

THE INFLUENCE OF INCENTIVES, WORKLOAD AND WORK ENVIRONMENT ON EMPLOYEE LOYALTY (CASE STUDY ON CV. KITCHEN HAS INDONESIA CREATIONS)

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Article Info	ABSTRACT
Keyword: <i>Incentives; workload; work environment; employee loyalty</i>	This study aims to determine the influence of Incentives, Workload and Work Environment on Employee Loyalty in CV. Kitchen Has Indonesian Creations is both partial, simultaneous and the most dominant variable. The sample from this study is all employees on CV. Kitchen Has Indonesian Creation which totals 42 employees with saturated sample types. This type of research uses causal associative quantitative. The method of collecting data through a questionnaire, using the Likert scale. The data analysis technique used validity test, reliability test, multiple linear regression analysis, determination coefficient (R ²) test, t-test, and F test with SPSS version 27 tool. The results of this study show that the Incentive variable (X ₁) partially and significantly affects Employee Loyalty (Y), Workload (X ₂) partially does not have a significant effect on Employee Loyalty (Y), Work Environment (X ₃) partially and significantly affects Employee Loyalty (Y).

INTRODUCTION

The culinary business is a very prospective business in Indonesia, but a business or business must always follow trends or adapt to the times to maintain the business from the increasing competition of the culinary business in Indonesia. According to Hasibuan quoted in (Harras, 2020:5) views that Human Resource Management is a science about managing people, there will be an order and order, where everyone is connected, and this is a beauty in the organization. Therefore, running a business requires quality Human Resources (HR). The theory used in this study is *the Goal Setting Theory* proposed by Locke (1968). *Goal Setting Theory* is one of the motivational theories that emphasizes the importance of the relationship between the goals set by the company and the performance produced by employees.

According to Ratnasari and Mahmud (2020), incentives are defined as encouragement for employees to be motivated to work more enthusiastically, in the form of rewards outside of the wages and salaries received. According to Vanchapo (2020) workload is a type of activity that must be completed by an employee within a specified period of time, if an employee can complete tasks in a certain time with various tasks given, then this is not a workload. However, if employees do not effectively complete the work, it can be said to be a burden that affects employee loyalty. According to Kertiyasa (2022), the work environment is everything that is around employees at work, both physical and non-physical, which can affect employees while working.

Previous research has stated that providing the right incentives makes employees feel valued according to their abilities and performance. Incentives can also increase employee morale so that performance can be achieved optimally (Elfiansyah, 2021). The higher the workload that employees receive, the lower employee loyalty will decrease (Suryani & Rahman, 2020). And a conducive work environment can increase employee work loyalty (Mahayuni & Dewi, 2020). Based on the gap from the results of previous research, this study aims to determine the influence of incentives, workload and work environment on employee loyalty with a case study on CV. Kitchen Has Indonesian Creation.

RESEARCH METHODS

The research method uses a quantitative approach and includes causal associative research. This study used a saturated sample with a sample of all respondents CV. Kitchen Has Indonesian Creations which totaled 42 respondents. The data in this study was compiled and analyzed using SPSS version 27.

RESULTS AND DISCUSSION

In this study, data quality tests were used with validity test and reliability test stages. Then also using a hypothesis test with multiple linear regression analysis stages, determination coefficient test, partial test and simultaneous test. The following is a description of the results of this study:

3.1 Validity Test

The validity test aims to see whether or not each questionnaire is valid in the research variable. The output results of this study show that all indicators or statement items of each variable in this study have a value of r calculated $> r$ table (0.304) which means that it states that all indicators of each variable are valid.

3.2 Reliability Test

Table 1

No.	Variabel	Cronbach Alpha (α)	Standard Reliability	Information
1.	Insentive (x1)	0,758	0,60	Reliabel
2.	Workload (x2)	0,724	0,60	Reliabel
3.	Work Environment (X3)	0,681	0,60	Reliabel
4.	Employee Loyalty (Y)	0,772	0,60	Reliabel

Source : SPSS Output Result 27

The reliability test aims to determine a variable and measure of stability and consistency of respondents to questions (questionnaire). The reliability test was measured using *Cronbach Alpha*. If the value of *Cronbach Alpha* > 0.60 . The results of the output of this study show that the variables of incentives, workload and work environment have a *Cronbach Alpha* value greater than 0.60 so that it can be concluded that all statements in this research questionnaire are reliable.

3.3 Multiple Linear Regression Test

Table 2
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,285	2,147		9,449	,000
	Incentive (x1)	,117	,030	,406	3,947	,000
	Workload (x2)	,023	,052	,050	,450	,656
	Work Environment (X3)	,295	,046	,634	6,391	,000

a. Dependent Variable: Y.1

Source : SPSS Output Result 27

The result of the multiple linear regression calculation in this study is $Y = 20.285 + 0.117 X_1 + 0.023 X_2 + 0.295 X_3 + e$ with the following statement:

1. Constant (α)

The value of the constant that states that the independent variables in the study (incentives, workload and work environment) that affect = 0, so that the result obtained from employee loyalty (Y) is 20.285.

2. Incentive Regression Coefficient (X1)

$\beta_1 = 0.117$ is an incentive variable with a positive value of 0.117. This figure states that if the incentive variable increases by one unit, then the value of the employee loyalty variable will increase by 0.117 when the other variable is equal to zero.

3. Workload Regression Coefficient (X2)

$\beta_2 = 0.023$ is a workload variable with a positive value of 0.023. This figure states that if the workload variable increases by one unit, then the value of the employee loyalty variable will increase by 0.023 when the other variable is equal to zero.

