

Influence Loyalty Work & Satisfaction Work On Performance Employee Which In Mediation By Motivation Work In Pks Pt Pp Starch Sari District Aceh Tamiang

Risha Ramadani¹, Emi Wakhyuni²

^{1,2}Master of Management Postgraduate Program, Universitas Pembangunan Panca Budi
Coressponding Email : risharamdani7@gmail.com

ABSTRACT

Employees and their performance are the main assets that determine the success and sustainability of an organization amidst increasingly competitive global competition. This study aims to analyze the effect of work loyalty and job satisfaction on employee performance mediated by work motivation on employees at the Palm Oil Mill (PKS) of PT PP Pati Sari, Aceh Tamiang Regency. This study was conducted considering the important role of work loyalty, job satisfaction, and work motivation in improving employee performance as part of organizational success. This study uses a quantitative approach with an explanatory research type. Data were collected through questionnaires distributed to employees of PKS PT PP Pati Sari. The population in this study were all employees working at the company, with a sampling technique using the purposive sampling method. The research sample consisted of 104 respondents. Data analysis was carried out using SmartPLS (Partial Least Square) software to test the relationship between variables, both directly and indirectly, and to test the mediating effect of work motivation. The results showed that work loyalty had a significant positive effect on employee performance, with a coefficient value of 0.152 and a P-value of 0.019. Job satisfaction also has a significant positive effect on employee performance (coefficient 0.253, P-value 0.000). In addition, work loyalty has a significant effect on work motivation (coefficient 0.414, P-value 0.000), and job satisfaction has a significant effect on work motivation (coefficient 0.446, P-value 0.000). Work motivation is proven to have a significant effect on employee performance (coefficient 0.567, P-value 0.000). Furthermore, work motivation mediates the effect between work loyalty and job satisfaction on employee performance with a significant coefficient value (0.235 to 0.253) and P-value <0.05.

Keywords: work loyalty, job satisfaction, work motivation, employee performance.

INTRODUCTION

Employees are the main wealth of a company, because their participation is the key to the running of a company's activities (Wakhyuni & Dalimunthe, 2020). Every individual wants to do a good job and make an important contribution. to the organization or his company. According to Emi Wakhyuni (2017) a company can achieve success if the company succeeds in realizing the goals that have been set. The success of the company is very dependent on the performance of its employees where each employee has a role in the life of the company. Thus, performance assessments must be carried out by the company to see the role and real contribution of employees in the development of the company.

One of the factors that influence the achievement of an organization's goals is employee performance (Poerwanti & Pinaraswati, 2024). According to (Kasmir, 2019) performance, it is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given during a certain period of time. Performance does not come by itself but performance must be managed by the company, to measure employee performance it needs to be observed carefully, if employee performance increases then success will affect the achievement of a company's goals. The results of employee performance assessments for companies have an important role in determining a policy to determine a decision regarding human resources in a company, such as planning activities and identifying new HR needs, in terms of employee development whether education and training activities are needed, employee recruitment new, selection employee, promotion employee For position new, system wages or providing compensation to employees and so on.

Employee loyalty is a positive attitude of employees towards the company where they work. Work loyalty is according to (Hasibuan, 2021) the extent to which employees dedicate their thoughts and efforts to achieve organizational goals, while still considering the diversity of roles and individuals involved. Employees with a high level of loyalty can work not only for themselves but also for the interests of the company. (Utami & Dwiatmadja, 2020) argues that loyalty is an attitude that arises as an attitude of desire to be loyal and devoted to their work, group, superiors, or workplace which causes someone to be willing to sacrifice and satisfy other parties or the community. According to (Hasibuan, 2014) that loyalty or loyalty is one of the elements used in employee assessment which includes loyalty to their work, position and organization.

