

***THE INFLUENCE OF MOTIVATION AND WORK ENVIRONMENT ON
EMPLOYEE LOYALTY AT JAVA INDOSINERGI CREATIVE LLC***

**PENGARUH MOTIVASI DAN LINGKUNGAN KERJA TERHADAP
LOYALITAS KARYAWAN PADA PT JAVA INDOSINERGI CREATIVE**

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ABSTRACT

The background problem of this research is that employee loyalty is crucial, given its potential impact on various aspects of the company's internal scope. Work motivation and work environment as independent variables are essential aspects in increasing dependent variable, Loyalty. The study aims to find out the level of employee motivation and working environment conditions in affecting employee loyalty. The research uses quantitative-supported survey methods to help the research approach by using phenomenological approaches to analyze the level of motivation and working environment towards employee loyalty. Data collection techniques included observations, and questionnaires, sample of 40 participants with purposive sampling. The research result is that the company's employees influence work motivation on loyalty and the impact of the working environment partially on loyalty as well as to analyze the effect of motivation, the work environment collectively on employee loyalty, the need for persuasive approach and staff training. This research uses both primary and secondary data with a quantitative approach with a double linear regression method. After this research was completed, the company tried to implement the research results, namely the need for persuasive approaches and employee training based on independent variables to increased dependent variables.

Keywords: Work Motivation, Work Environment, Employee Loyalty, Human Resource Management.

ABSTRAK

Latar belakang masalah adalah loyalitas karyawan sangatlah penting, mengingat potensi dampaknya di berbagai aspek dalam lingkup internal perusahaan. Motivasi kerja dan lingkungan kerja sebagai variabel independen merupakan aspek penting dalam meningkatkan variabel dependen, loyalitas. Penelitian ini memiliki tujuan untuk mengetahui tingkat motivasi kerja karyawan dan kondisi lingkungan kerja dalam memengaruhi loyalitas karyawan. Penelitian menggunakan metode survei didukung metode kuantitatif untuk membantu pendekatan penelitian dengan menggunakan pendekatan fenomenologi untuk menganalisis tingkat motivasi dan lingkungan kerja terhadap loyalitas karyawan di salah satu perusahaan yang bergerak di bidang pengolahan makanan. Teknik pengumpulan data meliputi observasi, dan kuesioner dari divisi pengemasan produk pangan, menggunakan sampel 40 partisipan dengan purposive sampling untuk mengetahui tingkat turnover intention di perusahaan. Hasil penelitian ini adalah hasil analisis pada pegawai di perusahaan tersebut mempunyai pengaruh dari motivasi kerja terhadap loyalitas dan pengaruh lingkungan kerja secara parsial terhadap loyalitas serta menganalisis pengaruh motivasi, lingkungan kerja secara bersama-sama terhadap loyalitas karyawan, perlunya pendekatan persuasif dan pelatihan pegawai. Penelitian ini menggunakan data primer dan juga sekunder dengan pendekatan kuantitatif dengan metode regresi linier berganda. Setelah penelitian ini dikerjakan, perusahaan mencoba mengimplementasikan hasil penelitian yaitu perlunya pendekatan persuasif dan pelatihan pegawai berdasarkan motivasi dan lingkungan kerja untuk meningkatnya loyalitas pegawai. Kata Kunci: motivasi kerja, lingkungan kerja, loyalitas karyawan, manajemen sumber daya manusia

INTRODUCTION

The main role of Human Resources, HR, in a company becomes very important, namely as a driving force for all activities aimed at achieving goals and ensuring profitability while maintaining the survival of the company. However, real challenges still exist,

where many companies face problems related to the HR quality that are less than optimal.

Java Indosinerji Creative LLC, JIC, is a research object, a company that operates in three units of business sector, among others food processing enterprise, enterprise procurement of tools and

goods, and enterprise event organizer. Among all these business areas, the food processing sector that the source considers has problems in managing its HR. Early observations found that in the food industry, the loyalty of production employees is crucial because food production usually requires specific skills and physically intensive work. In the management of the food industry, JIC LLC produces healthy fruit snacks without sugar, bananas and mango.

