The Mediating Role of Employee Satisfaction: An Analysis of Cost Changes, Work Quality, and Company Image on Employee Loyalty in Batam Cafes

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Abstract:

This study aims to determine the effect of Cost Change, Work Quality, and Company Image On Loyality of Employee Cafe in Batam With Employee Satisfaction as A Mediation Variable. The population in this study were the Employees Café in Batam with a total of 510 respondents as a sample conducted from February to June 2023 using online and offline questionnaire. The research data was analyzed using SmartPLS version 3 application. The cost change variable has no effect and does not significantly influence the employee satisfaction variable. The work quality variable shows a positive and significant influence in influencing the employee satisfaction variable. The corporate image variable shows a positive and significant influence in influencing the employee satisfaction variable. The cost change variable has no effect and does not significantly influence the employee loyalty variable. The work quality variable shows a significant positive influence in influencing the employee loyalty variable. The corporate image variable shows a significant positive influence in influencing the employee loyalty variable. The employee satisfaction variable shows a positive but not significant influence in influencing the employee loyalty variable. The cost change variable indirectly has no effect and does not significantly affect the employee loyalty variable. The work quality variable indirectly has a positive but not significant influence on the employee loyalty variable. The company image variable indirectly has no effect and is not significant on the employee loyalty variable.

Keywords: *Cost Change, Work Quality, Company Image, Employee Loyality, Employee Satisfaction.*

1. Introduction

The pandemic COVID-19 is a global health problem that had a major impact on the world economy. As time goes by, many countries are starting to try to recover from the pandemic which for three years has paralyzed various sectors and has hampered all economic activities (Syukur et al., 2022). Indonesia is one of the countries that has successfully recovered from the pandemic Covid-19 and is in third place after China and India with GDP gains in the first quarter which have reached 7.1% (Putri, 2022). Based on data projections from the IMF, Indonesia occupies the sixth highest

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economic growth position with an increase in GRDP from 3.3% to 5.6% (Ahdiat, 2022).

One of the City in Indonesia that has many improvements and recovery after Covid-19 is Batam. In 2021, Batam's economic growth increased by 4.75% from the previous year which experienced minus 2.55% (Media Center, 2022). This increase was supported by an increase in the growth rate of business fields in Batam which reached 9.66 percent (BPS, 2022). The very rapid development of the business sector is business in the culinary sector. This is based on the fact that food is a basic human need that must be fulfilled, so that the culinary business can continue to grow and develop because of the important needs

Apart from that, there is the Coffee Shop phenomenon which has boomed in the last few years. Coffee shops are a place to fill free time for people, especially young people, who have become a lifestyle because they not only provide coffee drinks, but also provide other supporting facilities. With this phenomenon and supported by increasingly sophisticated and rapid technological developments, there is an opportunity for culinary business people to open a café business , resulting in a significant increase in the number of cafés and the level of coffee consumption in Indonesia. Based on the results of research in 2019 by Toffin and MIX Marcom Magazine, the number of cafes in Indonesia grew to 2,950 outlets and even tripled compared to the previous year and continues to increase to this day. "Coffee is no longer just a drink. "Coffee has become a necessity of life, and has become universal for all groups," said the Minister of Cooperatives and SMEs, Teten Masduki (Kusumawanti, 2022).

The large number of cafes that exist opens up many opportunities for job seekers to apply for jobs at the cafes they want. However, this has big consequences for the high turnover rate of employees. With high competition, technology that develops over time, demographic changes, very rapid economic changes and an unpredictable, complex and rapidly changing environment are factors that cause employee loyalty to their work to decrease so that turnover increases (Magdalena Andrin, 2021). According to a survey from FinanceOnline , the average US turnover rate is 20% with an average number of employees leaving at 2.3% or equal to 3.4 million employees. Meanwhile, in Indonesia itself, based on statistical data on employee recruitment and turnover, it can be seen that the number of employees recruited is inversely proportional to the number of employees who leave (Inti.co.id, 2021).

Based on the results of a survey conducted by Mercer, it has been shown that Indonesia has the highest employee turnover rate at the middle level. This is caused by around 55% of employees' dissatisfaction with salaries which is the main factor in this phenomenon. The ability of employees to get better benefits at other companies is the next factor. Changes in salary and environmental conditions are also factors that are very important to pay attention to (Triamanda, 2022). Sourced from CNBC (2022), 40% of job seekers admit they need a higher income due to inflationary turmoil which

causes increased costs which requires them to look for better benefits at other companies. This high level of employee dissatisfaction has an impact on weak employee loyalty to the company. Therefore, companies must be able to understand the needs and desires of employees. A company successfully manages their employees, employee satisfaction will increase which has an impact on employee loyalty.

Job satisfaction is an indicator that describes a person's condition related to their feelings and attitudes towards the experiences they experience while working (Sudiantini & Saputra, 2022). Employee loyalty is an attitude that arises because of the desire to behave well and be loyal to work, leadership and the workplace so that someone is willing to work hard and make sacrifices for the satisfaction of themselves and other parties (Munadzifah & Fahrullah, 2021). There are various factors that influence employee satisfaction that companies need to know in order to increase employee loyalty levels so that turnover can be reduced and business processes can run smoothly.