Job satisfaction is a frequent topic of discussion and scientific conferences and is a phenomenon that need to be noted. High employee job satisfaction will usually improve employee performance (Poerwanti & Pinaraswati, 2024). According to (Handoko, 2018),



revealed that Job satisfaction is a pleasant or unpleasant emotional state that employees feel about their work, job satisfaction reflects a person's feelings about their work. Job satisfaction affects the performance of organizational processes. Job satisfaction is achieved when the factors that cause job satisfaction are well aligned. Job satisfaction is not an independent variable but is influenced by several factors in the organization or in self employee (James & Freeman, 2017). However (Robbins & Judge, 2019) state that type , supervision, current salary, opportunities for advancement, and coworkers are factors that measure job satisfaction. Job satisfaction is achieved when employees perform their jobs effectively and when the organization meets employee expectations. If superiors and coworkers do not support and care for each other, work will go wrong and cause problems, and employee job satisfaction will automatically decrease. For a good working relationship ok, manager And employees need each other understand and motivate. Good working relationships provide job satisfaction

Work motivation is the basis for developing institutions, both government and non-government. or private, as an organization wants to achieve goals and initiatives that are carried out collectively and systematically. According to (Afandi, 2021) which, motivation is a desire that arises in a person or individual because a person is inspired, encouraged, and driven to do activities sincerely, with a feeling of joy, and earnestly so that the results of the activities carried out get good and quality results.

Motivation in work can be said as a driver and motivation that motivates and changes people's behavior in a positive direction. Work motivation means an effort to motivate or encourage employees to work. An employee's work motivation can come from within the individual, which is usually called intrinsic motivation, or from extrinsic motivation that arises from external influences.

Lack of motivation in the company where we work can affect the performance results themselves. Companies always want the best results but often miss providing support and encouragement to employees to work with the best. The number of performance declines, especially in groups I to III at PKS. PP. PP. Pati Sari reviewed from the last 3 years, seen from the lack of enthusiasm for work with frequent absences without explanation and working in the same position for a long period of time. Based on the description above, both in terms of existing problems related to employee performance, loyalty, satisfaction, and motivation as mediating variables in the company. So the researcher is interested in conducting a study entitled " **The Effect of Work Loyalty & Job Satisfaction on Employee Performance Mediated by Work Motivation at PKS PT. PP. Pati Sari Kab. Aceh Tamiang** ".

METHODOLOGY STUDY



Types and Methods of Research

The type of research used in this study is quantitative research with an explanatory approach. Quantitative research is used to test the causal relationship between variables that have been previously determined based on theory. The explanatory approach aims to explain the influence of work loyalty and job satisfaction on employee performance, with work motivation as a mediating variable.

Research Place

This research was conducted at the Palm Oil Factory (PKS) of PT PP Pati Sari located in Aceh Tamiang Regency. The selection of this location was based on the relevance of the research topic to the conditions of employees in the company.

Population and Sample

The population in this study were all employees of PKS PT PP Pati Sari, Aceh Tamiang Regency, totaling 104 employees. The sampling technique used saturated sampling (census), namely all members of the population were used as research samples. Thus, the number of samples is the same as the number of populations, namely 104 respondents.

Data Types and Sources

The type of data used in this study is quantitative data in the form of numbers from measuring variables through questionnaires. The data sources used in this study are **primary data**, namely data obtained directly from PKS PT PP Pati Sari employees through filling out questionnaires. And secondary data, namely supporting data obtained from company reports, internal documents, and related literature.

Data collection technique

Data were collected using a survey method with a structured questionnaire instrument. The questionnaire was designed to measure variables of work loyalty, job satisfaction, work motivation, and employee performance based on a 5-point Likert scale, from "strongly disagree" to "strongly agree."

Data Analysis Techniques

This study uses data analysis techniques based on *Partial Least Squares Structural Equation Modeling* (PLS-SEM) with the help of SmartPLS software version 3. This technique was chosen because it is able to analyze the relationship between complex latent variables, including independent, dependent, and mediating variables. The research variables consist of work loyalty and job satisfaction as independent variables,



employee performance as dependent variables, and work motivation as mediating variables.

The analysis process begins with the evaluation of the measurement model (*outer model*) to assess the validity and reliability of the construct. Validity is tested through *convergent validity* (by looking at the value *loading factor* And *Average Variance Extracted* or *AVE*) and *discriminant validity* . Reliability was tested using *Cronbach's Alpha* And *Composite Reliability* . After the measurement model meets the criteria, a structural model evaluation (*inner model*) is carried out to test the relationship between latent variables based on the values. *path coefficient* And *t-statistics* . Hypothesis testing is done using the method *bootstrapping* to assess the significance of the relationship between variables.

