

THE INFLUENCE OF INTRINSIC MOTIVATION AND NON-PHYSICAL WORK ENVIRONMENT ON EMPLOYEE LOYALTY THROUGH WORK DISCIPLINE AT PT. CANNET ELEKTRIK INDONESIA

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Abstract

Intrinsic motivation, non-physical work environment and work discipline can affect employee loyalty. In this case, the lack of intrinsic motivation from within employees, as well as a non-physical work environment that has not been created properly and also the lack of employee work discipline are certainly factors causing the lack of employee loyalty. This study aims to determine the influence of intrinsic motivation and non-physical work environment on employee loyalty through work discipline at PT Cannet Elektrik Indonesia. This study uses quantitative research and survey research. The determination of the sample in this study uses the probability sampling technique with the saturated sample technique. The sample in this study was with 75 respondents of employees working at PT Cannet Elektrik Indonesia. The data obtained was analyzed using the PLS (Partial Least Square) shows that intrinsic motivation has a significant effect on employee loyalty. 2) The results of the analysis show that the non-physical work environment has a significant effect on employee loyalty 3) The results of the analysis show that work discipline has a significant effect on employee loyalty. 4) The results of the analysis show that intrinsic motivation has a significant effect on employee loyalty through work discipline. 5) The results of the analysis show that the non-physical work environment has a significant effect on employee loyalty through work discipline.

Keywords: Intrinsic Motivation, Non-Physical Work Environment, Employee Loyalty and Work Discipline

INTRODUCTION

In the current era, an organization can develop if it is able to manage its human resources, in managing human resources it is necessary to have leadership who is able to direct and motivate to comply with the rules where if the company's quality resources can achieve organizational goals. Employees who make maximum contributions and are able to last a long time can be said to be loyal at work, so companies need to pay attention to employees to remain loyal, because loyalty can be interpreted as loyalty, devotion, and commitment given by employees to the company (Marwanto & Hasyim, 2022).

Loyalty itself is not just physical loyalty or its existence in the organization, but its attention and dedication are poured out completely to the organization. Every company definitely wants to have loyal employees, those who are loyal are believed to be able to make maximum contributions and are always optimal. Many human resources today are looking for jobs but may not be loyal to the company, therefore, to support the work of PT. Cannet Elektrik Indonesia requires employees who have a high level of care, loyalty, and efficiency so that the company's goals can be achieved properly. Many factors affect employee loyalty at PT. Cannet Elektrik Indonesia such as intrinsic motivation, non-physical work environment and work discipline. according to (Suriانشا, 2020) intrinsic motivation is an encouragement from within a person to do an activity without any external influences. One of the important components in the improvement process needs to be

emphasized attitudes and responsibilities towards the work done to each employee. So basically, if employees are motivated, employees will be more eager to work so that the company must motivate employees to be more encouraged in carrying out the tasks that have been given. From the results of the researcher's interview with HRD PT. Cannel Elektrik Indonesia has a problem related to intrinsic motivation, namely employees only work according to their portions where there is no encouragement from within employees because they think that they do not get an award from the company. In addition, another problem is that employees do not develop, only monotonous according to the work done daily with work while working in the company. problems related to the non-physical work environment at PT. Cannel Elektrik Indonesia where communication between superiors and subordinates is still not good, which results in miscommunication. Another problem is that communication between fellow colleagues is still not good as seen from the problems between divisions, such as the logistics division with accounting when inputting data on the receipt of goods from suppliers in the system often does not match the data in accounting. The lack of employee loyalty is due to several factors such as an uncomfortable work environment, toxic colleagues, and employee incompatibility with the leadership that causes employees to be disloyal to the company. Another factor that affects employee loyalty is work discipline. Employee work discipline is a form of employee awareness and willingness to obey all organizational regulations (Azhar et al., 2020). PT. Cannel Elektrik Indonesia highly upholds employee work discipline but there are still many employees who do not comply with discipline, such as arriving late and there are employees who work not in accordance with the Standard Operating Procedure where the regulations are considered normal by employees.

LITERATURE REVIEW

Goal Setting Theory

This study uses the Goal setting theory which is one of the parts of the motivation theory put forward by Edwin Locke in 1978. Goal Setting Theory is also part of employee loyalty theory. This theory states that employees who have high loyalty will affect employee performance. The existence of individual goals determines how much effort they will put in a job, the higher the employee's loyalty to a company will encourage the employee to make a harder effort to achieve the goals of the company or organization.

Employee Loyalty

According to (Maulana et al., 2020) Loyalty is the determination and ability to obey, carry out and practice something that is obeyed with full awareness, sincerity and responsibility.

