

## **ABSTRACT**

Job Satisfaction, Motivation, and Employee Loyalty: A Case Study of Skilled Indonesian Migrant Workers in Qatar

By

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Employee Loyalty is vital for organizational continuity. Job satisfaction and work motivation factors can help influence organizational commitment. In a world of globalization, managers are facing a more diverse workforce, and implementing work motivation strategies in a multicultural environment may prove challenging due to the many group differences. This research attempts to identify the most important variables for influencing loyalty amongst the skilled Indonesian workers of Qatar. It aims to find whether the diversity factors amongst migrant Indonesian workers have any significant relationships on job satisfaction, work motivation and employee loyalty. The study is done after the effects of the COVID19 pandemic began to settle down, where it has caused many industries of Qatar to massively downsize their workforce in its wake, especially migrants, and may lead to a negative perception of the companies. Therefore, another objective here is to figure out whether job satisfaction and work motivation have any significant influence on loyalty during these times of crisis, and why Indonesians choose to work there despite it. The results show that diversity factors greatly influence job satisfaction and work motivation, and also shows that job satisfaction and diversity has a low significant impact on employee loyalty, while work motivation has a high significant impact towards employee loyalty. This indicates that while job satisfaction factors are satisfied, they may not necessarily have significance on organizational commitment, and may be more influenced by other factors during times of uncertainty, of which managers should emphasize on.

Keywords: Diversity, Job Satisfaction, Work Motivation, Employee Loyalty