RESEARCH RESULT

1. Respondent Characteristics

Respondent characteristics are a general description or depiction of the traits or characteristics possessed by individuals or groups who are the subjects of the study. Respondent characteristics in this study include demographic information such as age, gender, education level, occupation, and other aspects relevant to the study.

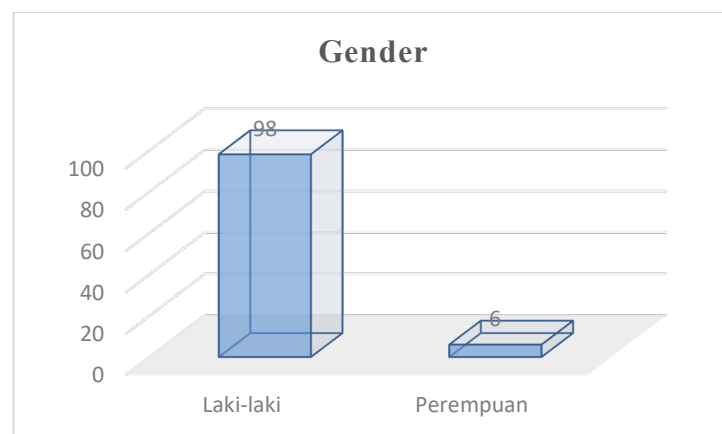


Figure 1 Respondent Characteristics Based on Gender

Source: Processed by the Author, 2025

Based on the diagram above, the characteristics of respondents based on gender of PKS PT PP Pati Sari employees in Aceh Tamiang Regency are dominated by men, which is 98 people. Meanwhile, the number of female employees is much smaller, only 6 people. This shows that most of the workforce in the company are men.

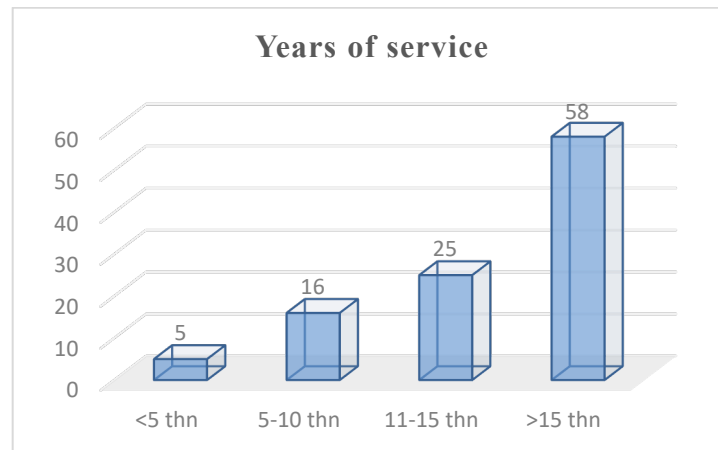


Figure 2 Respondent Characteristics Based on Length of Service

Source: Processed by the Author, 2025

Based on the diagram above, the distribution of the length of service of employees of PKS PT PP Pati Sari, Aceh Tamiang Regency shows that the majority of respondents have a length of service of more than 15 years, which is 58 people. The group with a length of service of 11-15 years is 25 people, while respondents with a length of service of 5-10 years are 16 people. Employees with a length of service of less than 5 years are the fewest, which is only 5 people. This indicates that the majority of employees have quite a long work experience.

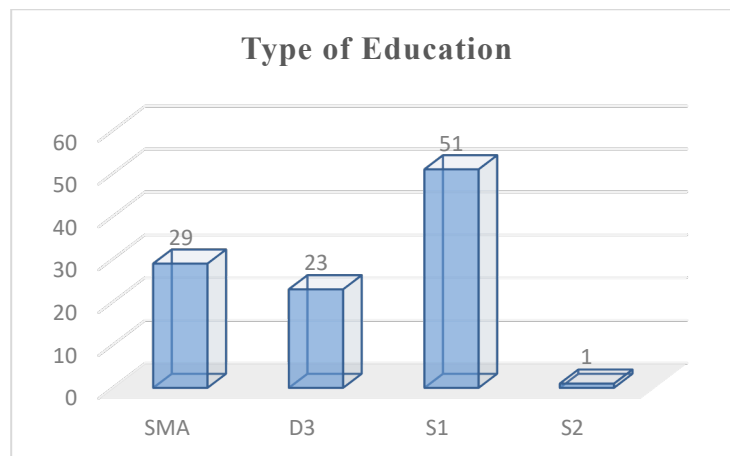


Figure 3 Respondent Characteristics Based on Education

Source: Processed by the Author, 2025

Based on respondent data related to employee education of PKS PT PP Pati Sari Aceh Tamiang Regency, the majority of employees have a Bachelor's degree (S1) with a total of 51 people. Furthermore, as many as 29 employees have a High School (SMA) education, 23 employees have a Diploma (D3) education, and only 1 employee has completed

Postgraduate (S2) education. These data show that most employees have a high level of education, dominated by S1 graduates.

