

The Influence of Work Motivation and Work Environment on Employee Loyalty at PT KAI (Persero) DAOP 5 Purwokerto

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Abstract. Employee loyalty is essential for ensuring a company's operational stability and long-term sustainability. However, many organizations face challenges in maintaining high levels of loyalty. This study investigates the influence of work motivation and work environment on employee loyalty at PT KAI (Indonesian Railways) DAOP 5 Purwokerto. Using a quantitative approach and Simple Random Sampling, data were collected from 108 employees through questionnaires. The instruments included a loyalty scale ($\alpha = 0.803$), a work motivation scale ($\alpha = 0.869$), and a work environment scale ($\alpha = 0.930$). Data were analyzed using multiple linear regression. The findings revealed a significant influence of work motivation and work environment on employee loyalty ($F = 4.693$, $t = 6.655$, $p < 0.01$). The coefficient of determination (R^2) was 0.082, indicating that both factors contributed 8.2% to employee loyalty, while 91.8% was influenced by other factors not examined in this study.

Keywords: Work Motivation, Work Environment, Loyalty, Employees.

1 Introduction

The transportation system in Indonesia consists of three types: land, sea, and air. One of the most widely used forms of land transportation today is the train, due to its advantages in terms of time efficiency, affordability, and large carrying capacity in a single trip. It is also considered faster and free from obstacles such as traffic jams, making it increasingly attractive to the public [1].

PT Kereta Api Indonesia (Persero) or PT KAI, as a state-owned enterprise (BUMN), plays an important role in providing safe and affordable public transportation services. one of its main operational areas is PT KAI Operational Area 5 (DAOP 5) Purwokerto, which covers a strategic region in Central Java that plays a vital role in ensuring the smooth operation of railway transportation services while strengthening connectivity between regions on the island of Java.

The operational success of PT KAI DAOP 5 cannot be separated from the role of human resources (HR) in the current era of globalisation, which plays an important role in achieving the goals set by the company. One of the important steps taken by the company is to improve the quality of its employees and manage their loyalty well. Without quality human resources, the company will find it difficult to achieve its goals even if other aspects are adequate [2] Employee loyalty is also a form of positive attitude towards the company. Employees with high loyalty do not only work for personal gain but also contribute to the success of the company [3]

The preliminary study conducted by the author in collaboration with the management of PT KAI (Persero) DAOP 5 Purwokerto identified signs of declining employee loyalty, including resistance to overtime, ineffective communication between superiors and subordinates, and low work motivation. This phenomenon indicates internal issues that could affect the company's operational sustainability.

Work motivation is one of the factors that can influence loyalty, as motivation is the drive an individual has to perform a task, whether it originates from within the individual or from external factors. Additionally, high motivation not only encourages individuals to work to their full potential but also significantly contributes to enhancing employee loyalty toward the company [4].

In addition to work motivation, the work environment also plays an important role in shaping employee loyalty. A conducive work environment can create physical and psychological comfort and build social relationships among employees. The work environment is also viewed as a factor that can influence company performance, both directly and indirectly. When employees feel comfortable, motivated, and emotionally connected to the company, this can enhance their loyalty and help the company retain high-quality employees while maintaining long-term performance stability [1].

However, previous research findings related to the influence of the work environment on loyalty show inconsistent results, for example, research conducted by [5] concluded that there is a significant relationship between the work environment and employee loyalty, but this is contrary to the results of the study conducted [6] The results of the study concluded that the work environment does not have a significant effect on employee loyalty.

The next research findings conducted [7] the results of the study reveal that work motivation has a positive and significant effect on loyalty, but these findings contradict the results of a study conducted [8] which reveals that work motivation does not have a significant effect on loyalty. These findings indicate a research gap that requires further study, particularly regarding the influence of work motivation and work environment on employee loyalty.

