

The Influence of Compensation and Work Motivation on Employee Loyalty Through Job Satisfaction as an Intervening Variable (Study at PT Tokoh Indonesia Muda Executive)

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**The Influence of Compensation and Work Motivation on Employee Loyalty Through Job Satisfaction as an Intervening Variable
(Study at PT Tokoh Indonesia Muda Executive)**

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ABSTRACT

The aim of this research is to determine the effect of compensation and work motivation on employee loyalty through satisfaction as an intervening variable. This research will test the influence directly and indirectly. This research uses descriptive research methods with quantitative research. The number of samples used in this research was 60 respondents. By using a saturated sampling technique where the entire population is sampled. Using SmartPLS version 3, the analysis results show that 1) compensation has a significant effect on job satisfaction 2) work motivation has a significant effect on job satisfaction 3) compensation has a significant effect on loyalty 4) work motivation has no significant effect on loyalty 5) job satisfaction has no significant effect on loyalty, 6) job satisfaction does not mediate the effect of compensation on loyalty. 7) job satisfaction does not mediate the effect of work motivation on loyalty.

Keywords: Compensation, Work Motivation, Loyalty, Job Satisfaction

INTRODUCTION

PT Tokoh Indonesia Muda Executive was founded in 2017, is a company operating in the field of *Human Resources Consultant and Development* . PT Tokoh Indonesia Muda Executive's superior products range from recruitment to employee relations, compliance, training and development, as well as benefits and compensation. By utilizing the expertise of human resource consultants owned by PT Tokoh Indonesia Muda Executive , company partners can maximize HR functions and processes, increase employee involvement, and assist them in always maintaining legal compliance. Superior and competent human resources are the most important part of the company.

Creating high employee loyalty is a hope for a company company. The company will treat employees not only to be his assets However Also as partner Work in reach objective his company. Wrong One effort Which can done by leader company For Maintaining employee loyalty is by providing remuneration. According to Cashmere (2018:255) loyalty employee Also own connection with giving compensation. This means that if compensation is given appropriately and reasonable so loyalty employee will increase And employee will carry out

the tasks that are his obligations. However, if compensation who are not paid correctly and appropriately, then employee loyalty will the more down and will detrimental to the company.

Many factors can make an employee loyal to company Wrong the only one is satisfaction Work. Like Which stated by Mardiana (2021) found that salary provision, type work, coworkers play a role in influencing employee satisfaction on employee loyalty. According to Enny (2019:37) Compensation can be defined as a form of reciprocation of services provided to employee as form award to contribution Andwork they to organization. Compensation the can form financial Which direct nor No direct, as well as award it can nature No direct.

According to Putra and Sudibya (2018) work motivation is a person's willingness or encouragement to carry out certain activities to achieve company goals. Job satisfaction and work motivation are directly related to employee loyalty. Job satisfaction and work motivation felt by employees can reduce or increase employee loyalty. Employees who are satisfied with the work they have obtained will be motivated to improve their performance so that it will have an impact on increasing the success of the company. Employees who work happily and without coercion will provide good results and will foster high loyalty to the company so that employees are burdened with giving their loyalty to the company (Valentino and Haryadi, 2019).

Job satisfaction is not achieved by many employees in a company. It is not uncommon for leaders not to know the factors that cause dissatisfaction so that employees feel dissatisfied at work. Many companies experience problems with employee satisfaction ranging from lack of incentives, uncomfortable workplaces to problems with employee promotions. If left unchecked, there will be a very high turnover rate. Job satisfaction is often shown by employees by liking the job itself and their level of enjoyment in carrying out the job. In general, it can be stated that job satisfaction is a feeling of comfort and positive relationships between fellow employees (Bakotic, 2020: 52).

resigned employees from PT Tokoh Indonesia Muda Executive (THINK INDONESIA) in period 6 last year

Table 1 data on employee resignations from 2019-2023

Year	Total
20 19	20
202 0	16
202 1	14
2022	7
2023	3
Amount	60

Source : Employee data PT TIME Year 20 19 -202 3

From the table above It can be seen that the employee *turnover* rate of PT Tokoh Indonesia Young Executives can be said to be volatile . Where the highest turnover occurred in 2019, namely 20 employees during the Covid-19 pandemic. The company was forced to cut employee salaries due to decreasing turnover, this is why employees chose to *turn over* from PT Tokoh Indonesia Young Executive . Meanwhile, in 2023 the company's turnover will slowly begin to stabilize and increase so that *turnover* in 2023 will be the lowest, namely 3 employees. This shows that employee loyalty to PT Tokoh Indonesia Young Executive said very low due to salary cuts due to Covid, there is no clear calculation of overtime pay, resulting in employee turn over start from year 20 19 -202 3 make company Nocan achieve the desired goals so that the company's productivity decreased after the number of employee turn overs reached 60 employees within a period of 5 year final.