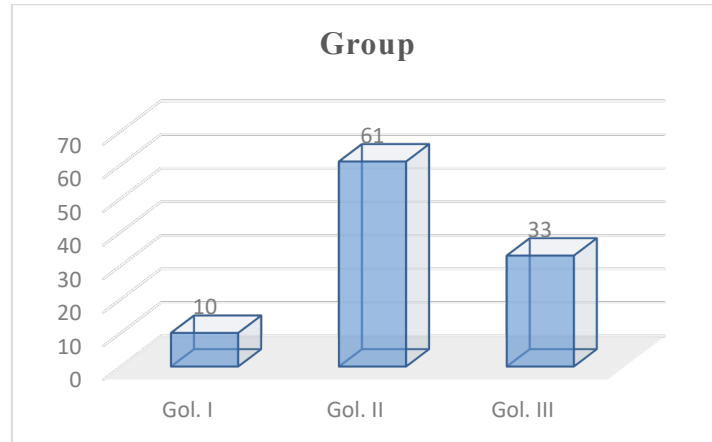


Figure 4 Respondent Characteristics Based on Group

Source: Processed by the Author, 2025

Based on employee respondent data of PKS PT PP Pati Sari in Aceh Tamiang Regency, the distribution of employees by group shows that the majority are in Group II with 61 people, followed by Group III with 33 people, and Group I with 10 people. There are no employees in Group IV. This data illustrates the dominance of employees at the Group II level in the company's personnel structure.

2. Evaluation of Measurement Model (Outer Model)

Evaluation of Measurement Model (Outer Model) is the initial stage in statistical analysis, especially in structural modeling based on Partial Least Squares (PLS-SEM). According to Ghazali (2013) there are three criteria There are three criteria for assessing the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability.

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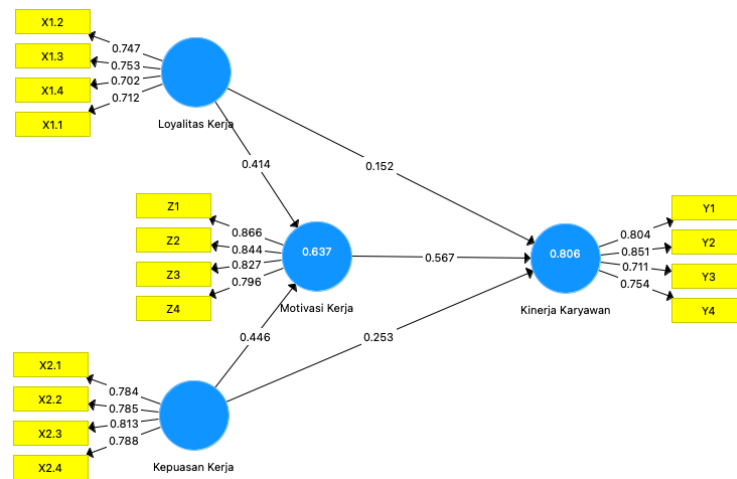


Figure 5Outer Model Test Results

Source: SmartPLS 3.0 Data Processing, 2025

a. Convergent Validity Test

In conducting testing *convergent validity* can be assessed based on *outer loading* or *loading factor* . Usually in research the loading factor limit of 0.70 is used. An indicator can be stated to meet *convergent validity* and has a high level of validity when the value *outer loading* > 0.70, (Chin & Todd, 1995).