4. Work Environment Regression Coefficient (X3)

$\beta_3 = 0.295$ is a work environment variable with a positive value of 0.295. This figure states that if the variable of the work environment increases by one unit, then the value of the employee loyalty variable will increase by 0.295 when the other variable is equal to zero.

5. Variable Dominance

In this study, the most dominant variable for employee loyalty (Y) is the work environment variable (X3), this is proven through the results of the study using multiple linear regression with a value of $b_3 = 0.295$.

3.4 Test of Determination Coefficient (R^2)

Table 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,829 ^a	,687	,662	,611

a. Predictors: (Constant), Work Environment, Incentives, Workload

Source : SPSS 2027 Output Results

The determination coefficient (R^2) test aims to determine the magnitude of the influence of independent variables on dependent variables. The results of regression analysis show that the coefficient of determination or R^2 can be seen in the R Square table of 0.687 or 68.7%. The figure states that independent variables, namely incentives, workload and work environment, have an influence employee loyalty on CV. Indonesian Creation Kitchen by 68.7%.

3.5 Partial Test (t)

Table 4
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,285	2,147		9,449	,000
	Incentive (X1)	,117	,030	,406	3,947	,000
	Workload (X2)	,023	,052	,050	,450	,656
	Work Environment (X3)	,295	,046	,634	6,391	,000

a. Dependent Variable: Y.1

Source : SPSS Output Result 27

The t-test aims to test partially (per individual independent variable X) against the bound variable Y. The result of the calculation in this study is the Incentive variable (X1) with t calculated greater than t in the table, which is $3.947 > 2.024$ with a significance of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. It can be concluded that the Incentive variable (X1) partially and significantly affects Employee Loyalty (Y). The Workload (X2) of the t-test results obtained t is calculated to be smaller than t table, which is $0.450 < 2.024$ with a significance of $0.656 > 0.05$, then H_0 is accepted and H_a is rejected. It can be concluded that the variable Workload (X2) partially does not have a significant effect on the influence of Employee Loyalty (Y). The Work Environment (Y) results of the t-test obtained t is greater than t table with a value of $6.391 > 2.024$ with a significance of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. It can be concluded that the variable Work Environment (X3) partially and significantly has an influence on Employee Loyalty (Y).

3.6 Simultaneous Test (F)

Table 5
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31,062	3	10,354	27,768	,000 ^b
	Residual	14,169	38	,373		
	Total	45,231	41			

a. Dependent Variable: Y.1

b. Predictors: (Constant), Work Environment, Incentives, Workload

Source : SPSS Output Result 27

The Simultaneous Test (F) aims to find out whether the independent variables together have a significant effect on the dependent variables and at the same time test the second hypothesis. F-table = $(n-k) = (42-4) = F\text{-table } 38 = 2.85$ The results of the f test show that the value of F is calculated to be greater than that of F of the table ($27.768 > 2.85$), with a significance value of $0.000 < 0.050$. Thus, H_0 was rejected and H_a was accepted, which means that Incentives, Workload and Work Environment simultaneously affect Employee Loyalty.

DISCUSSION

This study aims to determine the influence of incentives, workload and work environment on employee loyalty to CV. Kitchen Has Indonesian Creation. The following is a description of the results of the research:

The effect of incentives on employee loyalty

Incentives have a positive and significant influence on employee loyalty to CV. Kitchen Has Indonesian Creation. This is in agreement with The results of this study agree with the theory put forward by (Iskandar and Pandoyo, 2020) that the provision of incentives is an encouragement and stimulus for employees provided by the company so that they can target achievement in their work environment. Incentives are awards given to employees from the company with the aim of providing encouragement so that they can improve employee performance.

The effect of workload on employee loyalty

Workload has no positive and insignificant influence on employee loyalty to CV. Kitchen Has Indonesian Creation. The results of this study do not agree with the theory put forward by (Vanchapo, 2020) workload is a type of activity that must be completed by an employee within a specified period of time, if an employee can complete tasks in a certain time with various tasks given, then this is not a workload. However, if employees do not effectively complete the work, it can be said to be a burden that affects employee loyalty. However, the results of this study are in line with the results of research from (Solihin, 2021) which states that workload has no effect or insignificance on employee loyalty.

The influence of the work environment on employee loyalty

The work environment has a positive and significant influence on employee loyalty to CV. Kitchen Has Indonesian Creation. This is in agreement with the theory put forward by (Kertiyasa, 2022) that the work environment is everything that is around employees at work, both physical and non-physical, which can affect employees while working.

CONCLUSION

1. Based on the results of the study, it is partially and significantly proven that the Incentive variable (X1) partially and significantly affects Employee Loyalty (Y) Workload (X2) partially does not have a significant effect on Employee Loyalty (Y). And the variable Work Environment (X3) partially and significantly affects Employee Loyalty (Y).
2. Based on simultaneous research, it is proven that incentives, workload and work environment together or simultaneously have a positive and significant effect on employee loyalty. The results can be seen from the F test that the F value is calculated to be greater than the F of the table ($27.768 > 2.85$), with a significance value of $0.000 < 0.05$. Thus, H_0 was rejected and H_a was accepted.
3. Based on the results of the multiple linear regression test, it is stated that the Work Environment variable (X3) is the most dominant variable that affects Employee Loyalty (Y) as evidenced by the value of the largest β coefficient (beta) which is 0.295 among other variables.

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