A high employee turnover rate can have a negative impact on a company from a compensation aspect. High turnover causes companies *to* incur large costs for recruiting and training new employees. The departure of experienced employees can lead to a pay imbalance, where new employees with lower salaries may have to take on greater responsibilities. It takes time for new employees to reach the same level of performance as employees who leave, so company productivity can decrease. from the motivational aspect, *high turnover can* reduce the morale of the remaining employees, because they may feel insecure and unsure about the company's future. Employee departures can create uncertainty and lack of clarity about roles and responsibilities, which can reduce employee motivation. The departure of experienced employees can result in the loss of valuable knowledge and expertise for the company. The negative impact of loyalty is that employees who are dissatisfied with their jobs are more likely to leave the company. *High turnover can cause employees to lose trust in the company.* Employees who don't feel appreciated or don't have opportunities to develop are more likely to leave the company. *High turnover can have a*

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negative impact on compensation, motivation, loyalty, and job satisfaction. Therefore, it is important for companies to implement effective strategies to reduce *turnover*, such as increasing job satisfaction, providing competitive compensation, and creating a positive and supportive work environment.

Various studies have been carried out regarding the Compensation and Motivation variables Work, Satisfaction Work And Loyalty. Rahman *et al* (2023) find Compensation influential positive And significant to satisfaction Work. Compensation has a positive and significant effect on loyalty. Loyalty influential positive And significant to satisfaction Work. Compensation positive and significant effect on loyalty mediated by job satisfaction. Silaen *et al* (2023) found that work motivation has an influence positive and significant on job satisfaction. Work motivation has an influence positive and significant towards loyalty. Loyalty has a positive effect and significant to job satisfaction. Work Motivation has a positive effect and significant towards mediated loyalty by job satisfaction.

However, there are different research results (*research gap*), namely: study Nurhasan (2018) Which mention that satisfaction Work has a negative and insignificant effect on loyalty where the research results state that job satisfaction has no effect on employee loyalty. This reflects that job satisfaction related to the job itself, pay, promotional opportunities, supervision and co-workers is not able to create employee loyalty, because in reality if there is a better job offer or opportunity from another company, employees will not hesitate to move. Work, as well as Image and Fahmi (2019) stated that job satisfaction has a negative effect and not significant to loyalty. The results of this research indicate that job satisfaction has no effect on loyalty. Thus, it can be analyzed that employee factors and work factors which are indicators of employee satisfaction do not have an influence on employee loyalty, employees consider that their job satisfaction is not determined by other employees and is also not determined by the type of work provided by the company. At PT Perkebunan Nusantara IV (Persero) employees can continue to work well and remain satisfied regardless of co-workers and the type of work, employees are used to working with co-workers and the type of work provided by the company so it is not these factors that provide satisfaction. for employees.. Klaudia *et al* (2020) compensation is not influential significant to loyalty where the research results show that job satisfaction has no significant effect on employee loyalty. This is classified as compensation that does not affect employee loyalty. Natural *et al* (2020) compensation No influential significant to loyalty where the research results show that compensation does not have a significant positive effect on employee loyalty at PT Indomarco

Pismatama, .

Based on these phenomena and research gaps, it is important and interesting to do a study about **"Influence Compensation And Motivation Work To Loyalty Employee Through Satisfaction Work As a Variable Intervening (On PT Indonesian figure Young Executive)."**

THEORETICAL BASIS

A. Compensation

According to Hasibuan (2017:118) state compensation is all income in the form of money, direct or indirect goods accepted employee as rewards on service Which given to company. Sinambela (2016:216) states that compensation is the total of all awards given to employees as compensation for the services they provide to the organization. According to Sutrisno (2018: 182) compensation can be defined as remuneration provided by the company as a form of appreciating employees' hard work because they have given all their work abilities to the company.