Loyalty is a concept accommodated in the group of polymorphic terms, which means that its understanding may vary depending on the context [1]. The authors of this journal concluded as the research results, that Employee loyalty is the art of the ability of employees to perform various job tasks with target goals as determined by the company, the ability of employees to work on the workload correctly so that zero mistakes are achieved, employee loyalty works in one company for more than five years, because five years is the duration of a company's short-term target to achieve the target according to the company's long-term target blueprint.

Some of the factors that affect the loyalty of food production employees include: the condition of the work environment, including hygiene, safety, and comfort; salary and benefits provided by the company; compatibility between employees and the work performed; career development and training opportunities; communication and relationships between employees and colleagues and superiors. Based on the results of initial observations found a phenomenon where food production employees often resign for various reasons so that the problem in this study is about the loyalty of production employees who are still not optimal where this results in targets and the

number of work program realization in 2018-2021.

Employees at Java Indosinerji Creative LLC have very weak loyalty to the company. This fact shows that employees in companies in the food processing sector are not yet able to provide maximum support in achieving employee loyalty. In this context, the evaluation of employee loyalty becomes a must. Employee loyalty is not only measured by employee loyalty to the company, employees can make a meaningful contribution to the company. The level of employee loyalty will greatly affect employee performance and productivity of a company [2]. In addition, employee loyalty to Java Indosinerji Creative LLC can be assessed through the annual calculation of employee turnover, which provides insight into the level of commitment and loyalty.

Table 1. Employee Turnover Data, 2023

<u>Perhitungan Turnover Karyawan 2023</u>	
<u>Jumlah Karyawan Keluar</u>	11
<u>Jumlah Karyawan Awal Tahun</u>	40
<u>Jumlah Karyawan Akhir Tahun</u>	40
<u>Turnover Karyawan</u>	27,5%

Source: Java Indosinerji Creative LLC, 2023.

As stated by the above calculations, it can be seen that in one year there were 11 employees leaving. The number of employees at the beginning of the year was 40 people and 40 people at the end. Henceforth, the calculations show that there was employee turnover of 27.5%. This shows that the turnover rate is very high, where the Consulting Company Performance Management says that the ideal turnover value for the company is not more than 10%. A high turnover can have an impact on the moral as well as the team productivity. This can be seen from the decline in productivity at JIC due to the

high turnover rate caused by one of them due to lack of work motivation.

A good working environment is a motivation for employees to feel comfortable in doing jobsdesc, more excited and ultimately able to work optimally. Hereafter, it's undeniable that the work environment in a company gets more attention than in previous times which consequently becomes a determining factor for employee loyalty [3]. Subsequently, [4] strong motivation will cause desire and belief to encourage employees to exert all their abilities and skills to achieve the goals of Micro, Small, and Medium Enterprises, MSMEs.

Whereas MSMEs, it isn't only important to have a good and skilled staff, nonetheless, more preeminent, to have dedicated individuals and a strong desire to optimum results. Guided by other journals, the authors suggest that MSMEs can use the B.E.S.T financial management application and calculations with financial efficiency and an estimated 150% basis point from the previous year with a 25% trial and error calculation [5]. In addition, the Working Environment is everything that exists around employees that can influence them in the performance of assigned tasks. [6] The Working Environment concluded by the author as well as the researchers in this research journal is The art of managing the employee against several factors such as self-motivation, employee loyalty to the company, colleagues who do not cheat in order to the company's performance goals, achieved the promotion of the post, and the job performance without feeling reluctant to any employee.

