ANALYSIS OF CROSS CULTURAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE LOYALTY THROUGH JOB SATISFACTION AS MEDIATION VARIABLES

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ABSTRACT

In the era of globalization, manufacturing companies face challenges in maintaining employee loyalty amidst cultural diversity. The phenomenon of low employee loyalty is evident from high turnover rates, absenteeism, and non-compliance with company regulations. This study aims to analyze the influence of cross-cultural leadership and organizational culture on employee loyalty, with job satisfaction as a mediating variable in the manufacturing industry in Cianjur Regency. The method used is descriptive analysis with a population of 8,400 employees. The sample selection was carried out randomly and analyzed using Structural Equation Modeling (SEM) with a sample size of 200 respondents. The results of the study indicate that cross-cultural leadership does not have a significant direct effect on employee loyalty, but it has a significant impact on job satisfaction. Organizational culture has a significant effect on both employee loyalty and job satisfaction. Job satisfaction is proven to mediate the effect of cross-cultural leadership and organizational culture on employee loyalty.

Keywords: *Cross Cultural Leadership, Organizational Culture, Employee Loyalty, Job Satisfaction*

A. INTRODUCTION

In the current era of globalization, countries in the world are competing to increase the economic growth of their countries, because economic growth is also important because it can be a reference in determining the economic condition of a country and is closely related to the welfare of society, where the higher the economic growth of a country, it is certain that the people of that country also have a prosperous life. Economic growth can also be the basis for the government to make plans or strategies in making policies so that people's welfare can be achieved by ensuring that growth always moves in a positive direction (R. T. P. Ningrum, 2022).

According to the source Indonesia baik.id in 2023 Indonesia ranks fifth as the largest manufacturing industry country in the world. Indonesia's position is after China, with its manufacturing industry contribution reaching 29.3 percent. Then, followed by South Korea (27.6%), Japan (21%) and Germany (20.7%). Indonesia became the first Asian country to be trusted as an official partner in organizing the world's largest manufacturing technology exhibition. This is a form of recognition for Indonesia, which is increasingly establishing itself as one of the world's industrial powers.

The manufacturing industry plays an important role in national economic growth. Currently, the manufacturing industry is able to contribute to the national Gross Domestic Product (GDP) by 20 percent. This will continue to grow in line with the development of the industry and the products themselves, the manufacturing industry will create many opportunities for people to continue to innovate (Finaka et al., 2019).

To support the development of the manufacturing industry is getting better in need of loyalty Human resources are good too, because the loyalty of human resources as one of the factors that are very important even cannot be separated from a company and human resources are also an important part of an organization, the progress of an association is greatly influenced by the single execution of its workers. Every association or organization will continue to strive to further develop the implementation of its performance, in the hope that its organizational goals will be achieved (Yosepa et al., 2020).

However, the fact is that many employees who are not loyal to the company tend to be more ignorant of the company's will, starting from not obeying the rules issued by the company, increasing absenteeism, starting to be lazy to work, increasing violations, increasing resistance to superiors and a high level of employee turnover in a company. Employee Loyalty is an indication of employee stability (Runa, 2020). On the other hand, many employees are not honest at work, cannot be responsible for what they have done and tend to prefer to be absent and leave the company without thinking about the results of their own work, even though job opportunities are limited, but in reality people easily give up in the face of challenges and get pressure so they prefer not to be loyal. When the job is considered difficult and challenging, they should be more appreciative of the difficult work by being loyal to the company (Burhanuddin, 2022). Therefore, all of this is a concern for companies for their human resources so that they are more selective in accepting new human resources in opening job vacancies in the future, and must always foster a sense of employee loyalty when they are part of the company because employee loyalty is needed so that these employees can work not only for themselves but also for the benefit of the company (Khoiriyah & Adiati, 2023). Many studies have examined the factors that influence employee loyalty, one of which is job satisfaction.

Job satisfaction is a very important and basic thing that must exist within employees, because job satisfaction is one of the most important aspects so that employees feel happy at work and feel at home to serve in the company, job satisfaction is very difficult to assess because each person has their own desires, but basically job satisfaction can be discussed in the middle ground between

employees and their companies (Hariani & Irfan, 2021).

However, dissatisfaction at work can lead to aggressive behavior or on the contrary employees show an attitude of withdrawing from contact with their social environment. For example, by taking an attitude to quit the company, like skipping sabotage, deliberately making mistakes at work, opposing superiors to strike activities or other behaviors that tend to avoid organizational activities (Sutrisno, 2017). The adverse impact of dissatisfied employees, directing behavior to leave the organization, including looking for a new position and resignation, the collective cessation of workers is a total loss for the organization of knowledge, expertise, abilities and other characteristics of these employees. Another response to employee dissatisfaction is to allow conditions to worsen, including chronic absenteeism and tardiness, reduced effort and increased error rates. A review of 300 studies revealed a strong correlation, organizations with more satisfied workers tend to be more effective than organizations with dissatisfied workers (Widadi & Savitri, 2019). Research on job satisfaction and employee loyalty shows that it is influenced by several factors including cross-cultural leadership and organizational culture.

Organizational culture is a rule issued by the company to be carried out together, and requires all employees to obey the rules in accordance with what is set by the company. A company is said to be successful if the company is able to create good performance and continues to try to improve and maintain its employees who have good performance, because the existence of an employee is in good or bad performance (Rahmawati et al., 2022). This is in line with research Hidayat & Sitio (2022) that organizational culture has a positive and significant effecton employee loyalty.