B. Work motivation

According to Uhing (2019 :363) work motivation is a condition or energy that moves self employee Which directed or focused For reach objective organization company. Sedarmayanti (2017) motivation is a force that encourages a person to carry out an action or not, which is essentially positive or negative internally and externally, work motivation is something that creates encouragement/enthusiasm for work/enthusiasm for work. Wilson Bangun (2012) motivation is a desire within a person that causes that person to take an action. Someone takes action for something to achieve a goal.

C. Job satisfaction

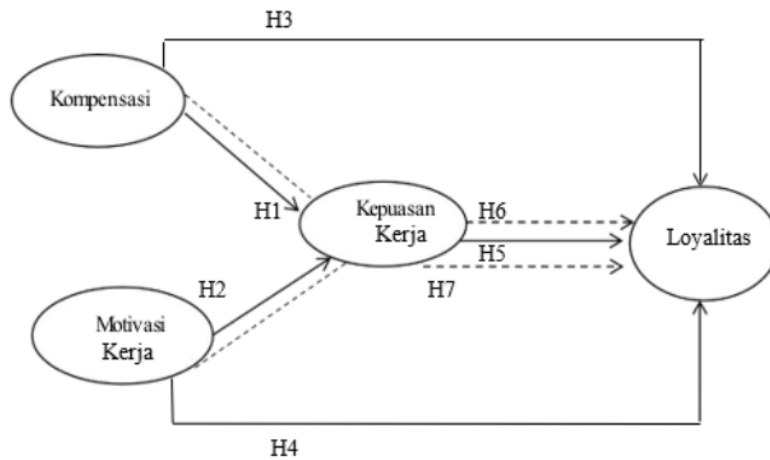
According to Hasibuan (2021), job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. Handoko (2020:193) define satisfaction Work is income employees who are happy or not about their work, those feelings can be seen from the good behavior of employees towards work and all things experienced work environment. According to Sudaryo, *et al* (2018) job satisfaction is a feeling of pleasant

or unpleasant feelings about work based on expectations and rewards provided by the agency.

D. Loyalty

Utami and Dwiatmadja (2020:269) argue that loyalty is an attitude that arises as an attitude of desire to be loyal and filial whether it's the job, the group, the boss, or the place of work cause somebody willing sacrifice And satisfying party other or public. According to Agustin (2021), loyalty is defined as the loyalty of someone who only wants to work for a company until retirement because there is career development and welfare for their employees. Employee loyalty is very important and necessary for a company to support success in carrying out company goals, because humans are one of the production factors as a driving force in the implementation of the production process and implementation can be carried out in an effective and efficient manner so as to generate profits for the company. There are many factors that make employees loyal, namely job satisfaction, compensation, effective communication, motivation provided by the company, wise leadership style, a comfortable environment, training and career development, and the provision of benefits such as health insurance, work safety guarantees, as well as old age security. Hanin et al (2020) argue that employee loyalty is loyalty which is described by employees' willingness to protect and defend the organization within the organization and outside the organization from anything that is irresponsible. Employee loyalty can be seen from employee attitudes and behavior while working. Employee attitudes towards the company can be seen in their feelings and willingness to carry out all responsibilities given by the company, while employee behavior can be seen in all actions taken in carrying out their duties and responsibilities .

➤ CONCEPTUAL FRAMEWORK



Source: Processed by researchers (2024)

5 Hypothesis:

H1: Compensation has a significant effect on job satisfaction

H2: Work Motivation has a significant effect on Job Satisfaction

H3: Compensation has a significant effect on Loyalty

H4: Work Motivation has a significant effect on Loyalty

H5: Job satisfaction has a significant effect on loyalty

H6: Compensation has a significant effect on Loyalty through Job Satisfaction

H7: Work Motivation has a significant effect on Loyalty through Job Satisfaction

RESEARCH METHODOLOGY

In this research, the type of research carried out uses quantitative methods, the sampling used is a saturated sampling technique. Where the total population at PT Tokoh Indonesia Muda Executive is 60 employees, using a saturated sampling technique. Saturated sampling is a sampling technique that uses the entire population as a sample. The data sources in this research use primary and secondary data sources. Data analysis uses Smart PLS version 3 by analyzing the outer model, reliability testing, hypothesis testing and sobel testing to determine direct and indirect effects.