Based on the observed phenomena and the discrepancies in previous research findings, the researcher was motivated to conduct further research. Consequently, the researcher is interested in examining the 'Influence of Work Motivation and Work Environment on Employee Loyalty at PT KAI (Persero) DAOP 5 Purwokerto.' This study is expected to provide a deeper understanding of how work motivation and the work environment influence employee loyalty in a more specific context.

2 Literature Review

2.1 Employee Loyalty

Loyalty is a reflection of the psychological bond that connects employees to the company, creating a strong emotional attachment and identity between employees and the organisation. Employee loyalty can also be defined as behaviour that demonstrates consistent support and loyalty to the company where they work [9]. According to [10] Loyalty is the devotion and obedience of an individual or group of employees to the company they work for, this loyalty reflects the mutually binding relationship between employees and the company.

According to [11] loyalty is a commitment shown by employees to remain with the company, which includes a willingness to work overtime, maintain confidentiality of information, comply with regulations without strict supervision, and prioritise the company's goals over personal interests. In evaluating employee loyalty, it is not only necessary to measure physical work results but also to look at the overall performance of tasks, which includes various aspects such as employee loyalty [11]. Employee loyalty includes: a sense of belonging to the company, willingness to stay, and trust.

Employee loyalty is not merely physical presence in the company but involves emotional commitment and willingness to sacrifice for the benefit of the company, this loyalty is reflected in the willingness of employees to carry out their duties in accordance with established rules and to maintain the company's image in the public eye.

2.2 Work Motivation

Work motivation is the force that drives a person to continue working so that they achieve goals that are satisfying for both the employee and the company [12]. Work motivation is the driving force that causes employees to willingly and happily direct their abilities, expertise, skills, energy, and time to carry out various activities that are their responsibility and fulfil their obligations, in order to achieve the goals and objectives set by the company [13]. There are several aspects of work motivation [14] which include four main regulations within the context of Self-Determination Theory: intrinsic motivation, identification regulation, introjection regulation, and external regulation.

Based on expert opinion, work motivation influences the extent to which employees are willing and enthusiastic to work. At PT KAI DAOP 5 Purwokerto, work motivation can be reflected in the enthusiasm of employees to maintain passenger safety, punctuality of departure schedules, and service quality, whether driven by personal or company satisfaction.

2.2 Work Environment

The work environment encompasses various tools and materials used, the location where an individual performs their tasks, the methods employed in working, as well as the arrangements that support work activities both individually and in groups. This indicates that the work environment is not only composed of physical aspects but also includes social and methodological dimensions that influence individual and team productivity [15]. A supportive work environment is characterised by employees' perceptions that their colleagues are highly engaged in their work and that there is support and facilitation from supervisors for employees' work efforts [16]. The work environment encompasses all conditions surrounding employees

that can influence the performance of their tasks and responsibilities, both physical and non-physical [17].

In this study, the work environment aspect refers to three dimensions: the relationship dimension, the personal growth or goal orientation dimension, and the system maintenance and change dimension. The indicators used include engagement, peer cohesion, supervisor support, autonomy, task orientation, work pressure, clarity, control, innovation, and physical comfort [16].

Employee loyalty can be strengthened through high work motivation and a conducive work environment. Employees who are intrinsically or extrinsically motivated tend to show greater commitment and dedication to the company. Similarly, a supportive work environment can enhance comfort, a sense of belonging, and the desire to remain with the company.

3 Method

This study uses a quantitative approach, with the population consisting of all 140 employees of PT KAI (Persero) DAOP 5 Purwokerto. In this study, each sample was selected using probability sampling. Probability sampling (random sampling) is a sampling technique that gives every member of the population an equal chance of being selected as a sample member [18]. The sample size was determined to be 108 people based on the Krejcie and Morgan table. Data collection in this study was conducted using questionnaires and scales. The measurement scale serves as an initial reference for determining the length or shortness of the intervals in the measuring instrument, so that the measuring instrument can provide quantitative data when used for measurement [18]. The scale used in this study is the Likert scale with 5 categories. The Likert scale ranges from 'strongly disagree' to 'strongly agree.'