But the fact is that if the culture of an organization does not provide positive things for the organization, the results that will be achieved or organizational performance will be poor, because corporate culture informs employees about how employees should behave. This Organizational Culture will also reflect the specifications and character of an organization, the corporate culture belongs to and guides all layers of individuals in an organization in carrying out their duties (Ikhsan, 2016).

Cross-cultural leadership is a form of leadership interaction between leaders and subordinates with different cultural backgrounds. Dhaviyanti (2017) reveals that there are a number of factors that potentially contribute to differences in effective cross-cultural leadership processes. These factors include personal values, leader background, and personal skills..this is in line with the research of (Hariani & Irfan, 2021) which says that cross-cultural leadership has a positive and significant effect on job satisfaction.

Despite the fact that there are many cultural differences in foreign leadership, both attitudes, and language used in behaving as a leader, many studies have shown similarities in leadership between western countries and countries in Asia. These similarities are shown in the same perception of leadership. The number of differences influenced by culture, then in cross-cultural leadership, leaders who have competence are needed (Perdana et al., 2020).

Nowadays, foreign company ownership is increasingly prevalent in Indonesia. This shows that the manufacturing industry area is excellent for business economic actors, especially foreign investors.

According to the Cianjur District labor office in 2022 in Cianjur District, the ownership of large manufacturing industry companies is dominated by foreigners, as well as foreign workers, the number of foreign workers in the manufacturing industry in Cianjur District is 163 people with the largest company, PT Pou yuen as many as 55 people, the following picture is the number of foreign workers in Cianjur District:
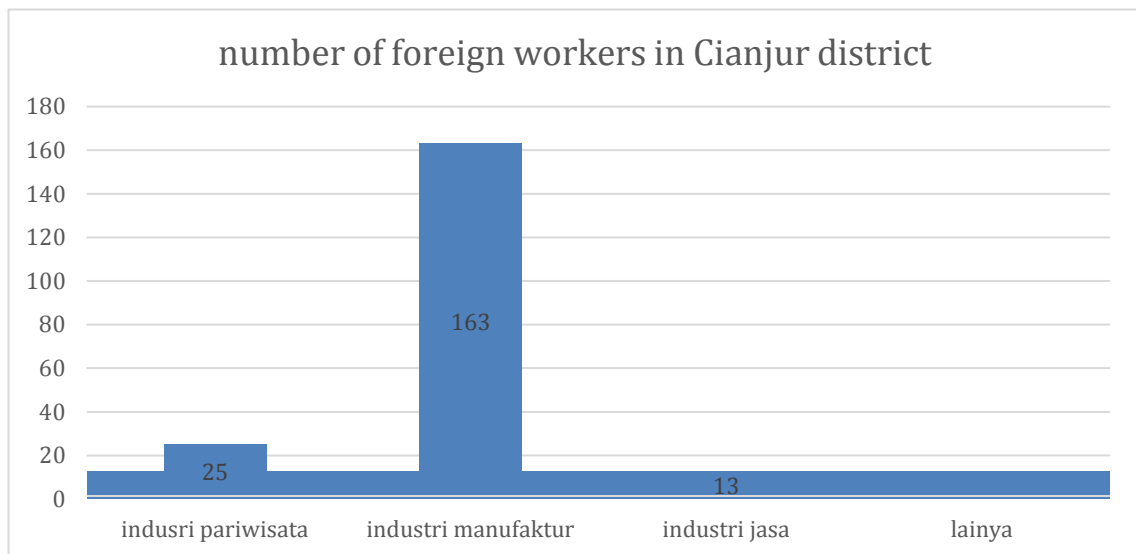

Figure 1. Number of Foreign Workers in Cianjur Regency
Source: Cianjur District labor office 2022, Processed.

The figure above shows that the largest number of foreign workers in Cianjur Regency is in the manufacturing industry as many as 163 people followed by the manufacturing industry as many as 25 people and the service industry as many as 13 people, this shows that the manufacturing industry is the first place with the most foreign workers in Cianjur Regency.

With the presence of foreign workers, local workers must be able to compete with foreign workers and adapt to foreign leadership, local workers must have a strong mentality at work and be loyal and loyal to their company, because not many employees prefer to leave their jobs, compared to staying in a company with foreign leadership.

Based on the results of observations, researchers found problems with local employee loyalty in large manufacturing industry companies, many employees have left from the last 3 years, including 2021 as many as 127 employees who left, in 2022 as many as 87 employees left, then in 2023 as many as 93 employees left, the following is a picture of the data of employees who left in large manufacturing industry companies in Cianjur Regency:
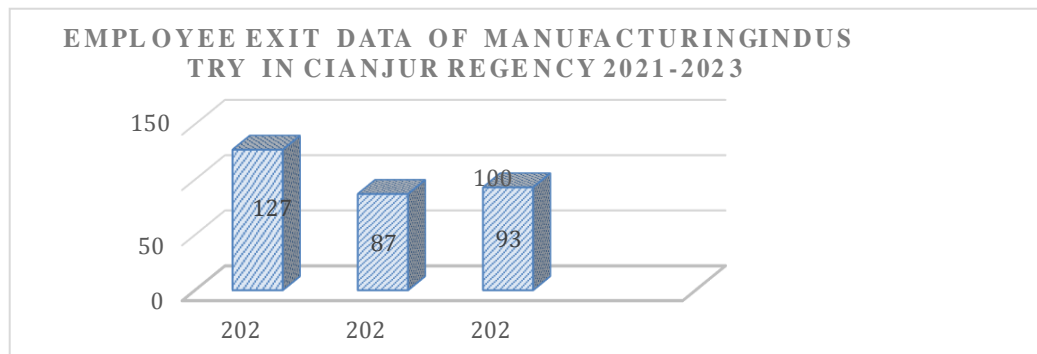
Figure 2. Employee Exit Data for Manufacturing Industry in Cianjur Regency 2021-2023
Source: Cianjur District Manpower Office, Processed 2024

Based on the figure above, it can be seen that there are 307 employees leaving the 2021-2023 period, this data shows the low loyalty of employees of manufacturing industry companies, this problem is suspected by the existence of authoritarian cross-cultural leadership, starting from employees being accustomed to working individually thinking about themselves and not caring about others, jobs that often change, and must obey all decisions issued by the leader to being forced to embrace the organizational culture system adopted by the company. On the other hand, there is no job satisfaction for employees. Among them is the absence of career certainty at work, high work pressure to excessive workload but in terms of compensation, the provision of incentives tends to be small or sometimes even not get it at all.