In contrast to other studies which stated that the work environment did not have a significant effect on Employee Loyalty due to employee adaptability and resilience to the influence of

environmental conditions [7], research conducted showed positive results, the correlation between work environment and employee loyalty [8]. A good and comfortable work environment is shown to increase employees interest in job assignment, to prevent, ultimately fosters loyalty. Conflicting results from previous studies highlight inconsistencies, thus prompting the need for further investigation through new research. The authors are guided by other research on motivation, namely, Work motivation is the art of managing several things related to human resource management which can be done through several programmes such as recognition of achievements and providing support in career development [9].

Dependent upon the above exposure, the researchers are interested in conducting research entitled "The Influence of motivation and work environment on Employee Loyalty at Java Indosinergi Creative LLC."

RESEARCH METHODS.

This research uses quantitative descriptive analysis with explanatory research design. In this study the hypothesis is proposed and will be tested empirically to determine its validity. Quantitative descriptive analysis determines the intensity of each attribute's sensory [10]. The data collection method used in this study involves the use of questionnaires, i.e. using bound variables and free variables. In this study the population is the entire employee at JIC LLC, Malang city, which amounts to 87 employees. While the sample used is purposive sampling technique whose criterion is the whole employee of the production department.

RESULTS AND DISCUSSIONS.

Research Locations General Overview, Java Indosinergi Creative

LLC is a company that assumes great responsibility in the snack food processing industry on an international scale. With a strong focus on global expansion, the company has successfully positioned itself as one of the leading players in the snack markets in Malaysia, Singapore, and Hong Kong. This move not only reflects success in running business operations, nevertheless, proves the company's commitment to growth and product excellence at the international level. With its range of superior products, JIC LLC has succeeded in winning the hearts of consumers in various countries, creating strong relationships with distributors and customers in overseas markets.

The company's vision of becoming a producer of healthy and quality food reflects the determination of employees to make a positive contribution to the health and well-being of consumers. It is not only a business goal, despite, a commitment believed by the entire team of JIC LLC. By adhering firmly to the principles of quality and sustainability, companies strive not only to meet customer expectations, in spite of that to exceed expectations by continuously improving the company production standards and product processing processes.

The company's mission to bring their products to more global markets is a strategic cornerstone that drives their international expansion. With a strong domestic market as the foundation, JIC LLC continues to strive to penetrate more global markets with product innovation and effective marketing strategies. In an effort to achieve this mission, the company has allocated significant resources to market research and product development, as well as establishing strong partnerships with local distributors in various expansion destination countries. The success of JIC

LLC in exporting its products is not only based on superior product quality, but also on expertise in managing global supply chains.

Respondent's Answer Description.

1. Respondents responses to motivation variables.

Responses to motivation variables by employees of JIC LLC are described in the following table:

**Table 2. Description Answers
Respondents of Variables Motivation**

Indicator	Motivation					Average	Description
	5	4	3	2	1		
X1.1	11	19	2	6	2	3,78	Height
X1.2	17	21	1	1	0	4,35	Very High
X1.3	19	16	1	4	0	4,25	Very High
X1.4	25	15	0	0	0	4,63	Very High
X1.5	15	24	1	0	0	4,35	Very High
X1.6	15	25	0	0	0	4,38	Very High
X1.7	15	25	0	0	0	4,38	Very High
X1.8	19	21	0	0	0	4,48	Very High
X1.9	16	24	0	0	0	4,40	Very High
X1.10	19	21	0	0	0	4,48	Very High
Average total score						4,35	Very High

Source: data processed by the authors, 2024.

Based on the table above, it can be seen that the motivation of employees of JIC LLC is in the very high category with a value of 4.35. High work motivation is one indication of high employee loyalty. Alongside very high work motivation, employees tend to show optimal performance and high productivity. This is considering employee feel motivated to achieve the company's targets and goals.

Respondent's Answer Description.