2. Theoretical Background

Employee Loyality
Employee loyalty is the success of employee work implementation in achieving company goals over a certain period of time. Increasing loyalty is very important so that it can create a good work environment, high work discipline and high motivation so that it can raise employee enthusiasm while working. Employee loyalty will have a very positive impact on the company (Swadarma & Netra, 2020). Employee loyalty has an important influence on the sustainability and progress of the company. Therefore, companies must always pay more attention to employee loyalty because loyal employees will make a big contribution to achieving company goals (Larissa et al., 2023). Employee loyalty is seen from how much ideas, performance and thoughts they can provide to the company, not only seen from the length of time the employee has worked at the company. Not only does it require a contribution of energy from its employees, but it also requires a contribution in terms of concept and loyalty so that it can be used as a means for employee performance to be maintained so that productivity and quality increase. With high loyalty, companies can see the mental and attitude of employees in various situations, both in good conditions and undesirable conditions (Mandagi et al., 2020).

Employee Satisfaction
Employee satisfaction is one of the company's efforts to determine the level of satisfaction of its employees regarding the rights and responsibilities they receive. This is very important to develop the company's operational production capacity because in a business unit in the company there are usually employees who have unsatisfactory performance resulting in hampered performance of the business unit (Schuster, 2023). Ariadi et al., (2023) stated that job satisfaction is the effectiveness and emotional reactions of humans to various aspects of the work carried out. Job

satisfaction is also described as employees' feelings about how enjoyable the work they do is. On the other hand, employees who have a low level of job satisfaction tend to make turnover, which will initially be characterized by a decrease in discipline and work productivity which will certainly be detrimental to the company (Alda et al., 2023).

Cost Change

The difference in costs felt by employees is one of the significant factors that can influence employee loyalty in the company (Rustiawan, 2023). Fair and competitive compensation plays an important role in attracting and retaining employees with good contributions to the company. When employees feel that the salary they receive is insufficient or not commensurate with industry standards or their contribution, employee satisfaction will decrease (Sinaga et al., 2022). Costs or salaries are something that is intended as a reward for work done (Faradila & Suryaman, 2021). This is divided into two, namely direct costs in the form of salaries or wages and indirect costs such as health insurance, housing allowance, or educational assistance. Satisfaction from individual employees comes from a comparison between what employees receive from the work they do with what is expected, everything that employees want or think, so that employee satisfaction can be achieved, a company is expected to provide good service and in accordance with expectations. employees (Hao & Wang, 2022).

Work Quality

The quality of work in a company is proof that the company can create good job satisfaction so that employees can feel satisfied with the work they do (Sumarsi, 2020). Work quality is the level of work demonstrated by employees in showing the best performance for the company (Pramuditha et al., 2023). Meanwhile, according to Agung (2022) states that work quality is a form of behavior or activities carried out in accordance with expectations and needs or goals to be achieved effectively and efficiently (Alfian & Susanti, 2023). Quality of work in a job is defined as fair and adequate working conditions both in terms of wages, benefits, safety protection, career opportunities, and so on (Wau, 2022). Work quality is a process by which an organization review or assess employee work performance whether it was carried out well, orderly and correctly and can be done creating work motivation while increasing satisfaction employees (Kirana et al., 2023).

Corporate Image

There are several studies regarding company image on employee satisfaction and loyalty. Empirical studies conducted by Bloomer, et al., (1998); Andreassen and Lindested (1997) in research conducted by Firdaus et al., (2021) that image influences satisfaction. However, there is another opinion expressed by Christina and Germa Coenders (2002) in the same research , that image has no influence on satisfaction. Image is a form of identity of different organizations or companies in the eyes of the public. A good corporate image is created so that the company can remain standing and the people within it can continue to develop creativity and even provide more

benefits for other people (Febriana & Kustini, 2022). Organizational image or company image is a personal impression of a group of people or an organization (Munthe, 2023). Company image is a positive thing that can increase employee loyalty through the company's success and company history (Junior et al., 2019). This depends on various factors as well as the physical behavior of the company itself, such as company name, diversity of products produced by the company, organizational traditions and culture, ideology and quality of communication methods between employees (Sinambela et al., 2022). Image cannot be created like a good or service, but there is a process in maintaining and improving it. A good company image will create satisfaction within employees. This will have an impact on employee enthusiasm and motivation while working. When employees work in a company with a good image, it will automatically build employee satisfaction (Wedadjati & Helmi, 2022).