There are differences in research that examines the relationship between cross-cultural leadership relationships to employee loyalty, according to research (Ningrum & Purnamasari, 2022) cross-cultural leadership has a positive effect on employee loyalty. Meanwhile, according to Ningrum & Purnamasari (2022) that cross-cultural leadership styles have no effect on employee loyalty. Likewise, the relationship between organizational culture and employee loyalty, according to research Sofia et al (2024) organizational culture has a positive and significant effect on employee loyalty, while according to research Ningrum & Purnamasari (2022) said that organizational culture has no effect on employee loyalty.

The relationship between cross-cultural leadership and job satisfaction According to research Haryani et al (2022) said that cross-cultural leadership has a positive and significant effect on job satisfaction, as well as the relationship between organizational culture and job satisfaction according to research Wahyudi & Tupti (2019) which says that organizational culture has a positive effect on job satisfaction.

Then the relationship between job satisfaction and employee loyalty according to research Giovanni & Ie (2022) said that job satisfaction has a positive effect on employee loyalty.

The research shows that there are different views on the relationship between the two independent variables on the dependent variable and a solution is needed, other studies state that cross-cultural leadership has a positive effect on job satisfaction, and organizational culture has a positive effect on job satisfaction,

then job satisfaction is positively related to employee loyalty, therefore the authors place job satisfaction as a mediating variable to prove the effect of job satisfaction in mediating the effect of cross-cultural leadership and organizational culture on employee loyalty.

From the phenomena that have been described above, researchers are interested in conducting research with the title "Analysis of Cross-Cultural Leadership and Organizational Culture on Employee Loyalty with Job Satisfaction as a Mediating Variable (Survey of Manufacturing Industry Employees in Cianjur Regency).

B. LITERATURE REVIEW
Theoretical Approach Used

Human resource management is the science and art of regulating the relationship and role of labor to effectively and efficiently help realize the goals of the company, employees and society as well as Human Resource Management is a field of management that specifically studies the relationship and role of human management in corporate organizations (Ibrahim, 2016). Human resource management is interpreted as one of the main capitals in an organization, which can make an invaluable contribution to the strategy of achieving organizational goals (Wijaya et al., 2021).

As for the *middle range theory* in this study is organizational behavior, the view in this theory explains that there are two things that focus on organizational behavior, namely *actions (actions)* and attitudes *(attitudes)* of people in organizations, it can be said that organizational behavior is a science that is studied to solve various problems of human behavior in organizations, without good management it will make the results of the manufacturing industry itself decrease, therefore good resource management is needed by emphasizing disciplined, careful and precise organizational behavior as a planning, mobilizing and supervising process in order to achieve a goal (Rahmawati et al., 2022).

Applied theory in this study includes employee loyalty which is influenced by cross-cultural leadership and organizational culture mediated by job satisfaction, each of these theories is described in the next section.

Employee Loyalty

Employee loyalty must be very concerned in the company; it is because work loyalty or loyalty is one of the elements used in employee assessment which includes loyalty to his job, position and organization. This loyalty is reflected by the willingness of employees to maintain and defend the organization inside and outside work from irresponsible people (Mariana & Irfani, 2015). Thus in the manufacturing industry requires employees with high loyalty so that they are able to have a sense of wanting to advance the company within the employees themselves. loyalty is defined as loyalty where someone only wants to work for a company until retirement because they believe the company or agency where they work pays attention to their career and welfare (Iqbal & Fitri, 2023). This situation can determine an industrial company has a competitive advantage with its competitors, because employees are the main factor in determining the state of the company itself.

Job Satisfaction

Job satisfaction is defined as an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work and matters concerning physical and psychological factors (Sutrisno, 2017) the goal is to get a match between what is done with how much reward is received (Febrianti, 2023) defines that satisfaction is something that can affect work behavior, work slowness, absenteeism, and employee turnover. Furthermore, it comes from resources and causes of satisfaction because satisfaction is very important to improve individual performance.

The match between job satisfaction and employees can provide positive things to the company, one of which can make the company's image and productivity increase, because job satisfaction is defined as an emotional attitude that is pleasant and loves his job (Hasibuan, 2019).

Organizational Culture

Organizational culture is now being talked about everywhere, whether in among experts as well as among business practitioners and executives because it is stable, more advanced and more anticipatory of environmental changes (Sutrisno, 2017). Organizational culture is part of the Human Resources subject curriculum and part of organizational theory. Each organization has its own culture that characterizes an organization, the culture of an organization plays a quite important role in the organization, because a good culture will be able to provide comfort which then supports the performance of its members, on the contrary, an organizational culture that is not good or that is not in accordance with the personality of its members will trigger a decrease in the performance of each member (Habudin, 2020).

Organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether they like the culture or not. That is, culture is a descriptive term. Organizational culture is a shared perception shared by all members of the organization, and is related to the values held by members of the organization, these values inspire individuals to determine actions and behaviors accepted by their organization (Naufal, 2023).