2. Respondents responses to work environment variables.

Responses regarding work environment variables by employees of JIC LLC are described in the following table:

**Table 3. Description Answers
Respondents of Variables Work
Environment**

Indicator	Work Environment					Average	Description
	5	4	3	2	1		
X2.1	24	16	0	0	0	4,60	Very High
X2.2	15	20	2	3	0	4,18	Height
X2.3	22	15	1	2	0	4,43	Very High

X2.4	17	22	1	0	0	4,40	Very High
X2.5	19	16	1	4	0	4,25	Very High
X2.6	25	15	0	0	0	4,63	Very High
X2.7	15	24	1	0	0	4,35	Very High
X2.8	15	25	0	0	0	4,38	Very High
X2.9	15	25	0	0	0	4,38	Very High
X2.10	19	21	0	0	0	4,48	Very High
Average total score						4,41	Very High

Source: data processed by the authors, 2024.

Based on the table above, it can be seen that the work environment at PT. Java Indosinerji Creative is included in the very high category with a value of 4.41. An excellent and supportive work environment can increase employee productivity. Employees who feel comfortable and supported by company environment tend to be more focused and efficient in carrying out job assignments.

Respondent's Answer Description

3. Respondents responses to employee loyalty variables

Responses regarding work environment variables by employees of JIC LLC are described in the following table:

Table 4. Description Answers Respondents of Variables Employee Loyalty

Indicator	Employee Loyalty					Average	Description
	5	4	3	2	1		
Y1.1	25	15	0	0	0	4,63	Very High
Y1.2	15	24	1	0	0	4,35	Very High
Y1.3	15	25	0	0	0	4,38	Very High
Y1.4	15	25	0	0	0	4,38	Very High
Y1.5	19	21	0	0	0	4,48	Very High
Y1.6	16	24	0	0	0	4,40	Very High
Y1.7	19	21	0	0	0	4,48	Very High
Y1.8	23	17	0	0	0	4,58	Very High
Y1.9	16	21	2	1	0	4,30	Very High
Y1.10	11	19	2	6	2	3,78	Height
Y1.11	17	21	1	1	0	4,35	Very High
Y1.12	19	16	1	4	0	4,25	Very High
Y1.13	25	15	0	0	0	4,63	Very High
Y1.14	15	24	1	0	0	4,35	Very High

Y1.15	15	25	0	0	0	4,38	Very High
Y1.16	15	25	0	0	0	4,38	Very High
Y1.17	19	21	0	0	0	4,48	Very High
Y1.18	15	25	0	0	0	4,38	Very High
Y1.19	19	21	0	0	0	4,48	Very High
Y1.20	16	24	0	0	0	4,40	Very High
Y1.21	19	21	0	0	0	4,48	Very High
Y1.22	23	17	0	0	0	4,58	Very High
Y1.23	16	24	0	0	0	4,40	Very High
Y1.24	19	21	0	0	0	4,48	Very High
Y1.25	23	17	0	0	0	4,58	Very High
Y1.26	16	19	1	4	0	4,18	Height
Y1.27	11	19	2	6	2	3,78	Height
Y1.28	17	21	1	1	0	4,35	Very High
Y1.29	19	16	1	4	0	4,25	Very High
Y1.30	15	24	1	0	0	4,35	Very High
Y1.31	15	25	0	0	0	4,38	Very High
Y1.32	15	25	0	0	0	4,38	Very High
Average total score						4,31	Very High

Source: data processed by the authors, 2024.

Hinging on the above table, it can be seen that employee loyalty to employees of JIC LLC falls into the category very high with a rating of 4.31. Employee loyalty very high indicates that employees feel attached and committed to the company. It produces labour stability that reduces the frequency of employee turnover and ins the continuity of the company's operations.

Description of Respondent Characteristics.

Contingent on the sample that has been determined, the respondents in this study are employees of JIC LLC, which comprises 40 people with characteristics that have been grouped by gender and age.

The following are presented in the table: 4. Gender Type Characteristics.