The instruments used in this study include the employee loyalty scale, the work motivation scale, and the work environment scale. The loyalty scale in this study is a modified version developed [10] with aspects of ownership, willingness to stay, and trust. The work motivation scale in this study is a modified version developed [14] based on aspects of intrinsic motivation, identification regulation, introjection regulation, and external regulation. The work environment scale in this study is a construct using a theory developed [16] that refers to indicators of involvement, peer cohesion, supervisor support, autonomy, task orientation, work pressure, clarity, control, innovation, and physical comfort, which are contained in three aspects, namely the relationship dimension, the personal growth or goal orientation dimension, and the system maintenance and change dimension.

The data in this study were analysed using multiple linear regression to determine the simultaneous and partial effects of work motivation (X1) and work environment (X2) on employee loyalty (Y). Prior to this, classical assumption tests were conducted, followed by hypothesis testing using SPSS version 26.

4 Result

Table 1. Results of the Work Motivation Test

Variable	Unstandardized Coefficient (B)	t	F	Sig	R Square
(constant)	33.230			0,000	0,070
Work Motivation	0,204	2.824	7.973		

Table 2. Results of the Work Environment Test

Variable	Unstandardized Coefficient (B)	t	F	Sig	R Square
(constant)	33.763			0,000	0,046
Work Environment	0,093	2.272	5.160		

Table 3. F-test results

Variable	Unstandardized Coefficient (B)	t	F	Sig	R Square
(constant)	29.933	6.655		0,000	0,082
Work Motivation	0,163	2.019	4.693		
Work Environment	0,053	1.176	4.693		

Table 4. Coefficient of Determination

Model Summary ^b		R	Adjusted Square	R	Std. Error of the Estimate
Mode	R				
1	.286 ^a	.082	.065		4.328

a. Predictors: (Constant), x2, x1
b. Dependent Variable: y

5 Discussion

The T-test in this study was conducted to determine the relationship between work motivation and work environment variables on employee loyalty. The results of this study show that the significant value of work motivation (X1) on employee loyalty (Y) is $2.284 < 0.05$, indicating that H1 is accepted and there is a significant effect of work motivation on loyalty, as shown in Table 1. The results of this study are consistent with previous studies that have shown that work motivation can increase employee loyalty [19].

For significant results in Table 2, the work environment (X2) on employee loyalty (Y) is $2.272 < 0.05$, indicating that H2 is accepted, which means that there is an influence of the work environment on employee loyalty. The results of this study are in line with previous studies that have shown that the work environment influences employee loyalty [20].

The F-test in Table 2 shows that the variables of work motivation (X1) and work environment (X2) simultaneously influence employee loyalty (Y) with a significance value of $0.011 < 0.05$. This can be interpreted as work motivation and work environment simultaneously influencing employee loyalty.

For the coefficient of determination, the results obtained based on Table 3 show a coefficient of R-square of 0.082 or (8.2%). This indicates that the percentage contribution of the independent variables, namely work motivation and work environment, to employee loyalty is 8.2%, while 91.8% is contributed by other factors outside the scope of this study.

6 Conclusion

This study found that the variables of work motivation and work environment have a significant influence on employee loyalty. When employees have high work motivation and feel comfortable at work, their loyalty to the company increases.

The F-test results indicate that work motivation and work environment simultaneously influence employee loyalty. Based on an R-square value of 0.082, it shows that work motivation and work environment contribute 8.2% to employee loyalty, while 91.8% is contributed by other factors outside the scope of this study.

This study indicates the importance of increasing work motivation as one strategy to enhance employee loyalty. This study has limitations, so further research is expected to improve the results of future studies. In this study, the research was conducted at only one location, so the results cannot be fully applied to other companies or operational areas of PT KAI. Therefore, it is recommended that future research expand the scope of the study area or conduct research in locations not previously studied by researchers, as well as include additional factors influencing employee loyalty, such as job satisfaction, employee engagement, and leadership style, to produce even better research outcomes in the future.

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