Cross-Cultural Leadership

Understanding international interactions is essential for multinational companies or organizations to function effectively in today's global business environment (Subroto et al., 2016). This statement specifically refers to leaders in a global or multicultural context. Simply put, a leader in a global or multicultural context is someone who is tasked or assigned to lead a group of individuals with different cultural backgrounds. Nowadays, leaders with cross- cultural competence are critical for companies to compete and succeed internationally (Caligiuri & Tarique, 2012).

By using expatriates as a form of global strategy, it is inevitable for organizations to have cross-cultural leadership, cross-cultural leadership is defined as the ability of a leader to influence and motivate members of different cultural groups to assess the achievement of results by referring to various knowledge and meaning systems from different cultural groups (Akiga & Lowe, 2004) This relates to the leadership style that must be applied due to differences in national

culture between leaders and subordinates (Utaminingsih, 2014).

Hypothesis

Hypothesis 1: There is an effect of cross-cultural leadership on employee loyalty

Hypothesis 2: There is an effect of cross-cultural leadership on job satisfaction

Hypothesis 3: There is an effect of job satisfaction on employee loyalty

Hypothesis 4: There is an influence of organizational culture on employee loyalty

Hypothesis 5: There is an effect of organizational culture on job satisfaction

Hypothesis 6: There is an effect of cross-cultural leadership on employee loyalty mediated by job satisfaction.

Hypothesis 7: There is an effect of organizational culture on employee loyalty mediated by job satisfaction.

C. METHOD

The research method carried out by the next researcher is the method of descriptive analysis. The population in the study conducted by researchers was employees of the manufacturing industry in Cianjur Regency. Population members in this study amounted to 8,400 manufacturing industry employees in Cianjur Regency. Employee selection was carried out randomly in each manufacturing industry company in Cianjur Regency. The data analysis technique used in this research is Structural Equation Modeling (SEM), so the sample size must meet the sample size in the application of the SEM model. Based on the theory (Malhotra, 2017) the sample size for Structural Equation Modeling (SEM) is at least 200 to 400, so in this study researchers placed a sample of 200 samples.

D. EXPLANATION

Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) is a data analysis technique used to determine the causal relationship between variables to be tested. SEM itself is a combination of two separate statistical methods between factor analysis and simultaneous equation models.

Based on the figure below, it can be seen that the chi-square value is 851.169 and the probability is 0.000. Other criteria such as CMID/DF 1.476 < 2, RMSEA 0.049 < 0.08, TLI 0.954 > 0.90 and CFI 0.958 > 0.95. Although the values of probability, GFI, and AGFI are only accepted at the marginal fit level. However, according to (Ghozali, 2018) 4 to 5 indicators that have met the criteria indicate that the model is acceptable.

Therefore, the above model can be accepted. And theoretically the hypothesis in this study can be described as follows:
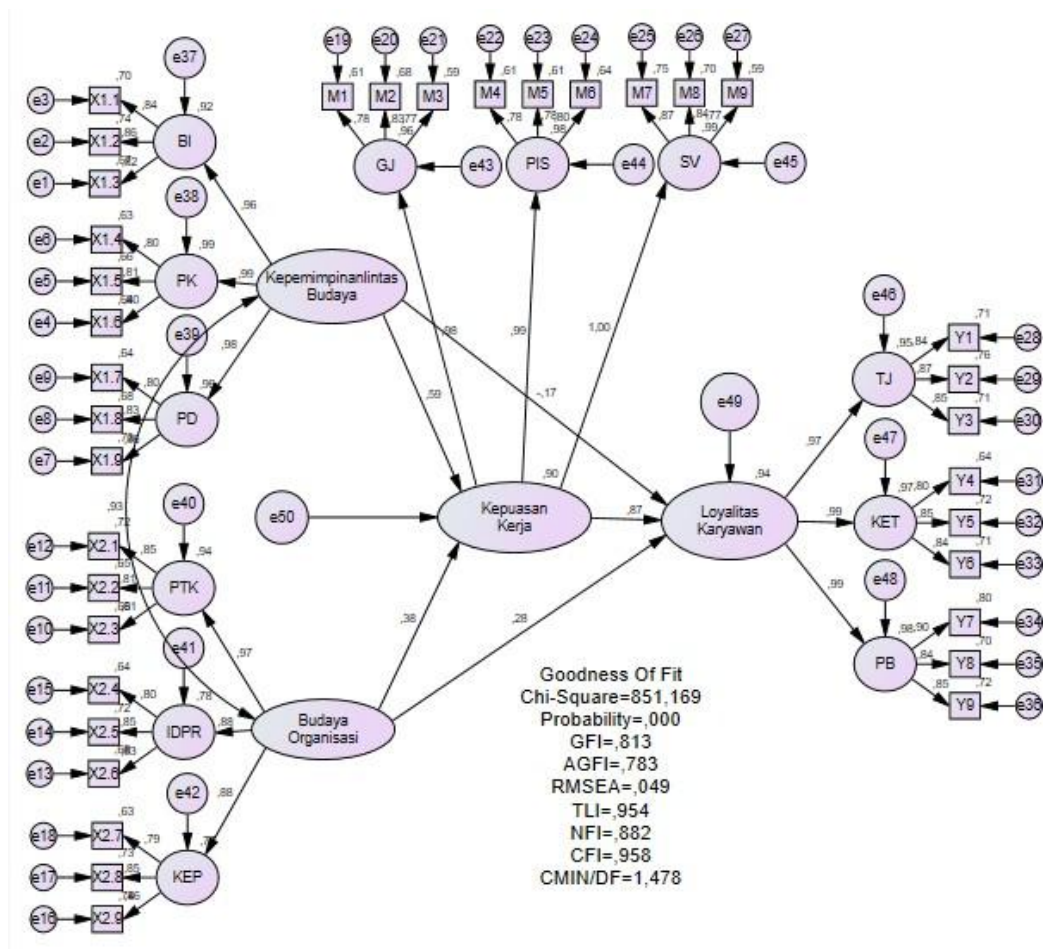
Figure 3. SEM model
Source: Processed by Researchers, 2024 (using AMOS 24 software)