Relationship between Cost Changes and Employee Satisfaction
The difference in costs felt by employees is one of the significant factors that can influence employee loyalty in the company (Rustiawan, 2023). Fair and competitive compensation plays an important role in attracting and retaining employees with good contributions to the company (Sinaga et al., 2022). Costs or salaries are something that is intended as a reward for work done (Faradila & Suryaman, 2021). Satisfaction from individual employees comes from a comparison between what employees receive from the work they do with what is expected, everything that employees want or think, so that employee satisfaction can be achieved, a company is expected to provide good service and in accordance with expectations. employees (Hao & Wang, 2022). Loyal and productive employees will be created if a sense of satisfaction is embedded within the employee, with his work, superiors, equipment and facilities, and others. Conditions often occur where employees are pressured to work in order to achieve certain targets, but are not supported by equipment, guidance from superiors, or even wages that are not in accordance with the workload carried out so that the results have a poor impact on the process and final results (product) provided. to customers (Wee & Bang, 2020). Many companies focus on customer satisfaction, assuming that the factor that can help achieve company success is employee job satisfaction (Febriana & Kustini, 2022).
H1: Cost Change have a significant positive influence on employee satisfaction

Relationship between Work Quality and Employee Satisfaction
Quality of work in a job is defined as fair and adequate working conditions both in terms of wages, benefits, safety protection, career opportunities, and so on (Wau, 2022). The quality of work in a company is proof that the company can create good job satisfaction so that employees can feel satisfied with the work they do (Sumarsi, 2020). Work quality is a process by which an organization review or assess employee work performance whether it was carried out well, orderly and correctly and can be done creating work motivation while increasing satisfaction employees (Kirana et al., 2023). Based on previous research, work quality increases employee satisfaction. The quality of work in question includes 2 aspects, namely external aspects such as salary,

a comfortable working environment and other things that can be seen and felt and internal aspects provided by the company, namely employee development, awards and recognition and others (Shoukun et al., 2022). The work environment contributes to employee affective commitment thereby increasing employee engagement and employee satisfaction (Kaur et al., 2020).

H2: Work Quality has a significant positive influence on Employee Satisfaction

Relationship between Company Image and Employee Satisfaction
Image is a form of identity of different organizations or companies in the eyes of the public. A good corporate image is created so that the company can remain standing and the people within it can continue to develop creativity and even provide more benefits for other people (Febriana & Kustini, 2022). Employee satisfaction is a feeling of satisfaction or vice versa that originates from the reality and expectations obtained (Maghfirah & Chandra, 2023). Employees are closely related to their performance and work results as well as rewards and sanctions accepted. Therefore, the level of job satisfaction in a company can be seen from several things such as employee attitudes towards work, job transfers, absenteeism or attendance, tardiness, and the complaints shown (Faruk, 2022). Empirical studies conducted by Bloomer, et al., (1998); Andreassen and Lindested (1997) in research conducted by Firdaus et al., (2021) that image influences satisfaction. However, there is another opinion expressed by Christina and Germa Coenders (2002) in the same research , that image has no influence on satisfaction. Organizational image or company image is a personal impression of a group of people or an organization (Munthe, 2023). A good company image will create satisfaction within employees. This will have an impact on employee enthusiasm and motivation while working. When employees work in a company with a good image, it will automatically build employee satisfaction (Wedadjati & Helmi, 2022).

H3: Company image has a significant positive influence on employee satisfaction

Relationship between Cost Changes and Employee Loyalty
Employee loyalty occurs when employees have deep feelings for the place where they work, grow and develop with the company, have a sense of purpose and the same sense of responsibility in their work, and contribute well to achieving company goals (Shoukun et al., 2022). According to Forbes, 79% of employees report lack of appreciation as a key reason for leaving their company. This indicates that the low level of employee loyalty in a company is a result of the lack of appreciation given, in this case the costs obtained (Dita, 2017). So it can be said that changes in perceived costs have a significant impact on employee loyalty. When employees receive decent and good fees, this will have an effect on creating quality employees and increasing employee loyalty. Qualified employees will be more easily attracted by competitors so that they leave their company and join their company (Marwanto & Hasyim, 2023). Therefore, companies need to give employees good and decent salaries in order to create employees who are quality and loyal to the company, so that employee performance and loyalty can increase profitability for the company (Asmaniati et al., 2023). The cost change obtained are the remuneration paid by the company based on

the period as a bond of cooperation, a form of job satisfaction, creating motivation, and stability, discipline and employee loyalty (Herienda et al., 2022).
H4: Cost Change has a significant positive influence on Employee Loyalty

Relationship between Work Quality and Employee Loyalty
Work quality is the level of work demonstrated by employees in showing the best performance for the company (Pramuditha et al., 2023). Meanwhile, according to Agung (2022) states that work quality is a form of behavior or activities carried out in accordance with expectations and needs or goals to be achieved effectively and efficiently (Alfian & Susanti, 2023). Employees play an important role in a company. Employees who have high loyalty are valuable company assets and must be well looked after by the company (Marwanto & Hasyim, 2023). To create employee loyalty to their work, it can be seen from their attitude in showing their abilities and skills, carrying out their duties and responsibilities, being disciplined and honest in their work. (Foeh, 2022). The quality of an employee's work is a comparison between the achievements obtained by the company and the sacrifices made by the company including the human resources within it and the costs incurred by the company to pay the employee. Employee work performance and work results are the impact of the quality of work provided by employees to the company. So that with good quality work, employees will receive proper recognition from their leaders. This will be a motivation for the employee to be more active in working so that it can influence employee loyalty (Sutrisno et al., 2022).
H5: Work Quality has a significant positive influence on Employee Loyalty