As to the respondents gender in this study are described in the following table:

Table 5. Respondents Gender Type

No.	Gender	Amount	Percentage
1	Men	14	35%
2	Women	26	65%
	Amount	40	100%

Source: data processed by the authors, 2024.

The table above shows that the respondents of this study were men as many as 14 and women as many as 26. According these data, it can be concluded that the number of women respondents is more than men respondents, this can be caused due to women tend to be more loyal at work.

5. Age Characteristics

In this research that has been done, it is known that there are three age levels of respondents.

Table 6. Respondents Characteristics Based on Age

Respondents Age	Amount	Percentage
20 – 25 years old	23	58%
26 – 30 y.o.	14	35%
>30 y.o.	3	7%
Amount	40	100%

Source: data processed by the authors, 2024.

Commensurate with table 6, it can be seen that there are 23 respondents with the age range of 20-25 years old, y.o., followed by respondents aged 26-30 y.o. a total of 14 people, and respondents of age >30 y.o. as much as 3 people. Thus, it is possible to conclude that the age ranges of the most employees in JIC LLC are in the range 20-25 y.o. This can be due to the existing productive factors, where the productive age of employees ranges between 20-25 y.o. Younger employees tend to be more

energetic, enthusiastic, and open to advancing in careers path.

6. Working duration characteristics

Table 7. Respondent characteristics based on working duration

Respondent Duration Working	Amount	Percentage
1-2 years	13	32%
3- 4 years	22	55%
5 -6 years	5	13%
Amount	40	100%

Source: data processed by the authors, 2024.

Swayed by Table 7. it can be seen that there are 13 respondents working with the age range of 1-2 years, next for the 3–4 years a total of 22 people, and respondents 5-6 years as much as 5 people. Thus, it is possible to conclude that the long range of the most employees working in JIC LLC is in the range of 3-4 years. Swayed by these data, the average employee on this company has been working in the 3-4 years range with the percentage 55%. The low turnover rate among employees with these 3-4 years able to have a positive impact on the productivity and efficiency.

Data analysis. Validity test.

In evaluating the validity of a measurement instrument such as a questionnaire, it's important to check the statistical significance values of each item. A significance value that is normally set at the alpha level of 0.05 indicates whether there is a significant relationship between the variable measured by the item and that variable to be Measured in general. In this case, the conclusion that all questionnaire items have significance of less than 0.05 suggests that each item is statistically significantly related to the measured

variable, which in this context is Valid.

Table 8. Validity test.

Item	Pearson Correlation	Significance	Note
X1.1	0,659	0	Valid
X1.2	0,719	0	Valid
X1.3	0,697	0	Valid
X1.4	0,728	0	Valid
X1.5	0,765	0	Valid
X1.6	0,699	0	Valid
X1.7	0,722	0	Valid
X1.8	0,815	0	Valid
X1.9	0,812	0	Valid
X1.10	0,669	0	Valid
X2.1	0,706	0	Valid
X2.2	0,797	0	Valid
X2.3	0,778	0	Valid
X2.4	0,709	0	Valid
X2.5	0,798	0	Valid
X2.6	0,645	0	Valid
X2.7	0,768	0	Valid
X2.8	0,627	0	Valid
X2.9	0,673	0	Valid
X2.10	0,796	0	Valid
Y1.1	0,783	0	Valid
Y1.2	0,798	0	Valid
Y1.3	0,714	0	Valid
Y1.4	0,774	0	Valid
Y1.5	0,848	0	Valid
Y1.6	0,832	0	Valid
Y1.7	0,746	0	Valid
Y1.8	0,767	0	Valid
Y1.9	0,792	0	Valid
Y1.10	0,567	0	Valid
Y1.11	0,688	0	Valid
Y1.12	0,609	0	Valid
Y1.13	0,783	0	Valid
Y1.14	0,798	0	Valid
Y1.15	0,714	0	Valid
Y1.16	0,774	0	Valid
Y1.17	0,848	0	Valid
Y1.18	0,774	0	Valid
Y1.19	0,848	0	Valid
Y1.20	0,832	0	Valid
Y1.21	0,746	0	Valid
Y1.22	0,767	0	Valid
Y1.23	0,832	0	Valid
Y1.24	0,746	0	Valid
Y1.25	0,767	0	Valid
Y1.26	0,792	0	Valid
Y1.27	0,567	0	Valid
Y1.28	0,688	0	Valid
Y1.29	0,609	0	Valid
Y1.30	0,798	0	Valid
Y1.31	0,714	0	Valid
Y1.32	0,774	0	Valid