SEM Hypothesis Testing

SEM hypothesis testing in conducting this research was carried out to answer the hypothesis in this study. The results of hypothesis testing can be seen in the critical ratio (CR). There is a regression weight table in the AMOS software which is displayed in the table below:

Table 1. SEM Hypothesis Test Results

	Estimate	S.E	C.R.	P	Conclusion
Cross-cultural Leadership -> Employee Loyalty	-0,179	0,166	-1,073	0,283	*Not Supported*
Cross-cultural Leadership -> Job Satisfaction	0,515	0,133	3,877	***	*Supported*
Job Satisfaction -> Employee Loyalty	1,042	0,204	5,118	***	*Supported*
Organizational Culture -> Employee Loyalty	0,338	0,169	1,997	0,046	*Supported*
Organizational Culture -> Job Satisfaction	0,378	0,148	2,56	0,01	*Supported*
Leadership across cultures -> employee satisfaction -> employee loyalty	Mediation Test		Z value =3.085>1.97 P = 0,002		*Supported*
Organizational Culture-> employee satisfaction -> Employee Loyalty	Mediation Test		Z value =2.284>1.97 P = 0,022		*Supported*

Therefore, it can be concluded that significant partial mediation hasoccurred.

Table 2. Goodness of Fit Test

Goodness Of Fit Testing

Goodness Of Fit	Cut of value	Results	Conclusion
Goodness Of Fit Testing			
Chi-square	Expectedly small	851,169	Marginal Fit
Probability	≥ 0,05	0,000	Marginal Fit
CMIN/DF	≤ 2,00	1,478	Fit
RMSEA	≤ 0,08	0,049	Fit
GFI	≥ 0,90	0,813	Marginal Fit
AGFI	≥ 0,90	0,783	Marginal Fit
TLI	≥ 0,90	0,954	Fit
CFI	≥ 0,95	0,958	Fit

Table 3. Testing the Effect

Effect Testing

	Direct	**Indirect**	**Total**
Cross-cultural Leadership -> Employee Loyalty	-0,179	0,537	0,358
Cross-cultural Leadership -> Job Satisfaction	0,515	0,000	0,515
Job Satisfaction -> Employee Loyalty	1,042	0,000	1,042
Organizational Culture -> Employee Loyalty	0,338	0,394	0,732
Organizational Culture -> Job Satisfaction	0,378	0,000	0,378

Source: Processed by Researchers, 2024

a. Hypothesis 1
   The critical ratio (CR) value on the cross-cultural Leadership variable on employee loyalty is -1.073 < 1.97 (t table with a significant level of 5% is 1.97) with a p value of 0.283 which means it is greater than 0.05. So it can be seen that the cross-cultural leadership variable has no significant effect on employee loyalty. Based on this, it can be concluded that Hypothesis 1 cannot be accepted".

b. Hypothesis 2
   The critical ratio (CR) value on the cross-cultural leadership variable on job satisfaction is 3.877> 1.97 (t table with a significant level of 5% is 1.97) with a p value of 0.000 which means it is smaller than 0.05. So it can be seen that the cross-cultural leadership variable has a significant influence on the job satisfaction variable. Based on this, it can be concluded that hypothesis 2 can be accepted.

c. Hypothesis 3
   The critical ratio (CR) value on the job satisfaction variable on employee loyalty is 5.118> 1.97 (t table with a significant level of 5% is 1.97) with a p value of 0.000 which means it is smaller than 0.05. So it can be seen that the job satisfaction variable has a significant influence on the employee loyalty variable. Based on this, it can be concluded that hypothesis 3 can beaccepted.

d. Hypothesis 4
   The critical ratio (CR) value on the organizational culture variable of employee loyalty is 1.997> 1.97 (t table with a significant level of 5% is 1.97) with a p value of 0.046 which means it is smaller than 0.05. So it canbe seen that the organizational culture variable has a significant influence on the employee loyalty variable. Based on this, it can be concluded that hypothesis 4 can be accepted.

e. Hypothesis 5
   The critical ratio (CR) value on the organizational culture variable on job satisfaction is 2.56> 1.97 (t table with a significant level of 5% is 1.97) witha p

value of 0.01 which means it is smaller than 0.05. So it can be seen that the organizational culture variable has a significant influence on the job satisfaction variable. Based on this, it can be concluded that hypothesis 5 can be accepted.

f. Hypothesis 6

Based on the results of calculations that have been carried out using Daniel Sopier's sobel test calculator, it can be seen that the result is 3.085 or greater than z table with a significant level of 5% or 1.97. Based on this, it can be concluded that there is an influence of cross-cultural leadership through job satisfaction on employee loyalty, there has been a significant full mediation.

g. Hypothesis 7

Based on the results of calculations that have been carried out using Daniel Sopier's sobel test calculator, it can be seen that the result is 2.284 or greater than z table with a significant level of 5% or 1.97. Based on this, it can be concluded that there is an effect of organizational culture through job satisfaction on employee loyalty, there is full mediation or full mediation which is significant.

