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Article

## ANALYSIS OF THE INFLUENCE OF MOTIVATION, WORK ENVIRONMENT, AND COMPENSATION ON EMPLOYEE LOYALTY AT PT. PLUS TRA COATING INDUSTRIES

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**Abstract:** This research was conducted at PT Plus Tra Coating Industries, centered in Sleman, Yogyakarta. The purpose of this research is to find out how the influence of motivation, work environment and compensation on employee loyalty at PT Plus Tra Coating Industries. The research data was obtained through a questionnaire. The sample used in the research was 52 people. Data analysis used in this research is descriptive analysis, classical assumption test, multiple linear regression test and hypothesis test. The results showed that motivation had a negative and insignificant effect on employee loyalty at PT Plus Tra Coating Industries, the work environment had a positive and significant effect on employee loyalty at PT Plus Tra Coating Industries and compensation had a positive and insignificant effect on employee loyalty at PT Plus Tra Coating Industries. Simultaneously, Motivation, Work Environment and Compensation have a significant effect on Employee Loyalty of PT Plus Tra Coating Industries.

**Keywords:** Motivation, Work Environment, Compensation, Employee Loyalty

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### 1 Introduction

Globalization can be defined as a reality that must be faced by every company in order to protect their existence from pressures from the external environment as well as those from the company's internal environment. Therefore companies need employees with talent who can help companies to be able to maintain their existence in the eyes of society. Each generation has a different mindset and point of view, such as the percentage level of loyalty for each generation from generation X to Z, as reported by [ccg.co.id](http://ccg.co.id), that generation Z has the lowest level of loyalty among other generations. Of the 4,550 respondents from the z generation, 57.3% answered that they would stay in the company for a maximum of 1 year and only 5.8% answered that they would stay more than 5 years. This happens because the z generation is very selective when they want to enter a

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company, they only enter companies that can fulfill their desires, whether it's in self-development or comfort when carrying out their work.

It is also undeniable that PT. Plus Tra Coating Industries, is a company engaged in the field of paint, mainly based in Jogja, they started their business in 2000, their company career began by establishing a company called UD. Lestari, whose initial goal was to build a paint trading company, made their first expansion in 2007 to the Surakarta area, after going through their expansion to Semarang, Mojokerto as well as Cirebon, and also changing names from UD. Lestari To CV. MCI then changed again to CV. Putra Mandiri Indonesia, and finally using its current name, namely PT. Plus Tra Coating Industry. With such rapid development, there is contribution from the employees of PT Plus Coating Industries.

The development of PT Plus Tra Coating Industries can be described as fast. Researchers can conclude that there are 2 factors that can be the background of this development, the first factor is that the company has large capital and the second factor is the performance of good employees. Here researchers will find out about how PT Plus Tra Coating Industries maintains the loyalty of their employees, because employees are one of the most important factors for companies to carry out their productivity and make sales. By gathering various kinds of talent from various fields can develop the productivity and sales of the company. The importance of employee loyalty comes from the fact that when employees are loyal to the company, the company's operations are more stable [1]. However, when the opposite occurs, that is. low employee loyalty, many employees leave, making the company's operations difficult.

The average absenteeism rate is >24 percent per month. Companies must know what causes the absence of their employees. The lack of employee concern for PT plus Tra Coating Industries is one of the factors that must be investigated by management. That the loyalty of an employee can be said to be high towards his company if the employee is responsible for and obeys all the rules that have been set in his company [2]. In order to maintain the level of concern and loyalty of employees, management must be able to maintain and monitor their level of motivation while working. By not putting excessive pressure on them while working and so management will find it easier to control the stress levels of employees.

The environment in which they work can also be one of the factors that influence the level of employee loyalty, because if they have a comfortable work environment and can fulfill what they need at work, their level of loyalty to the company will also be higher because they feel cared for by company. Likewise the work environment in PT Plus Tra Coating industries where they should provide a good working environment so that employees feel comfortable and safe when doing their work. They will assume the company creates a comfortable work environment for them. On October 7, 2022, a factory owned by PT Plus Tra Coating Industries caught fire at a factory in the Bantul area, Yogyakarta. The fire incident occurred at night so there were no casualties, this could be one of the triggers for employee anxiety when doing their work, therefore the company must also ensure the safety of their employees while doing their work.

Compensation can be defined as one of the most important factors for companies to maintain the loyalty of their employees, by providing compensation commensurate with the performance they have provided for the company. If the company does not provide commensurate compensation with the performance of employees, their trust in the company will decrease and will also affect the level of loyalty which will lead to increased company turnover. It can be seen that 54 employees, PT. Plus Tra Coating Industries issued a budget of Rp. 211,121,000.00, which if researchers exclude the position of director with a salary of around Rp. 20,000,000, the average employee gets a salary of around Rp. 3,000,000/month.