According to Hasibuan, et., al (2020) argues that employee loyalty is loyalty which is described by the willingness of employees to maintain and defend the organization inside and outside the organization from all irresponsible things. Intrinsic Motivation

Intrinsic Motivation

According to Prayekti (2020), intrinsic motivation is motives that become active or functional, do not need to be stimulated from the outside because inside each individual has There is an impulse to do something, motivation is basically already in everyone, as the origin of the word motivation is motive which means motivation to do something.

Intrinsic motivation

is a person's desire to do something without the need for external stimuli, intrinsic motivation is backed by positive thinking. Which is caused by the motivation factor that comes from within oneself without being influenced by others due to the desire to achieve certain goals Herzberg in (Wahyuni et. al, 2022).

Non-Physical Work Environment Research (Adrianti et al, 2023) says that a non-physical work environment is a work environment that includes all conditions related to work relationships, including interactions with superiors, co-workers and subordinates.

A non-physical work environment is any situation that occurs in connection with work relationships, both relationships between fellow colleagues or relationships between superiors and subordinates (Enny, 2019).

Work Discipline

According to (Sutrisno, 2019) Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms.

According to Hasibuan (2019:193) discipline is the most important operative function of MSDM because

the better the employee's discipline, the higher the work performance obtained. Work discipline is a person's awareness and willingness to obey all agency regulations made by management, considering members so that employees can run both with their own awareness and work coercion.

Work Discipline is a code of conduct or regulation made by the management of an organization and known by employees so that it is created and formed through the process of a series of behaviors that show the values of obedience, compliance, order, and order in the company (Afandi, 2021).

THEORETICAL FRAMEWORK

The Effect of Intrinsic Motivation on Employee Loyalty

Intrinsic motivation affects employee loyalty. A person feels that the activity is useful or fun and will have a positive impact and make an individual more developed and more advanced in the future. Intrinsic motivation also plays a role as a driver of work in individuals regarding the importance of the benefits and meaning of the work carried out, where intrinsic motivation has a positive impact on work loyalty. The higher the intrinsic motivation, the higher the employee loyalty to a company.

The Effect of Non-Physical Work Environment on Employee Loyalty

The non-physical work environment has a positive effect on employee loyalty in a company. The non-physical work environment is all the circumstances that occur related to work relationships, whether it is a relationship with a superior, a relationship with a co-worker, or a relationship between a boss and a subordinate. The attitude of superiors to subordinates has an influence on employees in carrying out work activities. Therefore, this non-physical work environment can be felt directly to the person concerned, where if the relationship between fellow colleagues and vice versa has such a great influence in doing a job so that there is no difference of understanding.

The Influence of Intrinsic Motivation on Work Discipline Work

motivation has a positive effect on employee work discipline. This motivation is based on positive thinking to achieve certain goals such as pleasure, confidence and curiosity to do something created from within. So that to increase the intrinsic motivation of employees, a company can provide freedom to take responsibility for its work such as the emergence of motivation from within a person which will have a good impact on one's work discipline with self-awareness and a sense of obedience to rules that are built on their own without racing against others.

The Effect of Non-Physical Work Environment on Work Discipline

The Non-Physical Work Environment has a positive and significant influence on work discipline. A good non-physical work environment in a company will affect the work discipline of a company. If a good relationship is established

Between all parts in a company, good work discipline will be created, because this relationship can affect an employee in doing work. This means that the better the non-physical work environment in a company so that the better the work discipline of its employees.

The Effect of Work Discipline on Employee Loyalty Work

discipline has a positive and significant effect on employee loyalty. Work discipline can also be said to be a force that encourages employees to adapt to the regulations, values, and culture set by a company. Where work discipline is a tool used by managers to communicate with employees who are willing to follow and obey all company regulations and applicable social norms with employee self-awareness without any coercion from any element. This means that the better the work discipline, the more employee loyalty will increase.

The Effect of Intrinsic Motivation on Employee Loyalty

through Work Discipline that Motivation affects employee loyalty. Intrinsic motivation that arises from within employees will affect employee loyalty, but to achieve high loyalty, a high level of employee discipline is also needed and if in a company does not apply discipline, it will affect others so that the company needs to implement good communication between employees, implement regulations and provide rewards for employees.

The Effect of Non-Physical Work Environment on Employee Loyalty through Work Discipline

The non-physical work environment affects employee loyalty. good communication and self-control

(Nitisemito, 2019).

Employees who are loyal to the company are employees who have a willingness to work together which means a willingness to sacrifice themselves, a willingness to do self-supervision and the ability to highlight their own interests. The non-physical work environment plays a very important role in shaping the level of employee work discipline, so the more positive the non-physical work environment owned by an employee, the higher the level of work discipline shown. A high level of discipline will affect employee loyalty in carrying out work in the company.