Direct and Indirect EffectsDirect Effect

The direct effect is shown by one arrow in the diagram and in accordance with the hypothesis given. The direct effect in this study can be seen through the results of table 4.10 which shows that the effect of cross-cultural leadership on employee loyalty is -0.179, the effect of cross-cultural leadership on employee satisfaction is 0.515, the effect of job satisfaction on employee loyalty is 1.042, the effect of organizational culture on employee loyalty is 0.338 and the effect of organizational culture on job satisfaction is 0.378. Based on the results of the above analysis, it can be concluded that cross-cultural leadership on job satisfaction is greater than the effect of cross-cultural leadership on employee loyalty (0.515> -0.179).

Indirect Effect

Indirect influence between exogenous constructs on endogenous constructs that are not shown directly by arrows. It can be seen in table 4.10 that the results of the indirect effect analysis show that cross-cultural leadership on employee loyalty is 0.537 and organizational culture on job satisfaction is 0.394.

Total Effect

The total effect is obtained from the sum of the direct effects and indirect effects contained in the research model. It can be seen through table 4.10 that the results of the analysis show that cross-cultural leadership has an influence of 0.358 on employee loyalty, cross-cultural leadership has an influence of 0.515 on job satisfaction, job satisfaction has an influence of 1.042 on employee loyalty, organizational culture has an influence of 0.732 on employee loyalty and organizational culture has an influence of 0.378 on job satisfaction.

The Effect of Cross-Cultural Leadership (X1) on Employee Loyalty (Y)

Based on hypothesis testing results on AMOS 24 software which can be seen from the regression weight table, it shows that cross-cultural leadership has no influence on employee loyalty of manufacturing industry companies in Cianjur District. This can be seen from the critical ratio (CR) value which is -1.073 < 1.97

(z table value at a = 5%) with a significant value of 0.283. This shows that cross-cultural leadership has a negative and insignificant effect on employee loyalty of manufacturing industry companies in Cianjur District.

This is in line with research conducted by Ang & Edalmen (2021) that transformational leadership has no effect on employee loyalty. Based on this, it can be interpreted that although an organization may have cultural diversity among its employees, it does not significantly affect the level of employee loyalty to the company. Other factors such as working conditions, company policies, compensation, and recognition of individual contributions may have a greater impact on employee loyalty than cross-cultural aspects of leadership.

Effective cross-cultural leadership should be able to manage diversity and promote inclusiveness, which can actually strengthen the bond between employees and the organization. However, if the implementation is not appropriate or if there are poorly managed conflicts related to cultural differences, this can affect employee morale and motivation. Therefore, it is important for companies to develop a deep understanding of the needs and expectations of employees from different cultural backgrounds and to ensure that cross-cultural leadership strategies are supported by clear communication, fair policies, and inclusive human resource management practices. By doing so, companies can create a work environment that supports strong employee loyalty, despite the challenges that may arise from cultural diversity.

The Effect of Cross-Cultural Leadership (X1) on Job Satisfaction (M)

Based on hypothesis testing results on AMOS 24 software which can be seen from the regression weight table, it shows that cross-cultural leadership has an influence on job satisfaction of manufacturing industry companies in Cianjur District. This can be seen from the critical ratio (CR) value which is valued at 3.877> 1.97 (z table value at a = 5%) with a significant value of 0.00. This shows that cross-cultural leadership has a positive and significant effect on job satisfaction of manufacturing industry companies in Cianjur District.

This is in line with research conducted by Wulandari (2021) whichstates that cross-cultural leadership has a positive and significant effect on employee job satisfaction. Employees are in the high category and there is a positive influence of cross-cultural leadership on employee performance.

Leadership that integrates and values cultural diversity in the workplace can create an inclusive and supportive environment. Leadership that promotes values such as respect for differences, intercultural understanding, and equality of opportunity can help reduce conflict and increase the sense of belonging among all team members. This not only improves collaboration and productivity but also makes room for greater creativity and innovation, as each individual feels valued and motivated to make their best contribution.

In addition, effective cross-cultural leadership tends to result in more open and transparent communication between leaders and employees from different cultural backgrounds. This helps build trust and strengthen bonds between work teams, thereby reducing uncertainty and confusion that may arise due to cultural differences. Employees feel more motivated to work hard and collaborate positively when they feel supported and valued by their leaders, regardless of their

cultural background. Thus, in the context of the manufacturing industry in Cianjur Regency, cross-cultural leadership can be an important factor in increasing employee job satisfaction and creating a harmonious and productive work environment.

The Effect of Job Satisfaction (M) on Employee Loyalty (Y)

Based on hypothesis testing results on AMOS 24 software which can be seen from the regression weight table, it shows that job satisfaction has an influence on employee loyalty of manufacturing industry companies in Cianjur District. This can be seen from the critical ratio (CR) value which is 5.118> 1.97 (z table value at a = 5%) with a significant value of 0.00. This shows that job satisfaction has a positive and significant effect on employee loyalty of manufacturing industry companies in Cianjur District.

This is in line with research conducted by Lipka & Król (2021) which states that job satisfaction has a direct positive effect on employee loyalty by 63.3%. High job satisfaction plays a crucial role in influencing employee loyalty in manufacturing industry companies in Cianjur Regency. When employees feel satisfied with their work environment and working conditions, they tend to feel more attached and loyal to the company they work for. Job satisfaction can be reflected in various aspects, such as satisfaction with compensation and benefits, recognition of their contributions, opportunities for career development, and a pleasant and supportive work environment. Employees who feel valued and have the opportunity to grow within the company will tend to be more motivated to keep contributing optimally.