RESULTS AND DISCUSSION

a. Outer Model

1. Convergent Validity Test

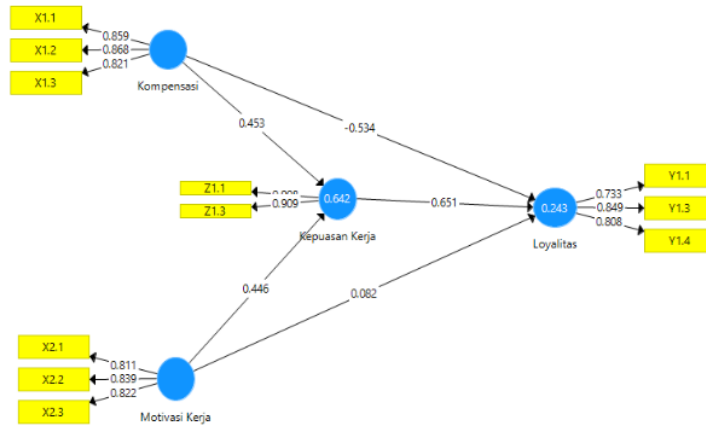


Figure 1

(Source: Results Outputs Smart PLS v.3.2.9)

Table 2. Results Test Validity Convergent After Drop Items

Variable	Indicator	Loading Factors	AVE	Information
Compensation (X1)	X1.1	0.859	0.722	Valid
	X1.2	0.868		Valid
	X1.3	0.821		Valid
Work motivation (X2)	X2.1	0.811	0.679	Valid
	X2.2	0.839		Valid
	X2.3	0.822		Valid
Loyalty (Y)	Y1	0.733	0.637	Valid
	Y3	0.849		Valid
	Y4	0.808		Valid
Job Satisfaction (Z)	Z1	0.908	0.825	Valid
	Z3	0.909		Valid

Source: Results Outputs SmartPLS (v.3.2.9) data processed, 2024

Based on table in on, can seen that all over items has own mark *loading factors* more from 0.70 And No There is mark *AVE* below 0.50. Matter This indicated that each items has fulfilcondition convergent validity.

2. Discriminant Validity Test

Table 3. Cross Loading Results

Indicator	X1	X2	Y	Z
X1.1	0.859	0.418	-0.042	0.567
X1.2	0.868	0.499	0.041	0.585
X1.3	0.821	0.571	-0.045	0.660
X2.1	0.430	0.811	0.261	0.554
X2.2	0.562	0.839	0.156	0.487
X2.3	0.476	0.822	0.156	0.687
Y1	0.038	0.210	0.733	0.196
Y3	-0.027	0.174	0.849	0.279
Y4	-0.035	0.186	0.808	0.290
Z1	0.641	0.580	0.392	0.908
Z3	0.659	0.714	0.205	0.909

Source: Results Outputs SmartPLS (v.3.2.9), data processed 2024

Results from testing validity discriminant Which done is all data is valid. This is due to the value of each item more greater than 0.70.

3. Reliability Test

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Compensation (X1)	0.808	0.886	Reliable
Work Motivation (X2)	0.767	0.864	Reliable
Loyalty (Y)	0.724	0.840	Reliable
Job satisfaction (Z)	0.788	0.904	Reliable

Source: Results Outputs SmartPLS (v.3.2.9), data processed 2024

Based on the table above, it can be seen that the Cronbach's Alpha value is all research variables are above 0.60 and Composite Reliability is above 0.70. Matter This show that each variable own level high reliability. So that further analysis can be carried out inspect goodness of fit the model by evaluating the inner models .

4. Structural Model (Inner Model)

1. R Square Test

Table 5. R Square Test Results

Variable	R Square	Information
Loyalty (Y)	0.243	Weak
Job satisfaction (Z)	0.642	Moderate

Source: Results Outputs SmartPLS (v.3.2.9), data processed 2024

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 It can be seen that the *R Square value* for the loyalty and job satisfaction variables respectively of 0.642 And 0.243. Number the illustrates that the compensation variable and work motivation has contribution in explain variable loyalty of 24.3% while the other 75.7% is explained by other variables outside the model. Besides That variable compensation , work motivation, And loyalty explain job satisfaction variables as big as 64.2% while the remaining 35.8% is explained by other variables outside the model. Therefore it is necessary to include other possible variables explain job satisfaction variable well.

