

**THE EFFECT OF EMPLOYEE MOTIVATION AND LOYALTY  
ON EMPLOYEE PERFORMANCE  
(A STUDY IN RAMAYANA LESTARI SENTOSA, TBK KUPANG BRANCH)**

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**ABSTRACT**

This research aims to study and analyze motivation on employee performance, employee loyalty to employee performance, and employee loyalty to employee performance at PT. Ramayana Lestari Sentosa, Tbk Kupang Branch. The method used is a quantitative method and uses multiple linear regression analysis with the SPSS program. The technique of determining the sample using the Slovin formula and obtaining samples collected 72 people. Data was collected using questionnaires, interviews, observation, and documentation studies. The results of this study indicate that the motivation variable Affects employee performance, and employee loyalty variables don't support employee performance. Employee motivation and loyalty to the performance of employees at PT. Ramayana Lestari Sentosa, Tbk Kupang Branch

*Keywords: motivation, employee loyalty, employee performance*

**INTRODUCTION**

The success of an organization is influenced by the performance of individual employees, therefore, the company will strive to improve the performance of its employees with expectations company goals can be achieved (Mathis & Jackson, 2002). Employee performance is influential to how much they have contributed to the organization including output quantity, output quality, output period, workplace attendance and attitude cooperative. Employee performance will run effectively if supported by motivation and employee loyalty (Mangkunegara, 2005). Work motivation is something cause encouragement or enthusiasm for work or in other words boost morale. Without motivation, an employee cannot fulfill his job according to standard or beyond standard because what is motivated in working is not fulfilled (Martono, 1996). Employee performance can run effectively not only driven by it motivation alone but with high loyalty (Zameer, et al, 2014). Employee loyalty considered to be due to job satisfaction felt by employees of an employee organization. Powers (2000) defines loyalty as a willingness to stay afloat, have a standard productivity and a reciprocal relationship where loyalty employees must be balanced

by organizational loyalty to employees. Efforts to increasing employee loyalty is not easy, loyalty can only arise from self employees themselves, it comes from the awareness that between employees and organizations are two parties who need each other.

The need for high motivation is also experienced by employees of PT. Ramayana Lestari Sentosa, Tbk Kupang Branch which is one of the *retail* companies in Kupang. The increasing growth of the retail industry makes this industry must always improve itself especially for PT. Ramayana Lestari Sentosa, Tbk Kupang branch. Judging by the number *retail* companies that have sprung up, certainly indicate that the retail business in Indonesia the company is increasingly developing to always be responsive to the situation even more so responsive to human resources.

The results of observations made by researchers through observation and initial interviews with several employees of PT. Ramayana Lestari Sentosa, Tbk Kupang Branch, motivation and loyalty is the biggest key in their performance. Wages are commensurate with allowance they are to love their work and with it their performance will also increase well. However, there are some cases that do not go according to their nature, there are employees which is motivated but performs poorly and is often negligent in its work and output produced also did not show a significant increase. There are also a few people which is given motivation but in the following month its performance decreases and consequently quit the company and move to a competitor company.

Based on this background, the problem in this study is how the influence of motivation on the performance of employees of PT. Ramayana Lestari Sentosa, Tbk Kupang branch. How does the influence of loyalty on the performance of employees of PT. Ramayana Lestari Sentosa, Tbk Kupang Branch. How does employee motivation and loyalty influence on the performance of the employees of PT. Ramayana Lestari Sentosa, Tbk Kupang Branch.

This study aims to analyze the effect of motivation on performance PT employees. Ramayana Lestari Sentosa, Tbk Kupang Branch. Analyzing loyalty influence to the performance of employees of PT. Ramayana Lestari Sentosa, Tbk Kupang Branch. Analyzing the influence of employee motivation and loyalty on the performance of the employees of PT. Ramayana Lestari Sentosa, Tbk Kupang Branch.

## **Retail**

*Retailing* is a series of business activities to add value to goods and services sold to consumers for personal or household consumption (Levy & Weitz, 2001).

According to Berman and Evans (2001) there are basically three characteristics of retailing, namely:

1. *Small Average Sale*

The *average sales level* at the store is relatively small, due to the target is a final consumer who buys in small quantities.

2. *Impulse Purchase*

Purchases that occur in *retailing are* mostly purchases that do not planned. This must be observed by retailers, namely how to find strategies right to maximize purchases to optimize revenue.