When employees are in a comfortable work environment and commensurate compensation, the loyalty possessed by employees will increase. Likewise with their motivation at work, if employees have high motivation when doing their work then their loyalty to the company can be ascertained is high but if the opposite happens then the loyalty held by employees can be stated to be low [3].

## **2. Basic Theory and Methodology**

### 2.1 Loyalty

Loyalty is a person's determination and expertise to consciously and take full responsibility in order to obey, implement and practice something. Expertise and determination must be shown by a person's attitude and behavior when they carry out their duties in an organization or company. According to researchers there are many things that can affect employee loyalty. There are 3 important variables which affect the loyalty of company employees [2].

1. Motivation, because if the employee does not have the motivation to work due to the personal matters of the employee or the problem of the pressure he gets from his work and the HR management of the company does not pay attention to this then it is certain that the employee's performance will decrease and it will be ensured the employee will leave the company.
2. Work Environment, because if an employee works in an environment that according to him is not good, and according to him has a lack of facilities, the employee will feel unappreciated by the company where he works, and decides to better leave the company.
3. Compensation, according to this researcher, is an important factor influencing employee loyalty, because if the company does not provide compensation that is equal to the level of hard work, the employee will choose better to leave the company.

### 2.2 Work Motivation

Work Motivation is a feeling from an employee when he wants to do something in the company, motivation can also be interpreted as a support that converts energy in a person into the form of real activities to achieve the goals of that person. Vroom gives an opinion that people are motivated to do certain things to get goals if they believe that the actions they take are oriented towards achieving these goals [4]. Expectations have an

effect on motivation because expectations are a flexible factor, where the result of the expectations themselves is the extent to which a person has confidence in the outcome of an event that will occur and when they are faced with conditions they consider favorable, expectations can turn into motivation [5].

### 2.3 Work Environment

In general, the work environment is the psychology of the company's physical and social life, which affects the productivity and performance shown by employees. Some experts explain that the work environment is everything that surrounds employees and can affect them as long as they carry out their work and carry out their duties. Work environment indicators can be divided into several factors. Environmental conditions can be said to be good or adequate if workers can carry out their activities safely, comfortably and healthily. The following are factors that can be indicators of the work environment as stated by A.A Anwar Prabu Mangkunegara: Lighting, lighting is very useful for the smooth and safe work of workers, because if lighting is inadequate it will affect the skills of workers who are working in their jobs [6]. Temperature, Each of the parts of the human physical organs has various and different temperatures. Each of the individuals will always maintain each part that is in the body in normal circumstances and conditions as well as a system of perfect limbs so that they can make adaptations if there is a change that occurs outside the human body. A person can adapt his body to outside temperatures if the temperature change does not exceed 20% in hot conditions and 35% in cold conditions from the body's normal state. Humidity in the work environment This humidity is related to air temperature, when operating environmental conditions with very high air temperatures and high humidity levels, result in a large decrease in body heat temperature. In addition, blood circulation will actively affect the fulfillment of oxygen needs, the faster the pulse.

### 2.4 Compensation

Compensation is what employees have received in physical and non-physical forms. Compensation can also be understood as compensation received, either directly or indirectly, in the form of money or goods, as a result of an employee's efforts while working for the company. The definition of compensation according to experts can be reviewed as follows. Compensation is income in the form of money, direct or indirect goods, received by an employee in return for the services he performs for the company [7].

### 2.5 Research Methodology

The type of approach in this study is a quantitative approach, with quantitative parameters to determine the relationship between variables: the influence of motivation, work environment, and rewards on employee loyalty. This study uses the theoretical basis as material for questionnaire-style statements. According to Neuman, these theories can be used as basic frameworks and hypotheses that can be translated into analytical models. This study uses the theory of motivation, work environment, rewards, and loyalty. This study uses this theory to test whether motivation, work environment, and motivation affect employee loyalty [8].

### 3. Results and Discussion

#### 3.1 Motivation

On the questionnaire for the independent variable Motivation. In Table 1 below it can be seen the results of the answers to the Motivation Questionnaire in the research respondents.

**Table 1.** Motivation

Item	Question	Mean
X1.1	Do you have a desire to get a promotion to a higher position than the position you have now?	4.19
X1.2	Do you enjoy the challenges provided by the company?	4.27
X1.3	Will you be motivated to work harder if you have the opportunity to get a higher position than the position you have now?	4.25
X1.4	Do you always follow or be involved in important activities organized by the company?	4.29
X1.5	Will you leave the company if you fail to achieve or get the position you want?	4.13
Total Mean		4.23

#### 3.2 Work Environment

On the questionnaire for the independent variable Work Environment. In Table 2 below, you can see the results of the answers to the Work Environment questionnaire for the research respondents.