2. *F Square Test*

Table 6. *F Square Test Results*

Variable	<i>F Square (Effect Size)</i>	Information
Compensation (X1) □ Job satisfaction (Z)	0.374	High influence
Compensation (X1) □ Loyalty (Y)	0.179	Medium influence
Work motivation (X2) □ Job satisfaction (Z)	0.362	High influence
Work motivation (X2) □ Loyalty (Y)	0.004	No influence
Loyalty (Y) □ Job Satisfaction (Z)	0.201	Medium influence

Source: Results Outputs SmartPLS (v.3.2.9), data processed 2024

Based on table test *F Square* on, Compensation and work motivation variables have a high influence on job satisfaction, indicated by an F Square value above 0.35. Then the compensation variable has a moderate influence on loyalty because the F Square value is above 0.15. Apart from that, the loyalty variable has a moderate influence on job satisfaction because the F Square value is above 0.15. Meanwhile, the work motivation variable has no influence on loyalty because the F Square value is less than 0.02.

3. *Q Square Test*

The next test carried out is *Q square* . In the *Q square test* , there is an assessment range, namely $0 < Q^2 < 1$. This means that if the value of Q^2 increases approaches one, then the model is said to be getting better. *Q square* calculation as following:

$$Q^2 = 1 - (1 - R^2 Z) (1 - R^2 Y)$$

$$Q^2 = 1 - (1 - 0.642) (1 - 0.243)$$

$$= 0.728994$$

Results calculation *Q square* on study This as big as 0.728 or 72.8%, thus it can be concluded that the model in this research have relevant predictive value, where the model used can explain information which exists in the data research amounted to 72.8%.

4. Test Goodness of Fit Index

Table 6. Goodness Test Results of Fit Index

AVE	Average AVE	R Square	Average R Square	GoF Index	Information
0.722	0.715	0.243	0.442	0.373	Tall
0.679		0.642			
0.637					
0.825					

Source: Results Outputs SmartPLS (v.3.2.9), data processed 2024

Based on results calculation on table in on, mark *GoF* Which obtained as big as 0.373. So that can concluded that level appropriateness model study is 37.3 % have level appropriateness Which tall. Fromtesting *R square* , *Q square* , and *GoF* shows that the model has been formed is robust, so Hypothesis test can done.

5. Hypothesis test

Table 7 Results Test Path Coefficients (Direct Effects)

Variable	Original Samples (O)	t-statistic	p-value	Information
X1 □ Z	0.453	3,432	0.001	Positive, significant
X2 □ Z	0.446	3,523	0.001	Positive, significant
X1 □ Y	-0.534	2,455	0.017	Negative, significant
X2 □ Y	0.198	1,016	0.703	Positive, significant
Y □ Z	0.082	0.383	0.010	Positive, significant

Source: Results Outputs SmartPLS (v.3.2.9)

Table 8 Results Test Specific Indirect Effects

Variable	Original Samples (O)	t-statistic	p-value	Information
X1 □ Y □ Z	0.295	2,499	0.015	Significant
X2 □ Y □ Z	0.290	1,763	0.083	Not significant

Source: Results Outputs SmartPLS (v.3.2.9)

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Besides use *Specific Indirect Effects*, test influence No direct on study Also can done with use Test Sobel(*Sobel Test*) . The Sobel test was carried out to test the indirect effect variable independent (X) to variable dependent (Z) through variable intervening (Y). Formula and result calculation as following:

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$$Sat = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

For test significance influence No direct, need calculated also calculated t value where if the calculated t value is > 1.96 then it can be said own mediation influence.

$$t = \frac{ab}{sab}$$

Information

- sat : big standard error influence No direct
- a : path of independent variable (X) with intervening variable (Y)
- b : track variable intervening (Y) with variable dependent (Z)
- sa : standard error coefficient a
- sb : standard error coefficient b

Results Calculation

- Variable X1 □ Y □ Z

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$$Sat = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sat = \sqrt{(0.651)^2 (0.132)^2 + (0.453)^2 (0.246)^2 + (0.132)^2 (0.246)^2}$$

$$Sat = \sqrt{0.0248158826280}$$

$$Sat = 0.498$$

So mark t count obtained as following:

$$t = \frac{ab}{sab} = \frac{(0.453).(0.651)}{0.498} = 0.592$$

- Variable X2 □ Y □ Z

$$Sat = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sat = \sqrt{(0.651)^2 (0.126)^2 + (0.446)^2 (0.246)^2 + (0.126)^2 (0.246)^2}$$

$$Sat = \sqrt{0.023333628672}$$

$$Sat = 0.152$$

So mark t count obtained as following:

$$t = \frac{ab}{sab} = \frac{(0.446).(0.651)}{0.152} = 1.910$$

➤ Discussion

1. The Effect of Compensation on Job Satisfaction

Based on the research results, compensation has a significant effect on the job satisfaction variable for employees of PT Tokoh Indonesia Muda Executive, with a value *p-values* $0.001 < 0.05$. And mark *t-statistic* that is 3,432 more big from 1.96. So this first research hypothesis is accepted. This means that the compensation provided by the company makes employees satisfied with what the employees receive.