Table 1Outer Loadings

	Job satisfaction	Employee performance	Work Loyalty	Work motivation
X1.2			0.747	
X1.3			0.753	
X1.4			0.702	
X2.1	0.784			
X2.2	0.785			
X2.3	0.813			
X2.4	0.788			
Y1		0.804		
Y2		0.851		
Y3		0.711		
Y4		0.754		
Z1				0.866
Z2				0.844



Z3				0.827
Z4				0.796
X1.1			0.712	

Source: SmartPLS 3.0 Data Processing, 2025

Based on table 1. it can be seen the loading factor value, all indicators have a loading factor value above 0.7, which indicates that each indicator has a significant contribution to its construct. This indicates that the research instrument is able to measure the intended construct consistently and validly.

b. Discriminant Validity Test

The discriminant validity test describes the correlation between variables and values. cross loading correlation of all indicators used in forming the variables latent is declared valid if the cross loading correlation value of the latent variable is the same greater than the correlation with other latent variables. The following These are the results of the Discriminant Validity test with Cross Loading as follows :

Table 2 Results of Discriminant Validity Test with Cross Loading

	Job satisfaction	Employee performance	Work Loyalty	Work motivation
X1.2	0.501	0.534	0.747	0.580
X1.3	0.597	0.580	0.753	0.537
X1.4	0.584	0.615	0.702	0.571
X2.1	0.784	0.590	0.559	0.638
X2.2	0.785	0.647	0.539	0.607
X2.3	0.813	0.671	0.619	0.576
X2.4	0.788	0.577	0.575	0.538
Y1	0.656	0.804	0.562	0.698
Y2	0.651	0.851	0.591	0.771
Y3	0.575	0.711	0.608	0.588
Y4	0.570	0.754	0.601	0.643
Z1	0.629	0.775	0.643	0.866
Z2	0.593	0.693	0.630	0.844
Z3	0.624	0.699	0.577	0.827
Z4	0.638	0.722	0.603	0.796
X1.1	0.394	0.438	0.712	0.435

Source: SmartPLS 3.0 Data Processing, 2025

Based on table 2, it shows that the cross loading value of each indicator has a higher loading value on the measured construct compared to other constructs. This shows that each indicator is able to clearly distinguish its construct, so that discriminant validity is met.

c. Reliability Test

Reliability testing is a test that aims to ensure the consistency of measuring instruments in measuring a construct. Reliability is evaluated by looking at the Cronbach's Alpha and Composite Reliability (CR) values. If the Cronbach's Alpha value ≥ 0.7 and Composite Reliability ≥ 0.7 , then the instrument is considered reliable, indicating that the indicators in the construct are consistent in producing reliable data.

Table 3 Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job satisfaction	0.803	0.804	0.871	0.628
Employee performance	0.786	0.793	0.862	0.611
Work Loyalty	0.707	0.709	0.819	0.531
Work motivation	0.853	0.854	0.901	0.695

Source: SmartPLS 3.0 Data Processing, 2025

Based on table 3. above, all constructs meet the reliability criteria with Cronbach's Alpha and rho_A values above 0.7, indicating good internal consistency. Composite Reliability on all constructs also exceeds the threshold of 0.7, indicating a high level of reliability. In addition, the Average Variance Extracted (AVE) values for Job Satisfaction (0.628), Employee Performance (0.611), and Work Motivation (0.695) exceed 0.5, which means that the constructs have good convergent validity, although Job Loyalty (0.531) is close to the minimum threshold. Overall, the research instrument is considered reliable and valid.

3. Structural Model Evaluation (Inner Model)

Testing of the inner model or structural model was conducted to determine the relationship between constructs, as hypothesized in this study. The structural model was



evaluated using R-square for the dependent construct, t-test and the significance of the structural path parameter coefficients.