**Table 2.** Work Environment

Item	Question	Mean
X2.1	In your opinion, is the lighting in your working environment sufficient so as not to hinder the work you have?	3.29
X2.2	Is the temperature in your work environment sufficient (not too hot or cold) not to hinder the work you have?	3.23
X2.3	Is the humidity in your environment working enough to not hinder the work you have?	3.46
X2.4	Do you have a good relationship with fellow office workers?	3.56
Total Mean		3.38

#### 3.3 Compensation

On the questionnaire for the independent variable Compensation. In Table 3 below it can be seen the results of the answers to the Compensation questionnaire on the research respondents.

**Table 3.** Compensation

Item	Question	Mean
X2.1	In your opinion, is the lighting in your working environment sufficient so as not to hinder the work you have?	3.29
X2.2	Is the temperature in your work environment sufficient (not too hot or cold) not to hinder the work you have?	3.23
X2.3	Is the humidity in your environment working enough to not hinder the work you have?	3.46
X2.4	Do you have a good relationship with fellow office workers?	3.56
Total Mean		3.38

3.4 Employee Loyalty

On the questionnairtie for the independent variable Employee Loyalty. In Table 4 below, you can see the results of the Employee Loyalty questionnaire answers to the research respondents.

**Table 4.** Employee Loyalty

Item	Question	Mean
Y1.1	If another company made a job offer for you, they offered a higher salary than the salary you have now and better work facilities, would you take up the offer?	3.15
Y1.2	If you don't take the offer, is your main factor in staying at the company your motivation to work?	3.02
Y1.3	If you don't take the offer, is your main factor in settling in the company your environment at work?	3.36
Y1.4	If you don't take the offer, is your main factor in staying at the company your compensation at work?	3.52
Total Mean		3.26

3.5 Multiple Linear Regression Analysis

The use of multiple linear analysis aims to determine the effect that occurs on the two independent variables, namely motivation (X1), work environment (X2) and compensation (X3) on the dependent variable, namely employee loyalty (Y). The table below is the result of multiple linear analysis of Employee Loyalty (Y).

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.435	2.893		.496	.622
	X1_TOTAL	-.026	.069	-.037	-.376	.708
	X2_TOTAL	.631	.091	.686	6.940	.000
	X3_TOTAL	.209	.118	.176	1.775	.082

a. Dependent Variable: Y\_TOTAL

**Figure 1.** Multiple Linear Regression Results X1, X2 and X3 against Y

### 3.6 Hypothesis Testing

#### 1. F-Test (Simultaneous)

The F test was made with the aim of being able to find out about the simultaneous or joint effect of the three independent variables Motivation, Work Environment and Compensation on the dependent variable Employee Loyalty. From this test it will determine the result of the sig value  $<0.05$  and the F-count value  $>$  F-table which will later be concluded that there is a simultaneous influence of the three independent variables on the dependent variable. Below are the results of the F test count:

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	326.635	3	108.878	18.922	.000 <sup>b</sup>
	Residual	276.192	48	5.754		
	Total	602.827	51			

a. Dependent Variable: Y\_TOTAL

b. Predictors: (Constant), X3\_TOTAL, X2\_TOTAL, X1\_TOTAL

**Figure 2.** F Test on Employee Loyalty

It is known from the results of the table above that, the Fcount value is 18,922  $>$  Ftable 2.80 with a significant value of 0.000  $<0.05$ , it can be concluded that the X variable, namely motivation, work environment and compensation carried out simultaneously has a significant influence on variable Y, namely PT Plus Tra Employee Loyalty Coating Industries.

#### 2. T-Test (Partial)

T test (partial) is used to see the significance of the independent variable or the dependent variable only. The T test is carried out by calculating each independent variable individually with a certain measure that can be trusted. If T-count  $>$  T-table and sig value  $< 0.05 = \alpha$  it can be said that the independent variable has a significant influence on the dependent variable, and vice versa if T-count  $<$  t-table and sig value  $< 0.05 = \alpha$  then the variable independent variable has no influence on the dependent variable.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.435	2.893		.496	.622
	X1_TOTAL	-.026	.069	-.037	-.376	.708
	X2_TOTAL	.631	.091	.686	6.940	.000
	X3_TOTAL	.209	.118	.176	1.775	.082

a. Dependent Variable: Y\_TOTAL

**Figure 3.** T Test on Employee Loyalty (Y)

Based on the table of T test results on the dependent variable Employee Loyalty (Y) it can be concluded that the independent variable Motivation (X1) partially has a negative and not significant effect because it gets a  $T_{count} = -0.376 < T_{table} = 1.67722$  with a significance level of  $0.708 > 0.05$ , meanwhile Work Environment (X2) and Compensation (X3) partially or each have a positive effect on the dependent variable Employee Loyalty (Y). However, the Compensation variable does not significantly affect the dependent variable Employee Loyalty (Y) because the Compensation variable obtains a value of  $T_{count} = 1.775 > T_{table} = 1.67722$  with a significance level of  $0.082 > 0.05$ .