Source: data processed by the authors, 2024.

Success in meeting this validity assumption strengthens the quality of the

questionnaire as a reliable tool for collecting data. It gives confidence that the results obtained from the questionnaire are reliable in support of decision-making or drawing conclusions in the context of the research or evaluation carried out. Moreover, these conclusions also provide a basis for believing that the variables measured by the questionnaire correspond to the researchers or stakeholders want, thereby strengthening the interpretation validity and the results generalization.

Table 9. Reliability Test

Table 4. Reliability Statistics

Item	Cronbach's Alpha	Note
Motivation	0,869	Because the Cronbach's Alpha value is > 0.6 then the questionnaire item is reliable
Reliability Statistics		
Cronbach's Alpha	N of Items	
.869	10	
Work Environment	0,895	Because the Cronbach's Alpha value is > 0.6 then the questionnaire item is reliable
Reliability Statistics		
Cronbach's Alpha	N of Items	
.895	10	
Employee Loyalty	0,966	Because the Cronbach's Alpha value is > 0.6 then the questionnaire item is reliable
Reliability Statistics		
Cronbach's Alpha	N of Items	
.966	32	

Source: data processed by the authors, 2024.

With a Cronbach's Alpha value greater than 0.6, it can be concluded that each item in the questionnaire shows an adequate level of consistency. The existence of Cronbach's Alpha values that meet such standards suggests that the questionnaires can be reliable in measuring the variable in question in a consistent manner. Thus, this conclusion gives confidence that the data obtained from the questionnaire has an adequate level of reliability. High reliability in these measurements is essential to ensure that the results obtained from data analysis are reliable and can be used as a basis for informed decision-making. Nevertheless, it should be remembered

that high reliability does not always guarantee the validity of the structure or variable measured by the questionnaire.

Therefore, while the reliability of these questionnaires demonstrates good internal consistency, further evaluation remains necessary to ensure that the questionnaire accurately reflects the intended construction and can be used for intended research or evaluation purposes. Thus, this conclusion provides a solid basis for believing that the questionnaires used in this research are reliable in producing consistent and reliable data.

Classical Assumption Test.

Table 10. Normality Test.

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		40
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.39373352
Most Extreme Differences	Absolute	.157
	Positive	.157
	Negative	-.083
Kolmogorov-Smirnov Z		.993
Asymp. Sig. (2-tailed)		.277

a. Test distribution is Normal.

Source: data processed by the authors, 2024.

In conformity with the results of the Kolmogorov-Smirnov (K-S) test, which showed a significance value of 0.277 greater than the generally established significance level of 0.05, it can be concluded that the distribution of data in the sample is normal. This conclusion indicates that the data analyzed tends to be distributed symmetrically around the average values, with the majority of observations concentrated around the middle values of the distribution. The existence of normal distribution in data is an important aspect of statistical analysis, as it allows the use of inferential methods that depend on such assumptions, such as parametric testing.

Thus, this conclusion gives confidence that the data used in statistical analysis can be reliable in generalizing and making broader inferences. Nevertheless, it is important to bear in mind that these conclusions are based on assumptions and test results from specific samples, the additional evaluations of the distribution of data should be carried out provided that necessary, especially if there are concerns about reliability of analysis results in obedience to the assumption of normal distribution.

