

THE EFFECT OF MOTIVATION AND JOB SATISFACTION ON EMPLOYEE LOYALTY

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Abstract

Penelitian ini untuk memberikan sebuah bukti empiris mengenai Pengaruh Motivasi, dan Kepuasan Kerja Terhadap Loyalitas Pegawai Di RRI Madiun. Jenis penelitian ini yaitu penelitian deskriptif dengan pendekatan kuantitatif. Sampel dalam penelitian ini berjumlah 78 responden. Metode pengambilan sampel yaitu menggunakan teknik sampling jenuh (*saturation sampling*). Pengumpulan data dalam penelitian ini menggunakan kuesioner. Teknik ini digunakan ketika jumlah populasi relatif kecil sehingga semua anggota populasi dijadikan sampel penelitian. Hasil penelitian membuktikan bahwa motivasi berpengaruh terhadap Loyalitas Pegawai pada Karyawan di RRI Madiun, kepuasan kerja berpengaruh terhadap loyalitas pegawai di RRI Madiun

Kata Kunci: Motivasi, Kepuasan Kerja, Loyalitas Pegawai

Abstract

This study aims to provide empirical evidence regarding the impact of incentives, motivation, and job satisfaction on employee loyalty at RRI Madiun. This research is descriptive with a quantitative approach. The sample size for this study was 78 respondents. The sampling method used was saturation sampling. Data collection in this study used a questionnaire. This technique is used when the population is relatively small, so that all members of the population are included in the research sample. The research results demonstrate that incentives influence employee loyalty at RRI Madiun, employee performance at RRI Madiun, and employee loyalty and performance at RRI Madiun.

Keywords: *Incentives, Employee Loyalty, and Employee Performance*

A. INTRODUCTION

Human resources (HR) are a primary and irreplaceable asset in an organization, as they play a strategic role in guiding the successful achievement of organizational goals. Research by (Egenius et al., 2020) found that HR plays a crucial role in improving performance through employee loyalty and satisfaction. Within an organization, employees are a key element supporting all operational and strategic activities. They are not only technical implementers but also play an active role in maintaining the company's continuity through their contributions of thought, energy, and time.

Employees are not merely task implementers; they are an integral part of the process of achieving overall organizational success (Muliati & Masmarulan R, 2025). As a workforce, employees are expected to demonstrate high levels of loyalty to enable them to work consistently and responsibly over the long term (Sania & Putra, 2024). This loyalty is reflected in their work commitment, adherence to organizational values, and willingness to contribute beyond what is formally required.

Companies compete to create a supportive work environment and provide appropriate compensation and motivation to retain competent employees. According to Panggabean (2020), motivation and compensation play a significant role in fostering employee loyalty and retention. A similar situation exists at RRI Madiun, where challenges in maintaining employee loyalty arise along with changes in work structures and organizational dynamics. As a public broadcasting institution, RRI has unique characteristics, including a high workload and strong expectations of professionalism. However, not all employees demonstrate optimal loyalty to the institution. This phenomenon raises questions about whether incentives, motivation, and job satisfaction are being managed effectively to foster high levels of work loyalty among RRI Madiun employees.

Increasing job satisfaction through incentives is expected to strengthen employee loyalty and performance (Giovanni & Ie, 2022). However, at RRI Madiun, this is hampered by perceptions of unfairness, as there is a significant gap between regular employees who only receive a basic salary and limited allowances and administrators who receive additional benefits such as phone credit, housing, and official vehicles (Wazirman et al., 2022). Data shows that the basic salary of RRI Madiun employees ranges from IDR 1,685,700 to IDR 6,373,200 depending on their rank. However, differences in benefits and rewards between positions create perceptions of unfairness, which can potentially reduce employee motivation and loyalty. Therefore, management needs to evaluate the incentive system to make it fairer, more satisfying, and support long-term performance improvement.

Motivation

Ghufron et al. (2024) states that motivation plays a role as a tool to stimulate work enthusiasm so that individuals can contribute their energy and thoughts optimally to achieve organizational goals. In the context of modern organizations, motivation is needed not only to increase productivity but also to maintain employee loyalty and commitment.

Job Satisfaction

Nu'man (2023) explains that job satisfaction arises when employees feel that their work fulfills aspects they consider important and personally valuable. In other words, job satisfaction is the result of an individual's perception of how well their job meets their expectations and needs.

Work Loyalty

According to Semimbing (2021), High work loyalty is demonstrated by full responsibility for one's duties and adherence to company values. Loyalty is not merely a formal commitment, but rather reflects moral commitment and a positive attitude in carrying out one's duties.

B. METHOD

In this study, the researcher used a quantitative research method. Therefore, the data collection technique used in this study was a questionnaire. In this study, the population was all employees at RRI Madiun, where the total number of employees was 78. The sample in this study was taken from all 78 employees of RRI Madiun. In this study, the assessment of questionnaire responses was made based on a Likert scale. To determine the validity of the questionnaire, a Spearman correlation test was used with the help of SPSS 24.