METHODOLOGY

Research Approach

In the research method, there are various approaches used and can be seen, one of which is the quantitative research method, the quantitative research method, which is a research method based on the philosophy of positivism, which is used to research on a certain population or sample, the sample technique is generally carried out randomly, data collection uses research instruments, data analysis is quantitative statistics with the aim of testing hypotheses that has been determined (Sugiyono, 2024:15). The approach used by the author and the author of this thesis is the associative approach of causality. Sugiyono (2022:37) states that causal associative is The formulation of a research problem that asks about the relationship between two or more variables. The causality relationship is a causal relationship. Because of the variables that will be examined in relation and aim to present a structured, factual and accurate picture of the facts and the relationship between the variables to be studied, namely Intrinsic Motivation (X1) and Non-Physical Work Environment (X2) towards Employee Loyalty (Y) through Work Discipline (Z).

Population and sample

1. Population

According to Sugiyono (2022:80), stating that a population is a generational area consisting of objects or subjects that have certain qualities and characteristics that are applied by researchers to be studied and then drawn conclusion. So the population in this study is employees of PT. Indonesian Electricity Cannel as many as 80 people.

2. Sample

Sugiyono (2020:85), stated that the saturated sampling technique is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, i.e. less than 30 people, or the study wants to make generalizations with very little error. Another term for a saturated sample is a census, in which all members of the population are sampled. Because the number of employees of PT. Cannel Elektrik Indonesia is less than 100 people, namely 75 people, so the research sample was used 75 from all employees of PT. Cannel Elektrik Indonesia which is taken from a population of 80 people which does not include the company's Directors and Managers.

Data Analysis Method

In this study, the data analysis used to answer the existing problems is using a quantitative descriptive analysis method. The data analysis method used in the study is statistical software, namely Smart PLS.

Descriptive Statistical Test

- a. Intrinsic Motivation (X1) The results of the Intrinsic Motivation statistical test can be seen from the table below:

Tabel 4. 1
Results of the Descriptive Statistics Test of Intrinsic Motivation (X1)

	Rata-rata	Median	Skala Min	Skala Max	Standar Devisian
X1.1	4.093	4	3	5	0.615
X1.2	4.000	4	3	5	0.611

	Rata-rata	Median	Skala Min	Skala Max	Standar Devisian
X1.3	3.973	4	3	5	0.588
X1.4	4.093	4	3	5	0.521
X1.5	3.880	4	3	5	0.632
X1.6	3.987	4	2	5	0.600
X1.7	4.040	4	3	5	0.528
X1.8	3.987	4	3	5	0.554
X1.9	4.013	4	3	5	0.503
X1.10	4.093	4	3	5	0.521
Total	40.159	40	29	50	5.673

Based on the table above 4.8 shows that the average value of each indicator in the Intrinsic Motivation variable is shown from the highest average value of 4.093 and there are 3 statements, which can be explained that the respondents agree with the statement "Always obey the regulations implemented by the company", "I feel responsible for my duties and work in the company" and "this job is in accordance with my interests and talents".

While the lowest average score was 3,880, which can be explained that respondents agreed with the statement "Always have good relations with the work team to achieve common goals".

b. Non-Physical Work Environment (X2) The results of the Non-Physical Work Environment statistical test can be seen from the table below:

Tabel 4. 2
Results of Descriptive Statistics Test of Non-Physical Work Environment (X2)

	Rata-rata	Median	Skala Min	Skala Max	Standar Devisian
X2.1	4.147	4	1	5	0.743
X2.2	4.173	4	3	5	0.619
X2.3	3.853	4	2	5	0.604
X2.4	3.880	4	1	5	0.748
X2.5	4.053	4	1	5	0.691
X2.6	4.013	4	1	5	0.683
Total	24.119	24	9	30	4.088

Based on the table above, 4.9 shows that the average value of each indicator in the Non-Physical Work Environment variable is shown from the highest average value of 4.173, which can be explained that the respondents agreed with the statement "Communication in the team is very good and effective". While the lowest average score was 3,880 which can be explained that respondents agreed with the statement "Feelings of mutual respect between individuals in the workplace".

