can significantly influence their ability not to move and be loyal to the company.

These findings are in line with the social identity theory (SIT) introduced by Tajfel and Turner (1985) and have been frequently used in research related to corporate image (Ashforth & Mael, 1989). According to this theory, people tend to classify themselves and others into different groups, such as gender, organizational membership, and religious affiliation. In addition, the perceived identity of the group affects the self-concept of the members. As a result, employees will be proud to be identified with a reputable company and their work attitude is positively influenced (Ashforth & Mael, 1989; Dutton et al., 1994; Peterson, 2004). Therefore, JS will be enhanced through employees who identify themselves to the company and are proud of CR (Kim, Lee, Lee, & Kim, 2010).

The test conducted to determine the influence of corporate Leadership on satisfaction shows that there is no significant influence, it can be seen from table 3 which states that the significance of 0.84 is greater than 5% / 0.05 which indicates the absence of correlation. The results of the study do not support a study conducted by Chang and Lee (2007) that investigated the relationship and interaction between leadership style, organizational culture, and job satisfaction among 134 private field employees who stated that the greater the value received in corporate leadership, the greater the job satisfaction.

Insignificant hypothetical results were also shown in an earlier study of Cetin, et al (2012) which stated that leadership did not have a significant relationship with the satisfaction of bank employees as respondents. According to Anggreni et al (2018) corporate leadership cannot stand alone, but is used as one of the shapers of the work environment that can produce better expectations and ultimately can determine higher job satisfaction. Although partially corporate leadership does not have a significant effect on job satisfaction, when tested together (test F) corporate image, immediate manager, cooperation, and condition of work, variables affect job satisfaction with a significance of 0.000, so that the corporate leadership variable still needs to be maintained in increasing job satisfaction.

The third hypothesis is that Immediate Manager has a significant effect on satisfaction. This hypothesis is accepted, considering that the table shows that the significance of the manager's direct influence on job satisfaction is 0.011, far from the standard 0.05. This proves that immediate managers have a significant effect on job satisfaction. Thus the hypothesis that immediate managers have a positive effect on job satisfaction is proven. This is in line with research conducted by Madlock (2008) that managers have a strong relationship with employee job satisfaction. The relationship is supported by Macneil (2001) that managers are not only responsible for producing a productive and pleasant working atmosphere but also lead to deep job satisfaction within an organization. The Marketing Dept. at PT X has managers who play an important role in structuring the work environment and coaching their subordinates, the appreciation given by managers is one of the reasons for the formation of satisfaction in employees. According to Gok (2015) there is a relationship between employee and manager satisfaction, it has been proven through his research that support managers are related to employee satisfaction. When a leader transfers his emotions and thoughts to employees in a powerful way, it affects the employee's emotions, performance (Goleman, 2002) and employee job satisfaction. This happens because the leader has an effect not only on the emotions and thoughts of employees but also their motivations, demands and desires, which play an important role in their actions towards the identified goals (Burns, 2007). So that the existence of an immediate manager who supports, has good leadership skills, acts professionally, has a great influence on the work satisfaction of employees under him.

The fourth hypothesis is that cooperation has a significant effect on satisfaction. This hypothesis is accepted with a Cooperation value in the T test of 0.029 meaning $p < 0.05$ (5%). So that it can be concluded cooperation among employees and company leaders at PT. X has been well imprinted which can then lead employees to be satisfied and loyal to the company. This is supported by Hanaysha's research (2019) which explains the influence of cooperation on satisfaction, the higher the cooperation created, it will motivate employees to give more effort to the company and achieve better job satisfaction. Teamwork or team building is a process and strategy built to achieve goals, with teamwork in the form of good communication and the ability to solve problems together, empower work and support them to develop autonomy, stress will be minimized (Oso, 2005) and satisfaction with what has been completed can be achieved. Therefore, cooperation in the organization is very important for the development of employee satisfaction

and directly impacts organizational performance. Effective cooperation can encourage employees to improve performance and self-efficiency. In addition, efficiency and effectiveness formed as a result of good cooperation can be a source of job satisfaction.

The fifth hypothesis, namely Condition in Work, has a significant effect on satisfaction. The results of this study show a significant relationship between work condition and job satisfaction with the significance value of the T test far below 0.05, namely 0.000. Based on research, employees show that job satisfaction depends on the work environment. To achieve goals with a perspective according to the vision and mission of the organization, ensuring a better work environment is a mandatory concept. Employees pay attention to their facilities such as the system of division of labor, work pressure, Work security, etc., therefore this research was created to understand the work environment as a label of the physical, social, security, and development environment of employees. This is in line with the research of Vohra et al, (2022) that job satisfaction depends on the work environment. By providing maximum work environment facilities, organizational goals can be achieved. The study was conducted to understand the impact of the work environment with the aim of the insight component.

In accordance with table 4.20 regarding the multicholnearity test, the condition of work is the variable that has the most significant effect on job satisfaction with a beta value of 0.416. So that the higher the comfort at work, the higher the satisfaction received by employees. Thus, it can be concluded that the conditions or atmosphere in the company need to be built properly and comfortably so that the company does not have to worry about employee satisfaction and loyalty.

The sixth hypothesis is that satisfaction has a significant effect on Loyalty. This hypothesis is accepted, given that its significance is 0.000 which is less than 0.05. Thus, it can be concluded that the more employees are satisfied with PT X, the greater the possibility of employees being loyal to the company. A similar study was conducted by Arsic et al (2012) who showed similar results in statements related to the significant influence between satisfaction and loyalty. According to Hore and Pandey (2012) job satisfaction has a correlation with employee loyalty. For workers with a high level of job satisfaction, it allows the emergence of efforts to increase the happiness of life through their loyalty. The feeling of having been fulfilled and enough with the work of employees at the Marketing Dept. of PT X makes them will stay in the company. Thus, the acceptance of the sixth hypothesis can be interpreted that the satisfaction created from the work environment can decrease the percentage of the likelihood of employees leaving the company.

In the validity test used to see the accuracy of the data, the higher the accuracy between the data that occurs on the object and the reported one, the higher the validity of the data.

VI. RESEARCH LIMITATION

1. Seeing the limitations regarding the research object that only takes respondents of employees of the Marketing Dept of PT X Surabaya, it is hoped that the next study will use different models and objects to get more general results on the factors that affect job satisfaction and loyalty.

2. Further research is expected to complement the variables that already exist in this research so that it can further improve the understanding of factors that affect job satisfaction, such as the addition of salary variables, flexible working, or other variables.

3. Further research can be developed by linking the factors that influence satisfaction based on income level, age, and gender. Future research can also expand the scope of respondents to be studied, or conduct research in areas that are different from the current research, so that further research conducted further provides a broad picture of job satisfaction and employee loyalty and its effect on organizations.

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