C. RESULTS AND DISCUSSIONS

Validity Test

Table 1. Validity Test Results

Item Variabel	r hitung	r tabel	Keterangan
Motivasi Kerja (X₁)			
X1.1	0,669	0,100	Valid
X1.2	0,633	0,100	Valid
X1.3	0,458	0,100	Valid
X1.4	0,669	0,100	Valid
X1.5	0,312	0,100	Valid
X1.6	0,328	0,100	Valid
X1.7	0,773	0,100	Valid
X1.8	0,622	0,100	Valid
X1.9	0,691	0,100	Valid
X1.10	0,364	0,100	Valid
Kepuasan Kerja (X₂)			
X2.1	0,596	0,100	Valid
X2.2	0,658	0,100	Valid
X2.3	0,669	0,100	Valid
X2.4	0,556	0,100	Valid
X2.5	0,398	0,100	Valid
X2.6	0,612	0,100	Valid
X2.7	0,699	0,100	Valid
X2.8	0,612	0,100	Valid
Loyalitas Kerja (Y)			
Y1	0,744	0,100	Valid
Y2	0,570	0,100	Valid
Y3	0,664	0,100	Valid
Y4	0,690	0,100	Valid
Y5	0,744	0,100	Valid
Y6	0,570	0,100	Valid
Y7	0,664	0,100	Valid
Y8	0,690	0,100	Valid
Y9	0,472	0,100	Valid
Y10	0,428	0,100	Valid
Y11	0,246	0,100	Valid
Y12	0,601	0,100	Valid

Source: Processed Data, 2025

Based on the table above, it shows that all questions on variables X1, X2, and Y are valid. This meets the requirements, namely having a calculated r value $>$ r table (0.100) and a significance value $>$ 0.05.

Reliability Test

Table 2. Reliability Test Results

Variabel	Nilai Alpha Hitung	CronbachAlpha	Keterangan
Motivasi (X1)	0,763	0,70	Reliabel
Kepuasan Kerja (X2)	0,747	0,70	Reliabel
Loyalitas Kerja (Y)	0,833	0,70	Reliabel

Source: Processed Data, 2025

Based on the table above, it can be seen that the Motivation (X1) Job Satisfaction (X2) Job Loyalty (Y) variables have a Cronbach alpha value greater than 0.70 so they are included in the Reliability category.

Classical Assumption Test

Normality Test

Table 3. Normality Test Results

		Unstandardized Residual
N		78
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.78085164
Most Extreme Differences	Absolute	.081
	Positive	.070
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed Data, 2025

The data normality test in this study can be seen above, it is known that the p value generated through the Asymp. Sig (2-tailed) approach is > 0.05 , namely 0.200, so it can be assumed that the normality of the data is met and all variables in this study are normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test Results Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 Insentif	.226	4.433
Motivasi Kerja	.175	5.723
Kepuasan Kerja	.495	2.021

a. Dependent Variable: Loyalitas Karyawan

Source: Processed Data, 2025

The results of the table above show that there are no independent variables that have a tolerance value > 0.10 , and do not have a VIF value < 10 . The Incentive variable (X1) has a tolerance value of 0.226 and a VIF of 4,433. The Work Motivation variable (X2) has a tolerance value of 0.175 and a VIF of 5,723 and the Job Satisfaction variable (X3) has a tolerance value of 0.495 and a VIF of 2,021. So it can be concluded that there is no multicollinearity between independent variables in regression mode.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.884	1.552		1.859	.067
Insentif	-.024	.093	-.061	-.253	.801
Motivasi Kerja	-.043	.080	-.149	-.544	.588
Kepuasan Kerja	.032	.055	.096	.591	.556

Source: Processed Data, 2025

The results of the heteroscedasticity test presented in the table above show that all independent variables have a sig value > 0.05 . Therefore, it can be concluded that the regression model does not exhibit symptoms of heteroscedasticity.

Hypothesis Testing

Table 6. T-Test Results

	t	Sig.
Insentif	3.546	.001
Motivasi Kerja	5.080	.000
Kepuasan Kerja	1.300	.198

Source: Processed Data, 2025

Based on the calculation results presented above, the following findings were obtained:

- 1) Incentive Variable, The test results show that the calculated $t (3.546) > t \text{ table } (1.991)$ and the incentive significance value is 0.001. The significance value is smaller than 0.05. Based on these criteria, it can be said that incentives have a significant effect on employee loyalty.
- 2) Work Motivation Variable, The test results show that the calculated $t (5.080) > t \text{ table } (1.991)$ and the significance value of Work Motivation is 0.000. This significance value is smaller than 0.05. Based on these criteria, it can be said that Work Motivation has a significant effect on Employee Loyalty.
- 3) Job Satisfaction Variable, The test results show that $t \text{ count } (1.300) < t \text{ table } (1.991)$ and the significance value of Job Satisfaction is 0.198. The significance value is greater than 0.05. Based on these criteria, it can be said that Job Satisfaction does not have a significant effect on Employee Loyalty.

D. DISCUSSIONS

Based on the hypothesis testing conducted in this study, it was found that H1 in this study was accepted, $t \text{ count } (5.080) > t \text{ table } (1.991)$ and the significance value of Work Motivation was 0.000. This significance value is less than 0.05, meaning that Incentives have an effect on Employee Loyalty. The results of this study are in line with research conducted by Abdeldayem et al. (2021),

Panggabean (2020) and Arobi et al. (2021), which stated that motivation has a positive and significant effect on employee loyalty.

Based on the hypothesis test that has been conducted in this study, it was found that H3 in this study was rejected, $t \text{ count } (1.300) < t \text{ table } (1.991)$ and the significance value of Job Satisfaction was 0.198. The significance value is greater than 0.05, meaning that job satisfaction does not affect Employee Loyalty. The results of this study are in line with research conducted by Prasetyo (2017), which states that job satisfaction does not affect employee loyalty.

E. CONCLUSIONS

Based on the results of data analysis regarding the Influence of Motivation and Job Satisfaction on Employee Loyalty at RRI Madiun, the following conclusions can be drawn:

1. Incentives influence employee loyalty at RRI Madiun.
2. Incentives influence employee performance at RRI Madiun.
3. Incentives have an impact on employee loyalty and employee performance at RRI Madiun.

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