The results of this research are in line with Hakim and Muhdi (2019), Hidayat *et al* (2019), Mardiana (2019), Rizana (2020), Hidayat *et al* (2020), Saptani and Yudhaningsih (2020), Muhtarom *et al* (2023), Seran *et al* (2023) and Rahman *et al* (2023) where the compensation given to employees has a significant effect on job satisfaction.

Based on the results of research on the *F Square test*, compensation own The influence in the large category is 0.374 on job satisfaction. Meanwhile, the hypothesis test showed significant positive results. Compensation capable become contextual in trigger increased job satisfaction on employees of PT Tokoh Indonesia Muda Executive. Based on several indicators on compensation, indicators regarding allowances received in the form of position allowances, fuel allowances and meal allowances, with the most agree answers being percentage 48%, matter This indicated that employees appreciate the additional financial support the benefits provide. Benefits can help offset the cost of transportation, meals, and other work-related expenses. This is especially important for employees who have a low base salary or who live in

expensive areas. However, it should be noted that the percentage of employees who agree with this indicator is not very high. This suggests that there may still be room for improvement in the company's compensation going forward. For example, a company may consider increasing the amount of compensation or providing additional types of compensation.

2. Work Motivation on Job Satisfaction

Based on the research results, work motivation ⁶ does not have a significant effect on the job satisfaction variable for employees of PT Tokoh Indonesia Muda Executive, work motivation to job satisfaction with value *p-values* $0.001 < 0.05$, And mark *t-statistic* that is 3,532 is greater than 1.96. So this second research hypothesis is accepted. This means that employee work motivation cannot influence job satisfaction. ¹

The results of this research are in line with research previous which is implemented by Judge and Muhdi (2019), Hariyanti *et al* (2022) Irma *et al* (2022) (2022), Muhtarom *et al* (2023), and Seran *et al* (2023) stated that work motivation has a positive effect and significant to Satisfaction Work.

Based on the results of research on the *F Square test* , work motivation own The influence in the large category is 0.362 on job satisfaction. Meanwhile, the hypothesis test showed significant positive results. Able work motivation become contextual in trigger increased job satisfaction on employees of PT Tokoh Indonesia Muda Executive. Based on several indicators on work motivation , indicators about having the will to compete with other employees in achieving rewards from the company , with the most answers strongly agree with percentage 55%, matter This indicated This shows that employees are driven by the desire for recognition and achievement, and they are willing to make efforts to compete for those rewards. This competitive spirit can be a positive force in the workplace, as it can motivate employees to strive for their best and contribute to the company's overall success.

However, it is important to ensure this competition is healthy and fair. Employees must feel that they have a fair chance to win awards, and that they are not pressured into unethical or detrimental behavior. Additionally, it's important to recognize and reward a variety of accomplishments, not just those directly related to sales or revenue generation.

3. Compensation for Loyalty

Based on the research results, compensation has a significant effect on the job satisfaction variable for employees of PT Tokoh Indonesia Muda Executive, with p -values $0.017 > 0.05$, And mark t -statistic that is 2,455 more big from 1.96. So this third research hypothesis is accepted. Meaning, that every compensation given will be followed by increased employee loyalty, so vice versa.

The results of this research are in line with Rina Mardiana (2019) Rizana (2020), Saptani and Yudhaningsih (2020), Swadarma and Netra (2020), Utami And Dwiatmadja (2020), Ang And Edalmen (2021), Fitri *et al* (2023), Olivia And Sukma (2023), Rahman *et al* (2023), Sari and Andri(2023) state that compensation has an effect on loyalty.

Based on the results of research on the F Square test , compensation own the influence in the medium category is 0.179 on loyalty. Meanwhile, the hypothesis test showed significant negative results. Compensation capable become contextual in trigger increased loyalty to employees of PT Tokoh Indonesia Muda Executive. In grow loyalty , PT Tokoh Indonesia Muda Executive itself always conduct training to prospective employees before signing the contract for introduce prospective employees to the culture and work systems of the company (Dhamo, HR-GA), Which where later expected capable produce results Which positive for recipient Work And company as give Work. Matter the in line with Chandra *et al* ., (2018) Which give explanation about compatibility Which happen between individual And organization started from First time opening reception employee new in company, matter the caused by candidate employee Which Can see moreover formerly compatibility Which There is a relationship between prospective employees and the company they are applying for. If there is compatibility between individual And organization, so will bring up indication that the more small opportunity a employee to get out of from organization the.