3. *Popularity of Stores*

The success of *retailing* depends very much on the popularity and *image* of the store or company. The more famous the store or company, the higher the rate visits that ultimately impact revenue.

1. Employee performance

Employees performance are the results of work achieved by someone in carrying out tasks charged to him, based on skill. experience, sincerity in work (Nawawi, 2006).

Dharma (2000) suggests that almost all ways of assessing performance consider the following: quantity is the amount held or achieved, quality is the quality of the target that must be produced (good or bad), timeliness is the time period used to reach the goal.

## 2. Motivation

Work motivation is the whole process of giving work motivation subordinates in such a way that they want to work sincerely for the achievement of goals organization efficiently (Siagian, 1994). The motivational indicator proposed by Herzberg (1966), namely: *Achievement* is the result achieved or the results that have been achieved achieved, recognition is a process, method, or act of confessing or admit, the work it self is a situation where employees find interesting assignments, opportunities to learn and opportunities to responsible in their work, Responsibility ( *Responsibility* ) is a the actions carried out by each individual based on obligations or someone's heart call, progress ( *Adavacement* ) is an improvement over what is, or an increase in what we have, the development of the Individual Potential ( *The possibility of growth* ) is the process of changing the concept of self to fulfill its function.

## 3. Employee Loyalty

Loyalty is reflected by the willingness of employees to maintain and defend organizations inside and outside the work of undermining people who are not responsible answer (Hasibuan, 2009). According to Saydam (2000: 486) loyalty has several elements as follows: Obedience and compliance are an employee's ability to obey all applicable company rules and obey orders given by superiors, and being able to not violate the prescribed prohibitions, responsibilities, is ability an employee in completing the work that was handed over to him properly, timely, and dare to take risks for decisions made, devotion, is contribution of thought and energy sincerely to the company, honesty, always carry out tasks

with sincerity without feeling forced, not blaming authority available to him, report the results of work to the boss in accordance with what is actually.

## RESEARCH METHODS

This research was conducted at PT. Ramayana Lestari Sentosa, Tbk The Kupang branch located on Jl. WJ Lalamentik No.108 Kel. Oebufu, Kec. Oebobo, Kupang City, Nusa Province Southeast East.

The population in this study amounted to 256 people. Sampling using Slovin formula and obtained a sample of 72 people.

This type of research is quantitative research, namely research with data in the form of numbers and analyzed using statistics that aim to make generalization (Sugiyono, 2015).

Data collection techniques used in this study were questionnaires, interviews, observations, and study documents.

Measurement of variables in this study using a Likert scale. Likert scale used to develop instruments used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena used in research to obtain interval data (Sugiyono, 2016). Likert scale used is a range of values from score 1 (negative) to score 5 (positive) each statement, as follows:

Strongly Disagree (STS)	: Score 1
Not Go (TS)	: Score 2
Neutral (N)	: Score 3
Agree (S)	: Score 4
Strongly Agree (SS)	: Score 5

The test instrument used is the validity test which is a measure that shows the level of reliability or validity of a measuring instrument (Ridwan, 2005) and reliability testing is index that shows the extent to which a measuring device can be trusted or can reliable (Singarimbun and Efendi, 1989).

The classic assumption test used is the normality test to see whether the value residuals are normally distributed or not, the heteroscedasticity test aims to test whether in a regression model there is an inequality of variance and residual, from one observation to other observations, and multicollinearity testing is a test carried out for test one model whether there is a perfect or almost perfect relationship between independent variables, so it is difficult to separate the influence between these variables in a manner individual to the dependent variable.

Processing and analysis using descriptive statistical analysis used to analyze data by describing or describing data that has been collected as is without intending to make generally accepted conclusions or generalized (Sugiyono, 2012), inferential statistical analysis using analytical techniques multiple regression which aims to find out the magnitude of the influence of quantitative a change (variable X) to other events (variable Y). R value of strength the relationship between independent variables, if getting closer to 100% means the relationship is getting strong. The F test is used to test the effect of the independent variables simultaneously on dependent variable, t test is used to test the significance of each independent variable partial or to find out which independent variables have more influence on variables bound.