1. Employee Loyalty (Y) The results of the Employee Loyalty statistical test can be seen from the table below:

Tabel 4. 3
Hasil Uji Statistik Deskriptif Loyalitas Karyawan (Y)

	Rata-rata	Median	Skala Min	Skala Max	Standar Devisian
Y1	4.147	4	3	5	0.667
Y2	4.147	4	3	5	0.626
Y3	4.187	4	3	5	0.647

	Rata-rata	Median	Skala Min	Skala Max	Standar Devisian
Y4	4.200	4	3	5	0.611
Y5	4.133	4	3	5	0.618
Y6	4.107	4	2	5	0.623
Y7	4.040	4	3	5	0.599
Y8	3.800	4	2	5	0.653
Y9	4.187	4	3	5	0.647
Y10	3.787	4	2	5	0.679
Total	40.735	40	27	50	6.370

Based on the table above, 4.10 shows that the average value of each indicator in the Employee Loyalty variable is shown from the highest average value of 4,200, which can be explained that the respondents agree with the statement "I feel responsible for the tasks and work in the company". While the lowest average score was 3,787 which can be explained that respondents agreed with the statement "this job is in accordance with my interests and talents".

2. Work Discipline (Z)

The results of the Work Discipline statistical test can be seen from the table below:

Tabel 4. 4
Hasil Uji Statistik Deskriptif Disiplin Kerja (Z)

	Rata-rata	Median	Skala Min	Skala Max	Standar Devisian
Z.1	4.120	4	3	5	0.541
Z.2	4.040	4	2	5	0.599
Z.3	3.867	4	2	5	0.573
Z.4	3.893	4	3	5	0.505
Z.5	4.013	4	3	5	0.416
Z.6	3.973	4	3	5	0.461
Total	23.906	24	16	30	3.095

Based on the table above, 4.1 shows that the average value of each indicator in the Work Discipline variable is shown from the highest average value of 4,120 which can be explained that the respondents agree with the statement "I always come on time according to the specified working hours". While the lowest average score was 3,867 which can be explained that respondents agreed with the statement "I use office equipment carefully and responsibly".

Outer Model

Tabel 4. 5
Nilai Loading Factor

Variabel	Indikator	Loading Factor	Batas (Cut Off)	Hasil Uji
Motivasi Intrinsik	X.1	0.825	0.70	Valid
	X.2	0.821	0.70	Valid
	X.3	0.787	0.70	Valid

Variabel	Indikator	Loading Factor	Batas (Cut Off)	Hasil Uji
	X.4	0.739	0.70	Valid
	X.5	0.765	0.70	Valid
	X.6	0.793	0.70	Valid
	X.7	0.819	0.70	Valid
	X.8	0.849	0.70	Valid
	X.9	0.859	0.70	Valid
	X.10	0.832	0.70	Valid
Lingkungan Kerja Non Fisik	X2.1	0.821	0.70	Valid
	X2.2	0.724	0.70	Valid
	X2.3	0.783	0.70	Valid
	X2.4	0.828	0.70	Valid
	X2.5	0.817	0.70	Valid
	X2.6	0.771	0.70	Valid
Loyalitas Karyawan	Y.1	0.809	0.70	Valid
	Y.2	0.809	0.70	Valid
	Y.3	0.733	0.70	Valid
	Y.4	0.812	0.70	Valid
	Y.5	0.828	0.70	Valid
	Y.6	0.768	0.70	Valid
	Y.7	0.720	0.70	Valid
	Y.8	0.744	0.70	Valid
	Y.9	0.883	0.70	Valid
	Y.10	0.762	0.70	Valid
Disiplin Kerja	Z.1	0.755	0.70	Valid
	Z.2	0.727	0.70	Valid
	Z.3	0.815	0.70	Valid
	Z.4	0.824	0.70	Valid
	Z.5	0.786	0.70	Valid
	Z.6	0.770	0.70	Valid

As seen in the table above, the convergent validity test shows that all indicators on each variable have a value of >0.70. So that it can be stated that the data is valid and suitable for use for further research.

Tabel 4. 6
Nilai Average Variance Extracted (AVE)

Variabel	AVE	Batas	Hasil Uji
Pengaruh Motivasi Intrinsik	0.656	0.50	Valid
Lingkungan Kerja Non Fisik	0.627	0.50	Valid
Loyalitas Karyawan	0.622	0.50	Valid

A variable can be said to be eligible if the AVE has a value of >0.50. Based on table 4.13, all the

variables tested are, Intrinsic Motivation, Non-Physical Work Environment, Employee Loyalty and Work Discipline have a value of >0.50 .