4. Work Motivation on Loyalty

Based on the research results, work motivation does not have a significant effect on the job satisfaction variable for employees of PT Tokoh Indonesia Muda Executive, work motivation to job satisfaction with value p -values $0.703 > 0.05$, And mark t -statistic that is 1.016 is smaller than 1.96. So this fourth research hypothesis is rejected. This means that employee work motivation cannot influence loyalty.

Results study This similar with study Which done by Insani, Auladina Nurul, and Agus

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Frianto (2023) there is no significant influence between work motivation and loyalty.

Based on the results of descriptive statistical analysis, the answer is agree (S) to be the answer that most often appears is work motivation, even so answer the most second Which appear after agree is answer quite agree (CS). This shows that part big PT Tokoh Indonesia Muda Executive employees have a willingness to compete with other employees to achieve rewards from the company. It can also be seen that there is 1 item on The indicator with the most answers quite agree (CS) is "I have the will to be a leader with self-awareness and influence employees to do their work as best as possible.", which means There are some employees of PT Tokoh Indonesia Muda Executive who have the desire to become leaders. This can be caused by age factors as Wrong One factor Which can influencing work motivation. Based on the frequency distribution of respondents' ages, the majority employee aged 23-28 year (40%) And 29-33 years (20%) which means they fall into the birth category from 1994-2003. According to " *The Deloitte Global 2021 Millennial and Gen Z Survey* ", Gen Z is those born between 1995 and 2003, so it can be concluded that employee PT Tokoh Indonesia Muda Executive dominated by Gen Z. Research Which done by Faaroek and Annie (2021) found that Gen Z's work motivation is lower than that of generations previously.

5. Job Satisfaction Against Loyalty

Based on research results, job satisfaction has a significant effect on the loyalty variable of PT Tokoh Indonesia Muda Executive employees, with *p-values* $0.010 > 0.05$, And mark *t-statistic* that is 0.383 more small than 1.96. So this fifth research hypothesis is rejected. This means that the lack of job satisfaction felt by employees makes employees disloyal to the company.

Based on the results of descriptive statistical analysis, the answer to agree (SS) is the answer that came up most often was job satisfaction, however answer the most second Which appear after agree is answer strongly agree (SS). This shows that part big PT Tokoh Indonesia Muda Executive employees are satisfied with the salary they receive, but there are some employees who are not satisfied with the salary they receive so that some employees are disloyal.

Based on the frequency distribution of employee tenure, the majority employees have <1 year of service (38%) which means that the level of employee loyalty always decreases every year with evidence that the employees of PT Tokoh Indonesia Muda Executive are dominated by employees who have worked for less than 1 year.

6. Compensation for Loyalty Through Job Satisfaction as an Intervening Variable

Based on results research, job satisfaction capable mediating the influence of compensation on loyalty among employees of PT Tokoh Indonesia Muda Executive, with value p -value as big as $0.015 > 0.05$, and the t -statistic value obtained was $2,499 > 1.96$ which obtained significant results. Apart from that, the Sobel test results also produce t calculated $0.592 < 1.96$ which means it does not have a mediating effect.

This research is similar to that conducted by Idris *et al* (2020) who stated that job satisfaction is unable to mediate compensation on loyalty.

This means that although compensation has a direct and positive impact on employee loyalty, job satisfaction does not play a role in strengthening or weakening this relationship. Employee loyalty is more directly influenced by factors related to compensation, such as salary, benefits, and bonuses, than by factors related to job satisfaction, such as work-life balance, job security, and opportunities for advancement. The company already tries to provide a high level of job satisfaction to its employees, which means there is little room for improvement in this area. As a result, job satisfaction may not have a significant impact on employee loyalty.

Companies emphasize compensation as a way to motivate and retain employees. This focus on compensation may outweigh the importance of job satisfaction for some employees. Companies need to reconsider their focus on compensation as the primary way to motivate and retain employees. Other factors, such as job satisfaction and opportunities for growth and development, may also be important to employee loyalty. Companies need to identify the specific factors that are most important for job satisfaction among their employees. This can be used to develop targeted interventions to increase job satisfaction and, in turn, employee loyalty.