Relationship between Company Image and Employee Loyalty
Employee loyalty focuses on the level of employee loyalty to the company (Febriana & Kustini, 2022). Company loyalty indicates that the company has created a culture and environment that is well received by its employees and can provide opportunities for them to develop and provide appropriate material rewards, so that they can automatically devote themselves wholeheartedly to the company's development (Shoukun et al., 2022). When a company has a good corporate image in society, it will have a positive effect on employees and provide a good corporate image to employees who work in the company (Maulyan et al., 2022). Employees will feel proud if they work for a company that has a good corporate image in society. So the relationship between company image shows significant results on employee loyalty (Khuong & Linh, 2020). Company image is a positive thing that can increase employee loyalty through the company's success and company history (Junior et al., 2019). This depends on various factors as well as the physical behavior of the company itself , such as company name, diversity of products produced by the company , organizational traditions and culture , ideology and quality of communication methods between employees (Sinambela et al., 2022). These factors can influence how employees act loyally to their company.
H6: Company Image has a significant positive influence on Employee Loyalty

The relationship between Employee Satisfaction and Employee Loyalty

Satisfaction is an initial requirement in creating loyalty because employee loyalty is influenced by satisfaction (Kertiyasa & Irbayuni, 2022). According to Imran (2022) the mediating effect of employee satisfaction and employee loyalty is significant. Sutrisno (2022) defines job satisfaction as a person's thoughts, feelings and action tendencies, which is a person's attitude towards their work. Job satisfaction is related to the emotional state of employees, as well as the meeting point between the services provided by employees and the impact provided by the company (Irfan, 2022). Employee job satisfaction has a positive impact on employee loyalty to the company. Employee satisfaction is positively related to employee loyalty (Shoukun et al., 2022). Job satisfaction is a key variable in company success. Job satisfaction is also a factor that can increase employee loyalty (Ravanpeykar et al., 2022).
H7: Employee satisfaction has a significant positive influence on employee loyalty

The relationship between Cost Changes and Employee Loyalty is mediated by Employee Satisfaction
Cost changes are especially important for employees who are considering moving jobs. When employees think about moving from their old workplace to a new workplace, they will look at and consider the costs and benefits they will get from the move. If this transfer costs more than the benefits that will be obtained, it will be detrimental to employees. So it can be concluded that cost changes have a significant positive relationship with employee loyalty (Shoukun et al., 2022). Job satisfaction can form employees' loyal attitude towards their leaders and company (V.A.R.Barao et al., 2022). Generally, loyalty can be described as an employee's attachment to the company where he works psychologically, so that employees are able to make themselves do everything in the interests of the company. The difference between the amount of salary a worker receives and the amount they should receive will affect employee job satisfaction because this will relate to the employee's feelings at work. This indirectly means that cost change that occur will significantly affect employee job satisfaction (Abdullah et al., 2021). Employees will feel satisfied at work if their hard work during work is rewarded with fair costs and provides benefits for them. When they want to change places of work, what they hope is to get better costs so that they can contribute to working well (Zheitamhl, 2023). Viewed from the perspective of employee loyalty, it is stated that work loyalty can arise if all life or work needs are met, then employees can stay in the company for a long time (Sara et al., 2023).
H8: Cost Change have a significant positive influence on Employee Loyalty with Employee Satisfaction as the mediating variable

The relationship between work quality and employee loyalty is mediated by employee satisfaction
Quality of work leads to the well-being of employees' work lives . Work quality influences employee loyalty, thereby creating satisfaction and motivating them to commit to their work (Ihwanudin et al., 2023). Work quality is a result seen from its effectiveness and efficiency carried out by employees to achieve company goals and objectives (Nasution, 2018). Employee loyalty is influenced by job satisfaction, because when employees feel satisfied with the work they do, it will give them a

feeling of comfort and joy when they are at work. Employees become enthusiastic about carrying out their work. A peaceful work environment can prevent employees from feeling tired after work, thereby creating employee loyalty (Rulianti & Nurpribadi, 2023). An employee is someone who has feelings, thoughts, needs and desires that impact all their actions and behavior at work (Toto Handiman & Ali, 2019). Wydyanto & Ilhamalimy (2021) also stated that the traits and attitudes that emerge are divided into two, namely positive and negative, such as a sense of satisfaction at work and the emergence of stress due to work piling up or pressure from the leadership. When employees feel satisfied from their leadership's service, it will be something special that employees can feel so that employee loyalty will increase (Cakranegara et al., 2022).