## RESEARCH RESULTS AND DISCUSSION

### 1. Multiple Linear Regression Analysis

To find out the effect of employee motivation and loyalty on performance PT employees. Ramayana Lestari Sentosa, Tbk Kupang Branch can be known with using multiple linear regression analysis. By using the SPSS version program 19.00 obtained the following processed results:

Table 1. Results of Multiple Linear Regression Tests

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,322	5,634		1,832	,071
	MOTIVASI	,125	,052	,276	2,390	,020
	LOYALITAS	,097	,086	,130	1,125	,264

a. Dependent Variable: KINERJA

Source: Primary data, 2019 (SPSS Appendix)

The multiple linear regression equation can be seen from the table above. Based on analysis with the SPSS program the results of the multiple linear regression equation are obtained as follows:

$$Y = 10.322 + 0,125X_1 + 0,097X_2$$

The regression equation has the following meanings:

- a. Constants = 10,322

If the motivation and employee loyalty variables are zero, then the performance variable employees of 10,322.

- b. Coefficient  $X_1 = 0.125$

If the motivation variable increases by one point (unit), while loyalty permanent employees, it will cause an increase in employee performance by 0.125.

- c. Coefficient  $X_2 = 0.097$

If the employee loyalty variable increases by one point (unit), while motivation remains, it will cause an increase in employee performance by 0.097.

Analysis of multiple correlation ( $R^2$ ) is used to determine the relationship between two variables or more independent variables ( $X_1, X_2 \dots X_n$ ) to the dependent variable (Y) simultaneously. If the value of R is getting closer to 1, it means that the relationship is getting stronger, on the contrary if the closer to 0, the weaker the relationship (Widayat, 2002).

Table 2. The Effects of X1, X2 on Y

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,323 <sup>a</sup>	,104	,078	2,553

a. Predictors: (Constant), LOYALITAS, MOTIVASI

The results of the multiple correlation analysis in this study obtained an  $R^2$  value of 0.104, then it can be concluded that the relationship between independent variables (motivation and loyalty employee) has a weak relationship with the dependent variable (employee performance). On Table 2 obtained value of  $R^2 = 0.104 = 10.4\%$ , this means that the effect of motivation variables and employee loyalty to employee performance by 10.4%,

2. Hypothesis test

a. T test

T tests were conducted to determine whether individually (partial) independent variables influence the dependent variable significantly or not. Results of analysis of motivation variables (X1) to employee performance (Y) obtained  $t_{count} > t_{table}$   $2.390 > 1.994945$  with a significance value of  $0.020 < 0.05$  which indicates motivation affects the performance proven employees. In the X2 variable obtained smaller  $t_{count} < t_{table}$  of  $1,1,25 < 1,994945$  with a significance value of  $0.024 > 0.05$  which shows that employee loyalty has no effect on employee performance.

b. F test

The results of the analysis show  $F_{arithmetic} > F_{table}$ , which is  $4.019 > 3.129644$ , then there is influence which is positive and significant. This gives the meaning that motivation and loyalty variables employee influence on the performance of the employees of PT. Ramayana Lestari Sentosa, Tbk Branch Kupang.



### 3. Effect of Motivation on Employee Performance

From the results of statistical tests using the SPSS 19 program for X1 variables, i.e. motivation obtained  $t_{\text{count}}$  of 2.390 with a significance level of 0.020 with a value  $t_{\text{table}}$  is 1.994945 ( $df = 72-3 = 69$ ) with a significance level of  $0.020 < 0.05$  where  $t_{\text{arithmetic}} > t_{\text{table}}$  is  $2.390 > 1.994945$  which shows that partially motivation has a positive effect and significant to employee performance variables. This shows that the employees of PT. Ramayana Lestari Sentosa, Tbk Kupang Branch also needs motivation to support their work, and make motivation as a reference and even encouragement at work them, which from the motivation the employee gets adds to work morale them and make that spirit a source of energy in working for increase sales which results in better performance.

The results of this study are in line with research conducted by Gomes and Susanto (2017) with the title "The Effect of Work Motivation and Employee Loyalty on Performance Employee at CV Hartono Flash Surabaya. The results showed that work motivation and employee loyalty partially or simultaneously has a positive influence and significant to the performance of employees of CV Hartono Flash Surabaya based on the value of *R Square* obtained is 0.561 or 56.1%. The results showed that motivation work has a significant positive effect on employee performance at CV Hartono Flash Surabaya the value of  $t_{\text{arithmetic}} > t_{\text{table}}$  is  $3,520 > 2,045$ , and employee loyalty has a significant effect positive on employee performance at CV Hartono Flash Surabaya with a calculated *F* value  $> F_{\text{table}}$  namely  $18,532 > 3,328$ .