7. Work Motivation on Loyalty Through Job Satisfaction as an Intervening Variable

Based on results research, work motivation is not capable mediating the influence of work motivation on loyalty among employees of PT Tokoh Indonesia Muda Executive, with values p -value as big as $0.196 > 0.05$, and the t -statistic value obtained was $1.308 < 1.96$ which resulted in insignificant results. Apart from that, the Sobel test results also produce t calculated $0.175 < 1.96$ which means it has no mediating influence.

The results of this research are the same as the results obtained by Legona *et al* (2024)

which stated that work motivation was unable to mediate compensation on loyalty.

It is important to focus on increasing employee work motivation. This can be done in a variety of ways, such as providing rewards and recognition for achievements, creating opportunities for professional development, and delegating challenging and meaningful tasks. Pay attention to other factors that can influence employee loyalty. In addition to job satisfaction, factors such as organizational commitment, shared values, and social support in the workplace also need to be considered. By understanding the relationship between work motivation, job satisfaction, and employee loyalty, companies can develop effective strategies to increase employee engagement and retention, ultimately leading to improved organizational performance and long-term sustainability.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The conclusions obtained by researchers regarding the influence of compensation and work motivation on loyalty through satisfaction as an intervening variable (case study of employees of PT Tokoh Indonesia Muda Executive), are as follows:

- a. Hypothesis First (H1) accepted, found that compensation significant effect on job satisfaction employees of PT Tokoh Indonesia Muda Executive .
- b. The second hypothesis (H2) was accepted, it was found that work motivation had a significant effect on employee job satisfaction at PT Tokoh Indonesia Muda Executive .
- c. The third hypothesis (H3) was accepted, it was found that compensation had a significant effect on employee loyalty at PT Tokoh Indonesia Muda Executive .
- d. Hypothesis fourth (H4) rejected, found that work motivation has no significant effect on loyalty employees of PT Tokoh Indonesia Muda Executive .
- e. The fifth hypothesis (H5) was rejected, it was found that job satisfaction had no significant effect on employee loyalty at PT Tokoh Indonesia Muda Executive .

Specific Indirect Effects results , there are also 2 other conclusions about influence connection No direct Which mediated by variable intervening job satisfaction as follows:

- f. Job satisfaction is unable to mediate the effect of compensation on loyalty

among employees of PT Tokoh Indonesia Muda Executive.

- g. Job Satisfaction does not capable mediate The influence of work motivation on employee loyalty at PT Tokoh Indonesia Muda Executive.

Suggestion

Based on the results of the analysis and discussion described in chapter previously, the following are several suggestions as consideration:

- a. For Companies (PT Tokoh Indonesia Muda Executive)

By implementing comprehensive human resource planning, companies can ensure the availability of superior and dedicated employees, who can ultimately contribute to achieving the company's business goals. For existing employees, companies must prioritize retention through effective talent management practices. This includes offering career development programs that provide training, promotion and mentoring opportunities, enabling employees to grow professionally and achieve their career aspirations within the company.

Regular performance evaluations are essential to assess employee progress, provide constructive feedback, and identify areas for improvement. This open communication fosters a culture of continuous learning and development, empowering employees to improve their skills and contribute to the company's success. Recognizing and appreciating employee achievements through awards, benefits, and bonuses serves as a powerful motivator. These incentives reinforce positive behavior, encourage sustainable high performance, and demonstrate the company's commitment to the well-being of its employees. By implementing these proactive human resources strategies, companies can cultivate a highly engaged, productive, and loyal workforce that drives organizational success and long-term sustainability.

- b. For Further Researchers

The findings of this study serve as a strong foundation for future research. The proposed framework and initial insights can be further refined and strengthened through more rigorous and extensive investigations. Expanding the scope of research to various fields can increase the generalizability of findings. By examining the proposed relationships in different contexts and industries, researchers can gain a broader understanding of their applicability and differences. Incorporating advanced statistical methods can provide more robust and reliable results. Utilizing sophisticated

analysis techniques can strengthen the statistical significance of the findings and increase the credibility of the study.

Including moderating variables can add complexity and depth to the analysis. Examining how other factors influence the relationships between variables can provide a more comprehensive understanding of the underlying mechanisms. Overall, the current study lays the foundation for future research to dig deeper into the interrelationships between employee compensation, motivation, loyalty and job satisfaction. By taking the suggested recommendations into account, future research may yield more valuable insights with broad implications for organizational practices and employee well-being.

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