Tabel 4. 7
Nilai Cross Loading

	Motivasi Intrinsik (X1)	Lingkungan Kerja Non Fisik (X2)	Loyalitas Karyawan (Y)	Disiplin Kerja (Z)
X.1	0.825	0.313	0.776	0.446
X.2	0.821	0.287	0.652	0.457
X.3	0.787	0.370	0.644	0.394
X.4	0.739	0.411	0.507	0.300
X.5	0.765	0.348	0.546	0.360
X.6	0.793	0.364	0.459	0.401
X.7	0.819	0.434	0.558	0.525
X.8	0.849	0.484	0.594	0.589
X.9	0.859	0.384	0.635	0.592
X.10	0.832	0.192	0.616	0.333
X2.1	0.494	0.821	0.212	0.454
X2.2	0.500	0.724	0.208	0.250
X2.3	0.406	0.783	0.355	0.450
X2.4	0.297	0.828	0.195	0.530
X2.5	0.269	0.817	0.109	0.519
X2.6	0.157	0.771	0.039	0.383
Y.1	0.688	0.328	0.809	0.587
Y.2	0.610	0.261	0.809	0.514
Y.3	0.456	0.176	0.733	0.293
Y.4	0.515	0.260	0.812	0.353
Y.5	0.617	0.114	0.828	0.386
Y.6	0.598	0.285	0.768	0.484
Y.7	0.699	0.256	0.720	0.285
Y.8	0.492	0.060	0.744	0.321
Y.9	0.604	0.089	0.883	0.353
Y.10	0.530	0.051	0.762	0.267
Z.1	0.429	0.441	0.387	0.755
Z.2	0.446	0.334	0.377	0.727
Z.3	0.367	0.389	0.387	0.815
Z.4	0.262	0.514	0.253	0.824
Z.5	0.436	0.543	0.333	0.786
Z.6	0.574	0.410	0.530	0.770

Based on the table above, information is obtained that each indicator for each variable has a value of >0.7 and shows a value greater than the values next to it. The results of cross loading have met the discriminant validity, this is evident from the outer loading value of >0.70 in each variable.

Tabel 4. 1
Nilai Cronbach's Alpha dan Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability	Batas	Hasil Uji
Motivasi Intrinsik	0.942	0.947	0.70	Reliabel
Lingkungan Kerja Non Fisik	0.882	0.896	0.70	Reliabel
Loyalitas Karyawan	0.932	0.936	0.70	Reliabel
Disiplin Kerja	0.872	0.876	0.70	Reliabel

Based on the test results of table 4.15, all the variables tested have Cronbach's alpha and composite reliability values of >0.70 so that all variables tested are declared reliable and each indicator is able to represent its own variables.

Inner Model **R Square**

Tabel 4. 9
Nilai R Square dan R Square Adjusted

Variabel	R Square	Adjusted R Square
Loyalitas Karyawan	0.593	0.576
Disiplin Kerja	0.432	0.416

Based on the results of the determination coefficient test above, the R^2 (R Square) value of the regression model is used to determine how much independent variables are capable of explaining the dependent variable. Based on the table above, it is known that Work Discipline has an R^2 value of 0.432, which means that 43.2% of the variation of the Work Discipline variable can be explained by the variation of two independent variables, namely Intrinsic Motivation and Non-Physical Work Environment. While the rest of the amount ($100\% - 43.2\% = 56.8\%$) is influenced by other variables outside this research. In the Employee Loyalty variable, it is known that the R^2 value is 0.593, this means that 59.3% of the variation of the Employee Loyalty variable can be explained by the variation of three independent variables, namely Intrinsic Motivation, Non-Physical Work Environment and Work Discipline. While the rest is ($100\% - 59.3\% = 40.7\%$) influenced by other variables outside this researcher.

Q Square

Tabel 4. 10
Hasil Uji Q Predict

Variabel	Q ² Predict	Hasil Uji
Motivasi Intrinsik	0.584	Relevan
Lingkungan Kerja Non Fisik	0.456	Relevan
Loyalitas Karyawan	0.52	Relevan
Disiplin Kerja	0.439	Relevan

According to the data contained in table 4.17, it can be seen that the Intrinsic Motivation variable has a Q^2 value of 0.584 or 58.4%, Work Environment has a Q^2 value of 0.456 or 45.6%, Employee Loyalty has a Q^2 value of 0.52 or 52% and Work Discipline has a Q^2 value of 0.439 or 43.9% which means that the value is >0 which means that the four variables show predictive relevance.

$$GoF \sqrt{AVE \times R^2}$$

$$\begin{aligned} GoF &= \frac{0.656 + 0.627 + 0.622 + 0.609}{4} \\ &= \frac{0.593 + 0.432}{2} \\ &= 0.628 + 0.512 \end{aligned}$$

$$GoF = \sqrt{0.628 \times 0.512} = 0.567$$

Based on the results above, information was obtained that the Gof value was 0.567, the value above 0.36 means that the combined performance of the measurement model (outer model) and structural model (inner model) is included in the big criteria.