H9: Work Quality has a significant positive influence on Employee Loyalty with Employee Satisfaction as the mediating variable

The relationship between Company Image and Employee Loyalty is mediated by Employee Satisfaction

Company image refers to the impression the company gives that is felt by employees (Maulyan et al., 2022). The company image will encourage their intention to work well in the company. Junior (2019) stated that the formation of a company image can take the form of visualization to the public and overall evaluation internally in the company. Previous researchers believed that a company's image was the overall impression among the public (Shoukun et al., 2022). Company image has a significant impact on employee loyalty and plays a key role in employee retention (Citra & Fahmi, 2019). When a company has a good image in the eyes of its employees, this indirectly indicates that the employees who work for the company are satisfied with the services and policies implemented by the company (Kertiyasa & Irbayuni, 2022). Susita (2020) concluded that the sense of satisfaction felt by employees can support high employee loyalty to the company.

H10: Company Image has a significant positive influence on Employee Loyalty with Employee Satisfaction as the mediating variable

3. Methodology

The research used Café Employees in Batam City as the population and the sample taken was 510 employees. This amount of sample data was obtained through sample calculations using Hair et al's theory which is used if the population size is unknown, then 1 statement is calculated as 10 respondents and calculate on a 7-point linear scale. (Trianto, 2018). In the questionnaire used, there are 2 main parts, namely containing demographic information on respondents' statements regarding assessments of employee loyalty, work quality, company image, cost change and employee satisfaction while working at the Café which is used as the research object. And the secondary data used is data sourced from previous scientific books and journals and supports this research.

The data analysis method used is the Partial Least Squares (PLS) method. The use of this method is based on the existence of a mediating variable that exists between the dependent variable and the independent variable. And also use the descriptive and quantitative analysis methods. The descriptive analysis is a type of research on data that is used to help describe, explain, and help summarize the data obtained so that it can develop according to the conditions of the data (Tari, 2022). The quantitative methods used to testing the accuracy of each statement distributed through the questionnaire that has been distributed.

Outer Loading
Outer Loading test is used to determine the correctness of each indicator for the variable. If the results of this outer loading test show >0.5 then the statement in each variable can be declared valid (Ghozali & Hengky, 2012).

Average Variance Extracted (AVE)
The AVE test is a way to determine the validity of the data used. If the AVE test gets a value of 0.5 then the data is valid and meets the convergent validity requirements so it can proceed to the next level of data testing. So, every statement that can exceed 0.5 has good validity (Ghozali & Hengky, 2012).

Composite Reliability
Composite Reliability is used to measure the accuracy of each statement in the questionnaire based on the appropriate variables. Measurements using Composite Reliability will be reliable if they obtain a score > 0.7 (Ghozali & Hengky, 2012).

Cronbach Alpha
Measurement using Cronbach Alpha is the second method that can be used to test the reliability of the statements in each variable. The Cronbach Alpha test will be said to be reliable if it gets a score > 0.6 (Albi, 2020)

Test the Structural Model Without Mediation (Direct Impact)
The purpose of conducting this model test is to show the magnitude of the influence between variables and to test the suitability of the relationship matrix which is based on two or more models as a comparison of the relationship between the variables being tested which will be declared significant if a T-statistics score > 1.96 or P-Values shows the value. below 0.05 (Trianto, 2018).

Test the Structural Model with Mediation (Indirect Impact)
This model test was carried out to find out which variables have the biggest and smallest influence and to find out whether the intervening variables have an influence and can be said to be mediating variables. The relationship between the variables tested will be declared significant if they obtain a T-statistics score > 1.96 or P-Values show a value below 0.05 (Trianto, 2018).

Path Coefficients
This test will show the impact of the latent variable on other latent variables which can also be seen in the T-Statistics column (Ghozali & Hengky, 2012). The Path Coefficients test will be said to be significant if the significance level is 5% if it has a T-statistics value of more than 1.96 or P-values < 0.05.

Coefficient of Determination Test (R Square)
This test can also see how big the influence of the independent variable is on the dependent variable. If the resulting value is close to 1, then the variable can describe the information needed to find out the related variable and vice versa. If the value obtained from the R Square test results is higher, the research model can be said to be consistent or good (Trianto, 2018).

Quality Index
This test can be seen in Goodness of Fit (GoF), where if the value obtained in the GoF test is higher, it indicates that the resulting model is good. However, if the GoF value is > 0.10 then it is classified as weak, if the figure obtained shows > 0.25 then it is included in the medium group and if ≥ 0.36 then it can be defined as a strong model (Ghozali & Hengky, 2012). The calculation can be seen as follows:
$$GoF = \sqrt{Comm \times R2}$$
Information:
GoF : Goodness of Fit criteria to measure the level of model accuracy
Comm : Average communalities (AVE)
R 2 : Average R

4. Empirical Findings/Result

Demographic Analysis of Respondents
This research requires respondent data obtained from two questionnaire sources which are distributed online in the form of Google Form and offline to respondents. The collection and distribution of this questionnaire was carried out between February and June 2023. The data currently collected is 510 respondents. Based on the questionnaires distributed, the number of questionnaires that met the criteria was 504 people, while the number of questionnaires that did not meet the criteria was 6 people. Data from the questionnaire distributed showed that the data of respondents who were female were 215 people (42.7 %) and male respondents were 289 people (57.3%). So, male respondents are more dominant than female respondents. This is comparable to statistical data on the population of Batam City in 2022. Judging from the workforce pyramid based on gender, the number of the male workforce is greater than the female workforce (BPS Kota Batam, 2022).