Table 11. Multicollinearity Test

Model	Coefficients		t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients	Std. Error			Tolerance	VIF
1 (Constant)	8.416	3.894	2.161	.037		
Motivation	3.065	.253	.996	.121	.119	8.403
Work Environment	-.035	.252	-.011	.989	.119	8.403

a. Dependent Variable: Employee Loyalty

Source: data processed by the authors, 2024.

Through the analysis of tables showing a tolerance value greater than 0.1 and a Variance Inflation Factor (VIF) value less than 10, it can be concluded that there are no symptoms of multicollinearity in the data. Tolerances greater than 0.1 indicate that each independent variable has the ability to explain variation in the dependent variable without much being influenced by other independent variables. Furthermore, VIF values less than 10 show that there is no high degree of correlation between the independent variants in regression model.

Both indicators indicate that there is no serious problem of multicollinearity that may affect the interpretation of the results of the analysis. This conclusion is important because multicollinearity can lead to errors in estimating regression parameters and make it difficult to identify the relative contribution of each independent variable to the dependent variable.

Table 12. Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.912	2.487		2.377	.023
	Motivasi	-.060	.162	-.170	-.370	.714
	Lingkungan Kerja	-.035	.161	-.100	-.218	.829

a. Dependent Variable: ABS_RES

Source: data processed by the authors, 2024.

Henging on the heteroscedasticity test results using the glacier test, which showed that the entire significance value is greater than 0.05, it can be concluded that the tested data are free from symptoms of heteroscedasticity. Significance greater than 0.05 indicates that there is insufficient evidence to reject the null hypothesis, which states that there is no significant heteroscedasticity pattern in the data. Heteroscedasticity is a phenomenon in the variance of the dependent variable is not constant throughout the values range of one or more independent variables.

The existence of heteroscedasticity can interfere with regression analysis by producing inefficient and inconsistent estimates of model-parameters. Therefore, the results showing that the data are free from symptoms of heteroscedasticity give additional confidence in the validity and reliability of the regression analyzes performed. Thus, this conclusion reinforces the results interpretation of the regression analysis and allows more accurate conclusions to be drawn regarding the relationship between the variables studied.

Table 13. Regression Tests and T-tests

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1							
(Constant)	8.416	3.894		2.161	.037		
Motivation	3.065	.253	.996	12.107	.000	.119	8.403
Work-Environment	-.034	.252	-.011	-.139	.890	.119	8.403

a. Dependent Variable: Employee Loyalty

Source: data processed by the authors, 2024.

Derived from the analysis results, the regression equation of this test:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 2.161 + 12.107X_1 + 0.139X_2 + e$$

Description :

Y = Employee Loyalty

a = Constants

b₁ = Motivation regression

coefficient

X₁ = Motivation

b₂ = Work Environment regression

coefficient

X₂ = Working Environment

b₃ = Employee Loyalty regression

coefficient

X₃ = Employee Loyalty

By means of these significance values, it can be concluded that only the motivational variable has a significant influence on employee loyalty, while the working environment variable does not have a significant impact. This suggests that motivation plays a more dominant role in influencing the level of employee loyalty than the working environment. Most likely, a high level of motivation can increase employees loyalty to the company, while an inadequate working environment may not have a significant influence in affecting loyalty levels. These findings provide valuable insights for company management in developing strategies to increase employee loyalty. By focusing on factors that influence employee motivation, such as recognition, appreciation, and career development opportunities, companies can strengthen the bonds between employees and organizations.

On the other hand, although a comfortable and supportive working environment remains important for employee well-being, the results of this analysis suggest that in this specific context, working environment factors may not be a major factor affecting employee loyalty levels. Therefore, management can focus on strategies to increase employee motivation as an effort to strengthen the relationship between employees and the company,

while keeping in mind the important aspects of a pleasant and productive working environment.