Pengujian Hipotesis

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Pengaruh Motivasi Intrinsik Terhadap Loyalitas Karyawan	0.717	0.727	0.079	9.126	0.000
Pengaruh Lingkungan Kerja Non Fisik Terhadap Loyalitas Karyawan	-0.19	-0.193	0.08	2.378	0.009
Pengaruh Motivasi Intrinsik terhadap Disiplin Kerja	0.378	0.365	0.122	3.101	0.001
Pengaruh Lingkungan Kerja Non Fisik Terhadap Disiplin Kerja	0.396	0.415	0.125	3.158	0.001
Pengaruh Disiplin Kerja terhadap Loyalitas Karyawan	0.208	0.206	0.089	2.334	0.010

1. The Effect of Intrinsic Motivation on Employee Loyalty

The Intrinsic Motivation Hypothesis Test on Employee Loyalty produced a t-statistics value of 9.126 where the value was >1.96 and also produced a p-value of 0.000 with a value of <0.05. The test showed that the hypothesis test on the Intrinsic Motivation variable had a significant effect on Employee Loyalty, artinya pengujian hipotesis (H_1 diterima) maka H_0 ditolak.

2. The Effect of Non-Physical Work Environment on Employee Loyalty

The Non-Physical Work Environment Hypothesis Test on employee loyalty produced a t-statistics value of 2.378 where the value was >1.96 and also produced a p-value of 0.009 with a value of <0.05. The test shows that the hypothesis test on the Non-Physical Work Environment variable has a significant effect on Employee Loyalty, pengujian hipotesis (H_3 diterima) maka H_0 ditolak. The Effect of Work Discipline on Employee Loyalty, pengujian hipotesis (H_3 diterima) maka H_0 ditolak

3. The Influence of Intrinsic Motivation on Work Discipline

The Intrinsic Motivation Hypothesis Test on Work Discipline produced a t-statistics value of 3.101 where the value was >1.96 and also produced a p-value of 0.001 with a value of <0.05. The test showed that the

hypothesis test on the Intrinsic Motivation variable had a significant effect on Work Discipline, meaning that the hypothesis test (H-3. was accepted) then H-0 .was rejected.

4. The Influence of Non-Physical Work Environment on Work Discipline

The Non-Physical Work Environment Hypothesis Test on Work Discipline produced a t-statistics value of 3,158 where the value was >1.96 and also produced a p-value of 0.001 with a value of <0.05 . The test showed that the hypothesis test on the Non-Physical Work Environment variable had a significant effect on Work Discipline, meaning that the hypothesis test (H-4. was accepted) then H-0 .was rejected.

5. The Effect of Work Discipline on Employee Loyalty

The Work Discipline test on employee loyalty produced a t-statistics value of 2,334 where the value was >1.96 and also produced a p-value of 0.010 which was <0.05 . The test shows that hypothesis testing on the Work Discipline variable has a significant effect on Employee Loyalty. that is, hypothesis testing (H-5. accepted) then H-0 is rejected.

Tabel 4. 12
Hasil Uji Hipotesis Pengaruh Tidak Langsung

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Pengaruh Motivasi Intrinsik Terhadap Loyalitas Karyawan melalui Disiplin Kerja	0.078	0.076	0.044	1.977	0.038
Pengaruh Lingkungan Kerja Non Fisik Terhadap Loyalitas Karyawan	0.082	0.085	0.045	1.990	0.035

The data that can be seen from table 4.12 above can be used for hypothesis testing which is described as follows:

6. The Effect of Intrinsic Motivation on Employee Loyalty through Work Discipline

The results of the hypothesis test show that the Intrinsic Motivation variable is stated to have an effect on the Employee Loyalty variable through Work Discipline as an intervening variable. The t-statistic value is 1.977 which is >1.96 and the p-value is 0.038 which is <0.05 . Thus, it can be concluded that Work Discipline plays a role as an intervening variable that strengthens Intrinsic Motivation for Employee Loyalty. So that the hypothesis test results in (H-6. accepted) then H-0 .rejected.

7. The Effect of Non-Physical Work Environment on Employee Loyalty through Work Discipline

The results of the hypothesis test show that the Non-Physical Work Environment variable is stated to have an effect on the Employee Loyalty variable through Work Discipline as an intervening variable. The t-statistic value is 1.990 which is >1.96 and the p-value is 0.035 which is <0.05 . Thus, it can be concluded that Work Discipline plays a role as an intervening variable that strengthens the Non-Physical Work Environment towards Employee Loyalty. So that the hypothesis test results in (H-7. accepted) then H-0 rejected.