Job satisfaction is happiness upon the work that has been done, yet it is subjective. Satisfaction from one individual to another is different because every individual has different criteria to measure their satisfaction level. However, an employee's satisfaction in working can be defined from the working performance, yet it does not guarantee the employee is satisfied because essentially humans do not have a sense of satisfaction. Job satisfaction refers to the entire attitude of every individual in general upon their work (Widanti, 2022).

In addition, high job satisfaction can also reduce turnover rates in manufacturing companies. Employees who are satisfied with their jobs have a lower tendency to seek employment elsewhere or to leave the company. This not only reduces the costs associated with recruitment and retraining, but also helps in maintaining a stable workforce and continuity of company operations. Thus, paying attention to and improving employee job satisfaction is an important strategy for manufacturing companies in Cianjur Regency to build and maintain strong and sustainable employee loyalty.

The Effect of Organizational Culture (X2) on Employee Loyalty (Y)

Based on hypothesis testing results on AMOS 24 software which can be seen from the regression weight table, it shows that organizational culture has an influence on employee loyalty of manufacturing industry companies in Cianjur District. This can be seen from the critical ratio (CR) value which is 1.997> 1.97 (z table value at a = 5%) with a significant value of 0.046. This shows that organizational culture has a positive and significant effect on employee loyalty of

manufacturing industry companies in Cianjur District.

This is in line with research conducted by Rahmah & Novita (2022) which states that organizational culture has a positive and significant effect on employee loyalty. This research was conducted at PT Lembang Asri Resort Bandung and showed that a strong organizational culture has a high level of employee engagement. This shows that the stronger the organizational culture of a company is applied and implemented by all company employees, the higher the level of loyalty manifested by employees will be.

A strong and positive organizational culture has a significant impact on employee loyalty in manufacturing companies in Cianjur Regency. When a company builds a culture that prioritizes open communication, collaboration, respect for individual contributions, and values that are consistent with shared goals, employees tend to feel more engaged and motivated to contribute to their full potential. A culture that supports employee development, such as ongoing training, opportunities to innovate, and feelings of inclusiveness, can also increase their sense of engagement and job satisfaction.

In addition, a positive organizational culture can create a stable and pleasant work environment, where employees feel valued and supported in achieving their goals. This not only increases employee retention rates, but can also lower turnover rates. By building a strong connection between company values and employee work experience, manufacturing companies in Cianjur Regency can strengthen the foundation for long-term growth, create a reputation as a desirable place to work, and attract and retain the best talent in the industry.

The Effect of Organizational Culture (X2) on Job Satisfaction (M)

Based on hypothesis testing results on AMOS 24 software which can be seen from the regression weight table, it shows that organizational culture has an influence on job satisfaction of manufacturing industry companies in Cianjur District. This can be seen from the critical ratio (CR) value which is 2.56 > 1.97 (z table value at a = 5%) with a significant value of 0.010. This shows that organizational culture has a positive and significant effect on job satisfaction of manufacturing industry companies in Cianjur District.

This is in line with research conducted by Sasongko et al (2021) which states that organizational culture has a positive and significant effect on job satisfaction. A strong organizational culture can increase job satisfaction and employee performance. A strong organizational culture is formed due to strong values and leadership styles as well as strong equity and identity.

A strong and positive organizational culture creates a supportive work environment, where employees feel valued, supported and can contribute to their full potential. An organizational culture that prioritizes innovation and development can also provide a positive boost to job satisfaction. Companies that encourage employees to think creatively, take measured risks, and continuously learn and develop, will create an attractive environment for individuals who want to grow and develop in their careers. Thus, a company's investment in building and maintaining a positive organizational culture can bring long-term benefits in the form of increased productivity, good employee retention, and the ability to attract new qualified talent to manufacturing industry companies in Cianjur

Regency.

Mediating Effect of Job Satisfaction (M) in the Relationship of Cross-Cultural Leadership (X1) to Employee Loyalty (Y)

In AMOS software version 24, hypothesis testing can be seen from the regression weight table. Hypothesis testing between cross-cultural leadership variables on employee satisfaction shows a value of 3.877> 1.97 (z table value at a = 5%). From the results of hypothesis testing, it shows that there is a significant influence between cross-cultural leadership on employee satisfaction. Furthermore, based on Daniel Soper's sobel test calculator which is used to test the mediating effect in this study. It can be seen through the results of statistical datat count which shows a value of 3.085> 1.97 with a significant level of 5%, this shows that in this study cross-cultural leadership on employee loyalty is mediated by job satisfaction.

This is in line with research conducted by Ang & Edalmen (2021)which states that cross-cultural leadership style has a positive and significant effect on employee loyalty through job satisfaction. Cross-cultural leadership styles can have a positive and significant impact on employee loyalty through increasing job satisfaction in manufacturing industry companies in Cianjur Regency. When leaders implement a leadership style that pays attention to and respects diverse cultural values among employees, this can create an inclusive and supportive work environment. Leaders who are able to adapt their leadership style to these different cultural characteristics are more likely to understand and respond more accurately to employee needs and expectations. This can increase job satisfaction as employees feel valued and cared for within the context of their own culture, making them more motivated to contribute their best.

In addition, cross-cultural leadership styles can also strengthen mutual trust and employee engagement in the organization. When employees feel that their leaders value and respect their culture, they tend to be more loyal to the company. This employee loyalty is driven by the feeling of having a safe and supportive place to grow, as well as the opportunity to contribute significantly without having to sacrifice their cultural identity. Thus, a leadership style that is sensitive to cultural differences can be the key to increasing job satisfaction and ultimately, strengthening employee loyalty in the manufacturing industry in Cianjur Regency.