Table 14. F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7280.432	2	3640.216	602.716	.000 ^a
	Residual	223.468	37	6.040		
	Total	7503.900	39			

a. Predictors: (Constant), Lingkungan Kerja, Motivasi

b. Dependent Variable: Loyalitas Karyawan

Source: data processed by the authors, 2024.

Founded on the significance result of less than 0.05, it can be concluded that the independent variable collectively affects the level of employee loyalty. That is, several independent variables included in the analysis model have a collective significant influence on the dependent variable, namely employee loyalty. Companies can direct their efforts to strengthen a number of factors including the development of motivation programmes, improved communication, increased organizational fairness, or improved working environment conditions. The company must pay attention and optimize to improve employee satisfaction, engagement, and employee retention, which can have a positive impact on the company's overall performance.

Table 15. Determination Coefficient

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.970	.969	2.45758

a. Predictors: (Constant), Lingkungan Kerja, Motivasi

b. Dependent Variable: Loyalitas Karyawan

Source: data processed by the authors, 2024.

Based on the R Square value is 0.970 or the influence of the free variable on the bound variable is 97%, the remaining 3% is influenced by other variables not used in this study.

Research Implications.

Theoretical Implications.

This research provides a theoretical contribution in understanding the factors that affect employee loyalty at JIC LLC. Research results show that motivation has a significant influence on employee loyalty, while the working environment does not show a significant impact. This finding reinforces the theory that emphasizes the importance of intrinsic and extrinsic motivation in building employee loyalty. In addition, the study also highlights the relationships complexity between variables that affect employee loyalty.

Although the individual working environment does not show significant influence, the F test results show that independent variables collectively affect employee loyalty. It indicates a complex interaction between various factors in shaping employee loyalty.

Practical Implications.

By means of a practical point of view, the research results have indispensable implications for the Top-Management level in an effort to increase employee loyalty. Given that motivation has proven to have a significant impact, companies need to focus on developing strategies that can boost employee motivation. These can include programs at the Low-management level such as career development, an effective reward system, and the creation of a supportive working environment for employee growth.

Even though the work environment does not show significant influence individually, companies still need to consider this aspect as part of a holistic strategy in increasing employee loyalty. Improvements to the working environment can be supportive factors that reinforce the positive effects of employee motivation. This research for mid-managers at JIC LLC highlights the importance of a more personal and

motivation-focused approach to managing HR. Managers need to develop the ability to understand and respond to individual motivational needs of employees, as well as to create performance management systems that drive intrinsic and extrinsic motivation.

CONCLUSION

Based on the research results and discussions presented above, it can be concluded that the influence of work motivation and work environment on employee loyalty on Java Indosinergi Creative LLC, JIC LLC, has a positive influence and is correlated with employee loyalties. The result of the analysis has an R Square of 97% meaning the employee loyalty variable as a bound variable is able to explain the free variable of work motivation and work environment of 97%, the remaining 3% is influenced by the other variable than in the regression used. Results from the F test showed a significance result of less than 0.05, meaning that independent variables combined influenced employee loyalty levels. The regression results and T-tests showed that only motivational variables had a significant influence on employees loyalty, whereas the working environment variables did not have a significant impact. The Kolmogorov-Smirnov (K-S) test results,, which showed a significance value of 0.277 greater than the generally established significance level of 0.05, showed that the data distribution in the sample was normal. The limitations of researchers in this study such as the part studied is limited because it only uses samples from one division, namely food product packaging. This study only uses multiple linear regression analysis methods and the survey used has not been comprehensive.

Suggestion

The suggestion that the researchers give on the influence of work motivation and work environment on employee loyalty at Java Indosinergi Creative LLC is on this research focused only on the phenomenon of turn over employees of the production division, then can be added also the type of sample from other divisions, it can be more varied, and also get the results of general research. The company is advised to maintain and always improve all the positive aspects that exist so that employee loyalty is awakened. Further researchers interested in developing this research can conduct a deeper survey of the new phenomena at JIC LLC.

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