Interpretation

of Research Results Based on the results of the analysis in this study, the interpretation is as follows:

1. The Effect of Intrinsic Motivation (X1) on Employee Loyalty (Y)

The results of the analysis show that the Intrinsic Motivation for Employee Loyalty has a t-statistics value of 9.126 where the value is >1.96 and also produces a p-value of 0.000 which is <0.005 . The test showed that Intrinsic Motivation had a significant positive effect on Employee Loyalty thus H1 was accepted. The results of the study (Musa, 2021) show that the Intrinsic Motivation variable has an effect on Employee Loyalty, which can be explained that Intrinsic motivation is one of the factors

that must be considered by company leaders because if employees are successfully motivated, it can encourage employees to improve their performance and work achievements.

The results of this study are in accordance with the results of research conducted by Anjarrani Al., (2021), Musa (2021) and (Larengkeng., 2019) which stated that Intrinsic Motivation has an influence on Employee Loyalty. However, it is different from the results of research conducted by Irawan et al, (2020) and Helmy (2021) which stated that intrinsic motivation has no effect on employee loyalty.

2. The Influence of Non-Physical Work Environment (X2) on Employee Loyalty (Y)

The results of the analysis show that the Non-Physical Work Environment on Employee Loyalty with a t-statistics value of 2.378 which is >1.96 and also produces a p-value of 0.009 which is <0.005 . The test showed that Intrinsic Motivation had a significant effect on Employee Loyalty thus H3 was accepted.

The results of research conducted by Manafe, et al. (2022), Fajri (2022) and Kustini (2022) stated that the Non-Physical Work Environment affects Employee Loyalty. Meanwhile, it is not in line with the research conducted by Klaudia, et al (2020) Giovanni (2022) stated that the non-physical work environment has no effect on employee loyalty.

3. The Influence of Intrinsic Motivation on Work Discipline

The results of the analysis showed that Intrinsic Motivation had an effect on Work Discipline with a t-statistics value of 3.101 where the value was >1.96 and also produced a p-value of 0.001 with a value of <0.005 . The test showed that Intrinsic Motivation had a significant effect on Work Discipline thus H3 was accepted.

The results of research on intrinsic motivation and work discipline where the results are still different such as research conducted by Anjarrani Al., (2021), Musa (2021) and (Larengkeng, 2019) stated that intrinsic motivation had a positive effect on Work Discipline, but the results of the study stated that Intrinsic Motivation was different from the research conducted by (Diah et al., 2021) stating that work discipline had no effect on employee loyalty.

4. The results of research on intrinsic motivation and work discipline

The results of the analysis showed that the Non-Physical Work Environment for Work Discipline with a t-statistics value of 3.158 where the value was >1.96 and also produced a p-value of 0.001 with a value of <0.005 . The test showed that the non-physical Work Environment had a significant effect on work discipline thus H4 was accepted.

The results of this study are in accordance with the results of previous research by Manafe, et al. (2022), Fajri & Kustini (2022) and Dewi (2020) who stated that the non-physical work environment affects employee loyalty. Meanwhile, it is not in line with research conducted by Klaudia, et al (2020) and Shu and Giovanni (2022) stating that the non-physical work environment has no effect on employee loyalty.

5. The Effect of Work Discipline on Employee Loyalty

The results of the analysis show that Work Discipline on Employee Loyalty with a t-statistics value of 2.334 which is >1.96 and also produces a p-value of 0.010 which is <0.005 . The test showed that Intrinsic Motivation had a significant effect on Employee Loyalty thus H5 was accepted.

The results of this study are in accordance with the results of previous research conducted by ma'ruf & firdaus (2021) and Mauludi, et al. (2022) stated that work discipline affects employee loyalty. but in contrast to the research conducted by (Diah et al., 2021) and Manengkey (2023), it states that work discipline has no effect on employee loyalty.

6. The Effect of Intrinsic Motivation on Employee Loyalty through Work Discipline

The results of the analysis showed that the Intrinsic Motivation for Employee Loyalty through Work Discipline with a t-statistics value of 1.977 of which the value was >1.96 and also produced a p-value of 0.001 which <0.038 . The test showed that Intrinsic Motivation had a significant effect on Employee Loyalty through Work Discipline thus H2 was accepted.

Research by Winarto (2020) and Marwah Mas'ud (2024) and Wayan (2023) states that Motivation affects employee loyalty. In line with research conducted by Marentek et al (2021), Ardiansyah et al, (2021) and Fitriyah et al (2023) stated that Work Motivation has no effect on Work Discipline.

7. The Effect of Non-Physical Work Environment on Employee Loyalty through Work Discipline

The results of the analysis showed that the Non-Physical Work Environment on Employee Loyalty through Work Discipline with a t-statistics value of 2.810 which was >1.96 and also produced a p-value of 0.035 with a value of <0.005 . The test showed that Intrinsic Motivation had a significant effect on Employee Loyalty through Work Discipline thus H4 was accepted.