Mediating Effect of Job Satisfaction (M) in the Relationship between Organizational Culture (X2) and Employee Loyalty (Y)

In AMOS software version 24, hypothesis testing can be seen from the regression weight table. Hypothesis testing between organizational culture variables on employee satisfaction shows a value of 2.56> 1.97 (z table value at a = 5%). From the results of hypothesis testing, it shows that there is a significant influence between organizational cultures on employee satisfaction. Furthermore, based on Daniel Soper's sobel test calculator which is used to test the mediating effect in this study. It can be seen through the results of statistical data t count which shows a value of 2.284> 1.97 with a significant level of 5%, this shows that in this study organizational culture on employee loyalty is mediated by job satisfaction.

A good organizational culture in manufacturing companies in Cianjur Regency can have a significant positive impact on employee loyalty through increasing job satisfaction. When a company has a culture that supports collaboration, open communication, and emphasizes values such as integrity and respect for individual contributions, employees are likely to feel valued and more deeply engaged in their work. This creates a fun and fulfilling work environment, where employees feel that their needs and contributions are recognized and appreciated.

High job satisfaction contributes directly to employee loyalty. When employees are satisfied with their jobs, they tend to be more loyal to the company and more motivated to contribute their full potential. Not only are they happy with their current job, but they are also more likely to stay and invest in their career development at the company. This means that a strong organizational culture, which encourages high job satisfaction, not only improves employee retention but also reduces employee replacement costs and increases overall productivity.

The study presents several novel insights and theoretical implications for the existing body of research on cross-cultural leadership, organizational culture, job satisfaction, and employee loyalty.

Novelty of Research Results

a. This study emphasizes the mediating role of job satisfaction in the relationship between cross-cultural leadership and employee loyalty, and between organizational culture and employee loyalty. Previous research has often examined these variables independently, but this study provides a more integrated approach, highlighting the indirect effects through job satisfaction.

b. The focus on manufacturing industry employees in Cianjur Regency offers a unique context, particularly with the significant presence of foreign workers and cross-cultural dynamics. This regional focus allows for a more nuanced understanding of how local and foreign interactions shape employee experiences and outcomes.

c. The study identifies contradictory findings in the literature regarding the direct impact of cross-cultural leadership on employee loyalty. By showing that cross-cultural leadership does not have a direct significant effect on employee loyalty but does so indirectly through job satisfaction, this research reconciles some of the inconsistencies in previous studies.

Theoretical Implications

a. The findings suggest that effective cross-cultural leadership must go beyond merely managing diversity to actively fostering job satisfaction. This implies that theories of cross-cultural leadership should integrate elements of employee well-being and satisfaction as core components.

b. The positive impact of organizational culture on both job satisfaction and employee loyalty supports the theory that a strong, positive organizational culture is fundamental to retaining employees. This reinforces the importance of cultural fit and organizational values in theoretical models of employee retention.

c. The study's emphasis on job satisfaction as a mediator bridges the gap between leadership styles and employee loyalty. This suggests that theoretical models

should account for mediating variables like job satisfaction to fully understand the dynamics of employee loyalty.

d. The regional focus highlights the need for context-specific studies in leadership and organizational behavior research. The presence of foreign workers and cross-cultural interactions in Cianjur Regency underscores the importance of considering local and cultural contexts in theoretical frameworks.

e. By integrating cross-cultural leadership, organizational culture, and job satisfaction, the study presents a more holistic approach to understanding employee loyalty. This integrated perspective can enhance existing theories by providing a comprehensive view of the factors influencing employee retention.

The study contributes to the existing literature by highlighting the critical mediating role of job satisfaction in the relationship between cross-cultural leadership, organizational culture, and employee loyalty. It underscores the importance of considering regional and cultural contexts in theoretical models and offers a more integrated approach to understanding the dynamics of employee loyalty in diverse work environments. These findings provide valuable insights for both researchers and practitioners aiming to enhance employee retention through effective leadership and organizational culture strategies.

E. CONCLUSION

Based on research conducted on the analysis of cross-cultural leadership and organizational culture on employee loyalty through job satisfaction, several conclusions can be drawn. Firstly, the study indicates that cross-cultural leadership and organizational culture are key factors influencing employee loyalty in the manufacturing industry in Cianjur District. The research highlights the unique challenges and opportunities in managing cultural diversity in the workplace. Organizational culture, characterized by various attributes, shapes the work environment and interactions among employees, management, and company values. However, the study also acknowledges that there are other factors affecting employee loyalty that were not explored. Secondly, the findings reveal that cross-cultural and organizational leadership significantly impact employee loyalty in the manufacturing industry in Cianjur District. Leaders who understand and value cultural diversity, and integrate these values into their decision-making and daily interactions, positively influence employee engagement and response to the organization. Effective cross-cultural leadership not only enhances job satisfaction but also lays a strong foundation for sustained employee loyalty in the manufacturing industry of Cianjur Regency. Thirdly, the study demonstrates that job satisfaction mediates the relationship between cross-cultural leadership, organizational culture, and employee loyalty. This implies that when employees are satisfied with their work environment and have positive perceptions of leadership and organizational culture, they are more likely to be loyal to the company. Lastly, the research shows that organizational culture and job satisfaction significantly affect employee loyalty in the manufacturing industry in Cianjur District. A positive organizational culture fosters a supportive work environment where values such as mutual trust, collaboration, and open communication are upheld and consistently practice.

These findings underscore the importance of leadership that can manage cultural diversity and a positive organizational culture in creating job satisfaction, ultimately enhancing employee loyalty. This research provides insights for manufacturing companies in Cianjur to focus on leadership and organizational culture aspects to improve employee loyalty through job satisfaction.

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