Outer Loading
The statement is said to be valid if the outer loading value is above 0.5, it can be seen from the table below that there is one indicator, namely the variable KK17 (Employee Satisfaction), which is found to be invalid with an outer loading value below 0.5,

namely 0.369, so it is not included in the Outer Loading Test results because it cannot used as a testing indicator. This data indicates that the indicator does not work in the measurement model, resulting in low results.

Table 1. Outer Loading Test Results

Variable	Outer Loading	Information
PB1	0.901	*Valid*
PB2	0.913	*Valid*
PB3	0.901	*Valid*
PB4	0.867	*Valid*
PB5	0.730	*Valid*
KK1	0.801	*Valid*
KK2	0.764	*Valid*
KK3	0.724	*Valid*
KK4	0.775	*Valid*
KK5	0.677	*Valid*
KK6	0.721	*Valid*
KK7	0.797	*Valid*
KK8	0.742	*Valid*
KK9	0.765	*Valid*
KK10	0.699	*Valid*
KK11	0.700	*Valid*
KK12	0.676	*Valid*
KK13	0.754	*Valid*
KK14	0.704	*Valid*
KK15	0.747	*Valid*
KK16	0.727	*Valid*
KK18	0.630	*Valid*
KK19	0.640	*Valid*
KK20	0.644	*Valid*
KK21	0.715	*Valid*
CP1	0.927	*Valid*
CP2	0.925	*Valid*
CP3	0.926	*Valid*
CP4	0.878	*Valid*
CP5	0.797	*Valid*
KKY1	0.777	*Valid*

Variable	Outer Loading	Information
KKY2	0.844	*Valid*
KKY3	0.851	*Valid*
KKY4	0.864	*Valid*
KKY5	0.879	*Valid*
KKY6	0.884	*Valid*
KKY7	0.717	*Valid*
LK1	0.872	*Valid*
LK2	0.852	*Valid*
LK3	0.853	*Valid*
LK4	0.859	*Valid*
LK5	0.809	*Valid*
LK6	0.814	*Valid*
LK7	0.803	*Valid*
LK8	0.793	*Valid*
LK9	0.839	*Valid*

Source: Primary data processed (2023)

Average Variance Extracted (AVE)
If we look at the data obtained after carrying out the AVE test, it can be seen that all statements on each variable are declared valid because the AVE value obtained is >0.5

Table 2. Average Variance Extracted (AVE) Test Results

Variable	AVE	Conclusion
Cost Changes	0.748	*Valid*
Work quality	0.521	*Valid*
Company Image	0.796	*Valid*
Employee Satisfaction	0.694	*Valid*
Employee Loyalty	0.694	*Valid*

Source: Primary data processed (2023)

Reliability Test Results
A variable is declared reliable if the composite reliability value exceeds 0.7, while the Cronbach alpha test will be said to be reliable if it gets a score > 0.6 and if you look at the table, it can be seen that all statements can be said to be reliable because they have a composite reliability value and Cronbach alpha has exceeded the existing provisions (Albi, 2020)

Table 3. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha	Conclusion
Cost Changes	0.937	0.914	Reliable
Work quality	0.956	0.952	Reliable
Company Image	0.951	0.935	Reliable
Employee Satisfaction	0.940	0.925	Reliable
Employee Loyalty	0.953	0.945	Reliable

Source: Primary data processed (2023)

Structural Model Test Results Without Mediation (Direct Impact)
The relationship between the variables tested will be declared significant if they obtain a T-statistics score > 1.96 or the P-Values show a value of 0.05 or below (Trianto, 2018).

Table 4. Direct Impact Results

Direct Line	*T-Statistics*	*P-Values*	Conclusion
Cost Changes -> Employee Satisfaction	0.010	0.992	No Influence and Not Significant
Work Quality -> Employee Satisfaction	6,646	0,000	Positive and Significant Influence
Company Image -> Employee Satisfaction	6,851	0,000	Positive and Significant Influence
Cost Changes -> Employee Loyalty	0.436	0.663	No Influence and Not Significant
Quality of Work -> Employee Loyalty	6,077	0,000	Positive and Significant Influence
Company Image -> Employee Loyalty	3,198	0.001	Positive and Significant Influence
Employee Satisfaction -> Employee Loyalty	2,295	0.022	Positive influence but not significant

Source: Primary data processed (2023)

Structural Model Test Results with Mediation (Indirect Impact)
The relationship between the variables tested will be declared significant if they obtain a T-statistics score > 1.96 or the P-Values show a value of 0.05 or below (Trianto, 2018).