Conclusion

This study was conducted to the influence of intrinsic motivation and non-physical work environment on employee loyalty through work discipline at PT Cannet Elektrik Indonesia. From the results of the analysis conducted using the Structural Equation Model (SEM) with Partial Least Square (PLS), the following conclusions can be drawn:

1. There is an influence between intrinsic motivation variables on employee loyalty variables. The results of the analysis showed that the intrinsic motivation for employee loyalty with t-statistics of 9,126 where the value was >1.96 and also produced a p-value of 0,000 with a value of <0.05 . The test shows that intrinsic motivation has a significant effect on employee loyalty.
2. There is an influence between non-physical work environment variables on employee loyalty variables. The results of the analysis showed that the non-physical work environment had a t-statistic of 2.378 where the value was >1.96 and also produced a p-value of 0.009 which was smaller than <0.05 . The test showed that the non-physical work environment had a significant effect on employee loyalty. This indicates that the better the non-physical work environment that is built in the company, the higher the employee loyalty to the company.
3. There is an influence between the variable Intrinsic Motivation on Work Discipline with t-statistics of 3.101 where the value is >1.96 and also produces a p-value of 0.001 which has a value of <0.05 . The test shows that Intrinsic Motivation has a significant effect on Work Discipline. This indicates that the more employees who have motivation that appears in the employees, the higher the employees will obey the work regulations that have been set by the company.
4. There is an influence between the variable Non-Physical Work Environment on Work Discipline with t-statistics of 3.158 where the value is >1.96 and also produces a p-value of 0.001 which has a value of <0.05 . The test shows that the Non-Physical Work Environment has a significant effect on Work Discipline. This indicates that the better the work environment that is built in the company, the higher the employee's compliance with the company's work regulations.
5. There is an influence between the variables of work discipline on the variables of employee loyalty. The results of the analysis showed that work discipline on employee loyalty with t-statistics of 2.334 where the value was >1.96 and also produced a p-value of 0.010 with a value of <0.05 . The test showed that work discipline had a significant effect on employee loyalty. This indicates that the more employees who obey work regulations, the higher the employee loyalty to the company.
6. There is an influence between intrinsic motivation variables on employee loyalty variables through work discipline variables. The results of the analysis showed that the intrinsic motivation value for employee loyalty through work discipline with t-statistics of 1.977 which was >1.96 and also produced a p-value of 0.038 with a value of <0.05 . The test showed that intrinsic motivation had a significant effect on employee loyalty through work discipline. Thus, it can be decided that the work discipline variable is able to mediate the influence of intrinsic motivation on employee loyalty. This indicates that the better the motivation that arises from within the individual without external encouragement will increase the high contribution to the company so that a sense of obedience to the regulations implemented by the company will also be created.
7. There is an influence between non-physical work environment variables on employee loyalty variables through work discipline variables. The results of the analysis showed that the value of the non-physical work environment on employee loyalty through work discipline with t-statistics of 2,810 where the value was >1.96 and also produced a p-value of 0.001 with a value of <0.05 . The test showed that the non-physical work environment had a significant effect on employee loyalty through work discipline. Thus, it can be decided that the work discipline variable is able to mediate the influence of the non-

physical work environment on employee loyalty. This indicates that the better the communication created from superiors to subordinates and vice versa as well as between fellow employees, employee loyalty will increase so that it will increase employee discipline towards the company.

Limitations

This research still has several limitations that are encountered and need to be improved and developed to be used as input in future studies related to research problems. The limitations of the research in question are as follows:

1. This study has limitations in time and resources. the authors did not observe the long-term effects of Intrinsic Motivation and Non-Physical Work Environment on Employee Loyalty through Work Discipline. Therefore, the research was carried out in a short time because it was in accordance with the predetermined time period.
2. The data collection method used is respondents where to give the expected answers are not completely honest in assessing their experiences related to intrinsic motivation, non-physical work environment, work discipline and employee loyalty. Additionally, questionnaires often fail to delve into deeper aspects of an employee's work experience, such as situational contexts that affect employee loyalty.

Suggestions

Based on the results of the research that has been carried out, the researcher hopes that the next researcher will be able to use a larger number of respondents than the researcher did and use different research methods to create different variations. In the future, researchers are also expected to be able to use the latest and relevant theories. This research will certainly be a reference material for future researchers in the same field of science and the results of this research can be evidence of case studies. The researcher also suggested for further research in order to be able to add other variables which of course are any factors that can affect employee loyalty.

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