### 3.7 The Effect of Motivation on Employee Loyalty

In this study it can be seen that motivation has no partial effect on loyalty, this can be seen from the results of the t test. From the results of the t test, it states that motivation has a  $T_{count}$  value of  $-0.376$  and a significance value of  $0.706$ , where this number does not meet the acceptance criteria for the t test, namely  $T_{count} > T_{table}$  and a significant value  $< 0.05$ , so it can be concluded that motivation has a negative influence and not significant to PT Plus Tra Coating Industries employee loyalty,  $H_0$  is accepted and  $H_1$  is rejected, these results are different from those obtained by previous researchers, including the results of research from Arfani Syahrul Chodari, the results of Arfani's research show that motivation has a significant influence positive and significant to employee loyalty [2].

The average result of respondents' statements on this variable is  $4.23$  which states that the average respondent agrees with the questions that the researcher gave to the motivational variable. In the results of the answers obtained from the questionnaire, it can be concluded that the majority of employees have a desire to get a higher position than they have now and will be motivated to do their job if they are given the opportunity to achieve a promotion, they also often attend important events. organized by the company, therefore the company must maintain the level of employee motivation at work because in addition to maintaining the level of productivity while working they can also maintain the level of employee loyalty through the level of employee care for the company. However, it can be concluded that motivational variables do not determine employee loyalty at PT Plus Tra Coating Industries.

### 3.8 The Effect of the Work Environment on Loyalty

In the research results it can be seen that the Work Environment has a partial influence on employee loyalty, this can be seen from the results of the t test. The results of the t test explain that the work environment has a  $T_{count}$  value of  $6,940$  and a significant value of  $0,000$ , where this number meets the acceptance criteria for the t test, namely  $T_{count} > T_{table}$  which has a value of  $1.67722$  and a significance value  $< 0.05$ , so it can be concluded that the work environment has a positive influence and significant to PT Plus Tra Coating Industries employee loyalty,  $H_1$  is accepted and  $H_0$  is rejected. The results of this study are the same as the results of research from Umi Yuliana, where Umi Yuliana's sister got the same results, namely the work environment variable has a significant positive effect on employee loyalty [9].

The average result of respondents' statements on this variable is  $3.38$ , which states that the average respondent is neutral with the questions on the work environment variable. It



can be concluded that the majority of employees feel that the work environment around them is provided or facilitated by the company, neither more nor less, therefore the company must pay more attention to office facilities or the atmosphere in their work environment so that the company can maintain employee productivity can be maintained properly and so can employees who feel they have received sufficient facilities from the company so that their concern for and loyalty to the company will be high. With this, it can be concluded that the work environment variable determines the loyalty of employees of PT Plus Tra Coating Industries.

### 3.9 Effect of Compensation on Employee Loyalty

In the research results it can be seen that compensation has a partial effect on employee loyalty, this can be seen from the results of the t test. The results of the t test explain that compensation has a Tcount value of 1.775 and a significant value of 0.082, where this number fulfills the acceptance criteria for the t test, namely  $T_{count} > T_{table}$  which has a value of 1.67722, so it can be concluded that the work environment has a positive and not significant influence on PT employee loyalty. Plus Tra Coating Industries, not significant because the significant value is  $> 0.05$ , even so H2 is accepted and H0 is rejected because the results of the  $T_{count} > T_{table}$ .

The average result of respondents' statements on this variable is 4.33, which states that the average respondent agrees with the questions on the compensation variable. Which can be interpreted that the salaries, incentives, benefits and facilities provided by the company to its employees are good enough and therefore their loyalty to the company can soar because they will feel that the company values the work they provide. So with this, it can be concluded that the compensation variable determines the loyalty of employees of PT Plus Tra Coating Industries.

## 4. Conclusions and Suggestions

With the results of the research described earlier, it can be concluded from the independent variables namely motivation, work environment and from compensation for the dependent variable PT Plus Tra Coating Industries Employee Loyalty as follows; Motivation variable has a negative and insignificant effect on PT Plus Tra Coating Industries Employee Loyalty, Work Environment Variable has a positive and significant effect on PT Plus Tra Coating Industries Employee Loyalty, Compensation Variable has a positive and insignificant effect on PT Plus Tra Coating Industries Employee Loyalty and Based on the results carried out on the F test, the significance value of motivation, work environment and compensation variables simultaneously influences PT Plus Tra Coating Industries employee loyalty with a positive and significant influence. With the limitations that exist in the research conducted, if there is research that you want to do with the same variables, it is hoped that further researchers can expand the reach by developing variables outside of motivation, work environment and compensation, there are still variables that can explain employee loyalty variables such as leadership style, employee satisfaction and job stress.

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