Table 5. Indirect Impact Results

Direct Line	*T-Statistics*	*P-Values*	Conclusion
Cost Changes -> Employee Satisfaction -> Employee Loyalty	0.009	0.993	No Influence and Not Significant
Work Quality -> Employee Satisfaction -> Employee Loyalty	2,400	0.017	Positive influence but not significant

Company Image -> Employee Satisfaction -> Employee Loyalty	2,018	0.044	Positive influence but not significant

Source: Primary data processed (2023)

R Square Test Results
Based on the table below, it can be seen that the variables company image, cost change and quality of work have an influence on employee satisfaction at a moderate level with a value of 0.611 and the variables company image, cost change and quality of work show an influence on employee loyalty at a moderate level with a value of 0.611. value value 0.634

Table 6. R Square Test Results

Variable	R Square	R Square Adjusted
Employee Satisfaction	0.613	0.611
Employee Loyalty	0.637	0.634

Source: Primary data processed (2023)

Quality Index Test Results
Best in the GoF results below, it show a value of 0.657, which means that the model tested has a strong level so it is good for research.

Table 7. Quality Index Test Results

Communality	R Square	GoF	Conclusion
0.691	0.625	0.657	Strong

Source: Primary data processed (2023)

5. Discussion

Hypothesis 1:
Based on data test result, the cost change variable has no effect and does not significantly affect the employee satisfaction variable. Judging from the T-statistics value, namely 0.010 (<1.96) and the P-values, namely 0.992 (>0.05), it is said to have no influence and is not significant. This statement is in line with the results of previous research by Ratna Gumilang, (2019), Kertiyasa & Irbayuni, (2022), Setiobudi, (2017) namely that if cost change occur, then this cannot increase employee satisfaction. So it can be concluded that costs change are not a factor that can influence employee satisfaction.

Hypothesis 2:
Based on data test result, the work quality variable shows a positive and significant influence in influencing the employee satisfaction variable. Judging from the T-statistics value, namely 6.646 (>1.96) and the P-values, namely 0.000 (<0.05), it can be said that this variable has a positive and significant influence. This statement is in line with the results of previous research by Cakranegara et al., (2022), Ihwanudin et

al., (2023), Swadarma & Netra, (2020), Schuster, (2023) where when the quality of the work carried out is good, employee satisfaction will also increase. can increase. Conversely, if the quality of work decreases, employee satisfaction will also decrease. So it can be concluded that work quality is one of the factors that can influence employee satisfaction.

Hypothesis 3:
Based on data test result, the corporate image variable shows a positive and significant influence in influencing the employee satisfaction variable. Judging from the T-statistics value, namely 6.851 (>1.96) and the P-values, namely 0.000 (<0.05), it can be said that this variable has a positive and significant influence. This statement is in line with the results of previous research by Sinambela et al., (2022), Maulyan et al., (2022), Alda et al., (2023), Idris, (2022), Schuster, (2023) which states that if a If a company has a good image in the community or consumers, this will significantly increase employee satisfaction while working. Likewise, if the company has a bad image, employee satisfaction will be very low. So it can be concluded that company image is one of the factors that can influence the level of employee satisfaction.

Hypothesis 4:
Based on data test result, the cost change variable has no effect and does not significantly affect the employee loyalty variable. Judging from the T-statistics value, namely 0.436 (<1.96) and the P-values, namely 0.663 (>0.05), it is said to have no influence and is not significant. This statement is in line with the results of previous research by Ratna Gumilang, (2019), Kertiyasa & Irbayuni, (2022) which also stated that changes did not significantly affect employee loyalty. So that cost change are not a factor that can influence employee loyalty.

Hypothesis 5:
Based on data test result, the work quality variable shows a significant positive influence in influencing the employee loyalty variable. Judging from the T-statistics value, namely 6.077 (>1.96) and the P-values, namely 0.000 (<0.05), it can be said that this variable has a positive and significant influence. This statement is in line with the results of previous research by Cakranegara et al., (2022), Ihwanudin et al., (2023), Schuster, (2023) which, if concluded, states that work quality can be one of the factors that influences employee loyalty. When the quality of employee work increases, employee satisfaction will also increase. Conversely, if the quality of work produced decreases, employee satisfaction will also decrease.

Hypothesis 6:
Based on data test result, the corporate image variable shows a significant positive influence in influencing the employee loyalty variable. Judging from the T-statistics value, namely 3.198 (>1.96) and the P-values, namely 0.001 (<0.05), it can be said that this variable has a significantly positive influence. This statement is in line with the results of previous research by Maulyan et al., (2022), Alda et al., (2023), Idris, (2022), Schuster, (2023) namely that when the company image increases, employee

loyalty will also increase. On the other hand, if the company has problems that impact the company's image, employee loyalty to the company will decrease. So it can be concluded that company image can be an important factor that can influence high employee loyalty.