### 4. The Effect of Employee Loyalty on Employee Performance

From the results of statistical tests using the SPSS 19 program for X2 variables obtained  $t_{\text{count}}$  of 1.125 with a significance level of 0.264 with  $t_{\text{table}}$  value of 1.994945 ( $df = 72-3 = 69$ ) with a significance level of  $0.264 > 0.05$  where  $t_{\text{arithmetic}} < t_{\text{table}}$   $1,125 < 1,994945$  which shows partially employee loyalty has no effect positive and significant towards employee

performance variables. This is because employees have not feel loyal to their work and yet feel they have each other, employees only assume the work location is a breadwinner and does not yet understand the meaning about loyalty itself which is because many young employees work at Ramayana who still has an adventurous spirit and still wants to find a job comfortable for them and moreover for SPG / SPB with a lot of energy contribution for Ramayana but using a contract system that is not always bound to Ramayana, then thus the employee loyalty variable has no effect because of that.

While research from Ardianto and Ibrahim (2014) with the title Motivation, Loyalty, and Performance at the Siak Regency Education Office shows influence simultaneous and independent variables can not have a partial effect. For variables motivation has a percentage of 47.8% and the loyalty variable has a percentage of 44.8%. Rated *R Square* shows that the effect of the independent variable dependent variable by 11.9%. The value of  $t_{\text{arithmetic}}$  for each variable <from  $t_{\text{table}}$  is the motivation of  $-2,682 < 1,990$  and loyalty of  $-0,669 < 1,990$ .

##### 5. Effect of Employee Motivation and Loyalty on Employee Performance

Based on the results of calculations with the SPSS 19 program obtained an  $F_{\text{count}}$  of 4.019 with a probability of  $0.022 < 0.05$  with an  $F_{\text{table}}$  of 3.129644 ( $df_1 = 3-1 = 2$ ;  $df_N = 72-3 = 69$ ) where  $F_{\text{arithmetic}} > F_{\text{table}}$   $4,019 > 3,129644$  which shows there is a positive and significant effect independent variable (employee motivation and loyalty) to the dependent variable (performance employee). Based on testing, it was found that the influence of motivation and loyalty variables was large employees to employee performance amounted to 10.4% and the remaining 89.6 influenced by other factors not mentioned in this study such as style leadership, stress, corporate culture, work atmosphere, commitment, productivity.

The influence of the independent variable on the dependent variable is small due only motivation variables that affect the performance variable while the loyalty variable not so that it affects the value of *R Square* which makes it small.

## 6. Research Limitations

A study will be better if it is shown with other studies emphasizes the meaning that every study is not perfect, some Limitations of this study include:

- a. This research was only conducted at PT. Ramayana Lestari Sentosa, Tbk Kupang Branch so that it cannot be generalized throughout the City of Kupang.
- b. Empirical facts that occur in companies that are dynamic and complex at any time can change with changing times.

## CONCLUSION

1. Motivation consisting of prestige, recognition, work itself, responsibility, the progress and development of individual potential has an influence on performance PT employees. Ramayana Lestari Sentosa, Tbk Kupang Branch.
2. Employee loyalty consisting of obedience and compliance, responsibility, service, and honesty does not affect the performance of employees of PT. Ramayana Lestari Sentosa, Tbk Kupang Branch.
3. Motivation and employee loyalty simultaneously affect employee performance PT. Ramayana Lestari Sentosa, Tbk Kupang Branch.

## SUGGESTION

1. PT. Ramayana Lestari Sentosa, Tbk Kupang Branch needs to increase its motivation exist so that employees can improve their performance and be able to provide lead positive feedback for the company and also needs to increase employee loyalty that exists so that there arises awareness and love for existing work.
2. Employee performance is explained through work quality, work quantity, and accuracy time has very good results. This also needs to be improved by PT. Ramayana Lestari

Sentosa, Tbk Kupang Branch and must pay more attention and increase needs that can improve employee performance especially which is related to the quantity of work which is the lowest indicator in the variable this is like giving a sales target so that employees work optimally to achieve it.

3. Future researchers are expected to conduct further research regarding the influence of employee motivation and loyalty on employee performance with variables other variables with different indicators and use more theories the latest in the future so you can learn more about motivation, employee loyalty, and employee performance.

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