Hypothesis 7:
Based on data test result, the employee satisfaction variable shows a positive but not significant influence in influencing the employee loyalty variable. Judging from the T-statistics value, namely 2.295 (>1.96) and the P-values, namely 0.022 (<0.05), it can be said that this variable has a positive but not significant influence. This statement is in line with the results of previous research V.A.R.Barao et al., (2022), Sara et al., (2023), (Prasiwi et al., 2022) namely employee satisfaction will increase employee loyalty but not significantly, which means that if satisfaction Increasing or decreasing employees will not have an impact on increasing or decreasing the level of employee loyalty to the company. So it can be concluded that employee satisfaction has a positive influence but does not have any impact because the influence is not significant on employee loyalty.

Hypothesis 8:
Based on data test result, the indirect cost change variable has no effect and does not significantly affect the employee loyalty variable. Where the employee satisfaction variable mediates between the cost change variable and employee loyalty. Judging from the T-statistics value, namely 0.009 (<1.96) and the P-values, namely 0.993 (>0.05), it can be said that it indirectly has no influence and is not significant. This statement is in line with the results of previous research Lamin, (2021), Sumarsi, (2020) so it can be concluded that the existence of a mediating variable does not affect the cost change variable which indirectly has no effect on employee loyalty.

Hypothesis 9:
Based on data test result, the work quality variable indirectly has a positive but not significant influence on the employee loyalty variable. Where the employee satisfaction variable mediates between the work quality variable and employee loyalty. Judging from the T-statistics value, namely 2,400 (>1.96) and the P-values, namely 0.017 (<0.05), it is said that it indirectly has an influence but is not significant. This statement is in line with the results of previous research by Aristiana, (2019), Asmaniati et al., (2023), (Khuong & Linh, 2020) so it can be concluded that the existence of mediating variables can influence work quality variables but does not significantly influence employee loyalty. .

Hypothesis 10:
Based on data test result, the company image variable indirectly has no effect and is not significant on the employee loyalty variable. Where the employee satisfaction variable mediates between the work quality variable and employee loyalty. Judging from the T-statistics value, namely 2.018 (>1.96) and the P-values, namely 0.044 (<0.05), it can be said that it indirectly has no effect and is not significant . This

statement is in line with the results of previous research by Ariyanti et al., (2020), (Khuong & Linh, 2020) so it can be concluded that the existence of mediating variables can influence the company image variable but does not significantly influence employee loyalty.

6. Conclusions

This research is entitled Analysis of the Effect of Cost Change, Work Quality and Company Image on Employee Loyalty Mediated by Employee Satisfaction at Cafés in Batam City, with the aim of the research being to reveal the relationship and influence between cost change, work quality and company image and overall employee loyalty. not directly influenced by employee satisfaction. In accordance with the explanation from the previous chapter, this research uses café employees in Batam City as research objects with a total of 504 respondents.

Based on the results of the hypothesis test that has been carried out, it can be concluded that the cost change variable has no influence and is not significant because if ccost change occur, then this cannot increase employee satisfaction. The work quality variable shows a positive and significant influence in influencing the employee satisfaction variable because when the quality of work carried out is good, employee satisfaction can increase. Conversely, if the quality of work decreases, employee satisfaction will also decrease. The corporate image variable shows a positive and significant influence in influencing the employee satisfaction variable because if a company has a good image in the community or consumers, then this will significantly increase employee satisfaction while working. The cost change variable has no effect and does not significantly influence the employee loyalty variable. The work quality variable shows a significant positive influence in influencing the employee loyalty variable. The corporate image variable shows a significant positive influence in influencing the employee loyalty variable because when the company image improves, employee loyalty will also increase. On the other hand, if the company has problems that impact the company's image, employee loyalty to the company will decrease.

The employee satisfaction variable shows a positive but not significant influence in influencing the employee loyalty variable because where employee satisfaction will increase employee loyalty but not significantly, which means that satisfaction Increasing or decreasing employees will not have an impact on increasing or decreasing the level of employee loyalty to the company. The cost change variable indirectly has no effect and does not significantly affect the employee loyalty variable, where the employee satisfaction variable mediates between the cost change variable and employee loyalty. The work quality variable indirectly has a positive but not significant influence on the employee loyalty variable, where the employee satisfaction variable mediates between the work quality variable and employee loyalty. The company image variable indirectly has no effect and is not significant on the employee loyalty variable, where the employee satisfaction variable mediates

between the work quality variable and employee loyalty

There are a summary of several limitations experienced during conducting research. First, during the online and offline distribution questionnaire, the researcher experienced difficulties in getting respondents and estimating time. Second, there are obstacles in distributing questionnaires offline that several cafés which prohibit or do not allow research in the form of filling out questionnaires to their employees because the café assumes that this is the privacy of the café's management.

With the limitations described in the previous section, suggestions for further research are as follows. First, regarding the population used, it is hoped that a wider population can be used, not only in the Batam City area, so that we can see how this research model is applied to research objects in other places. Second, future researchers are expected to be able to collect a larger number of respondents than the current number of respondents. So the data obtained shows stronger validity.

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