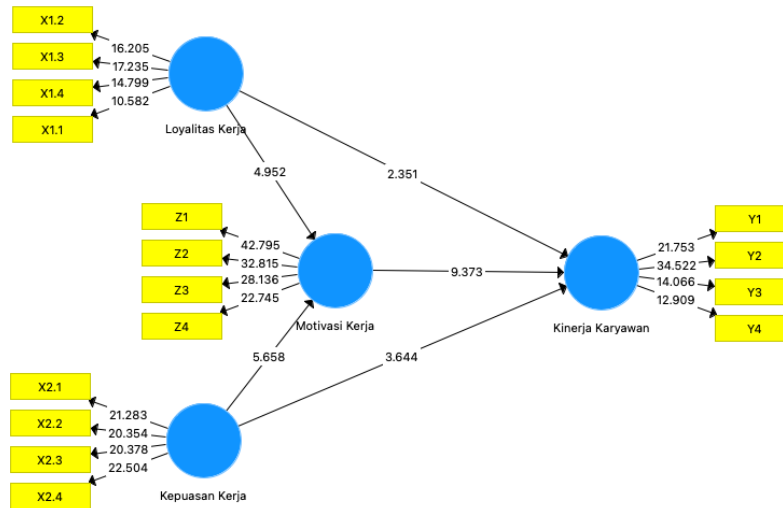


Figure 6Bootstrapping Test Results

Source: SmartPLS 3.0 Data Processing, 2025

a. R-squared (R^2)

Assessing how much the independent variables can explain the dependent variable (the predictive power of the model). R-squared (R^2) is a measure used to assess how much the independent variables are able to explain the dependent variable in a model. The R^2 value ranges from 0 to 1, where the closer it is to 1, the greater the model's ability to explain the dependent variable. This value indicates the predictive power of the model, with general categories such as $R^2 \geq 0.67$ (strong), $0.33 \leq R^2 < 0.67$ (moderate), and $R^2 < 0.33$ (weak).

Table 4R-squared (R^2)

	R Square	R Square Adjusted
Employee performance	0.806	0.801
Work motivation	0.637	0.632

Source: SmartPLS 3.0 Data Processing, 2025

Based on the analysis results, the research model has strong predictive power. For the Employee Performance variable, the R-squared of 0.806 indicates that the model is able to explain 80.6% of the variation in the dependent variable, which is included in the high predictive power category. Meanwhile, for the Work Motivation variable, the R-squared of 0.637 indicates that the model has moderate predictive power, with the ability to explain 63.7% of the variation in the dependent variable.

b. Hypothesis Testing

Hypothesis testing using bootstrapping analysis techniques. Through the results of the t-statistics obtained, the influence of the level of significance between the independent variable and the dependent variable can be obtained. If the t-statistic value is > 1.967 . (t-table significance 5%) then the influence is significant.

Table 5Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Employee Performance	0.253	0.248	0.069	3,644	0,000
Job Satisfaction -> Work Motivation	0.446	0.451	0.079	5,658	0,000
Work Loyalty -> Employee Performance	0.152	0.160	0.065	2,351	0.019
Work Loyalty -> Work Motivation	0.414	0.412	0.084	4,952	0,000
Work Motivation -> Employee Performance	0.567	0.566	0.061	9,373	0,000

Source: SmartPLS 3.0 Data Processing, 2025

Based on the results of the hypothesis test, it can be interpreted as follows:

- 1) Job Satisfaction on Employee Performance has a significant positive influence with a coefficient value of 0.253, t-statistic 3.644 greater than 1.967, and P Value 0.000 < 0.05 . This means that the higher the job satisfaction, the better the employee performance.
- 2) Job Satisfaction on Work Motivation shows a significant positive influence with a coefficient of 0.446, t-statistic 5.658 greater than 1.967, and P Value 0.000. This shows that high job satisfaction increases work motivation.



- 3) Work Loyalty on Employee Performance also has a significant positive effect with a coefficient of 0.152, t-statistic 2.351 greater than 1.967, and P Value 0.019. Higher work loyalty contributes to increased employee performance.
- 4) Work Loyalty on Work Motivation has a significant positive effect with a coefficient of 0.414, t-statistic 4.952 greater than 1.967, and P Value 0.000. Strong work loyalty increases employee motivation.
- 5) Work Motivation on Employee Performance is the variable with the strongest influence, indicated by a coefficient of 0.567, t-statistic 9.373 greater than 1.967, and P Value 0.000. This confirms that work motivation plays an important role in improving employee performance.

Table 6 Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Work Motivation -> Employee Performance	0.253	0.255	0.053	4,801	0,000
Work Loyalty - > Work Motivation -> Employee Performance	0.235	0.233	0.053	4,404	0,000

Source: SmartPLS 3.0 Data Processing, 2025

specific indirect effect test , it is known that both indirect paths have a significant influence on employee performance.

- 1) The path of **Job Satisfaction -> Work Motivation -> Employee Performance** has a coefficient value of 0.253, t-statistic 4.801 (greater than t-table 1.967), and P Value 0.000. This shows that work motivation significantly mediates the effect of job satisfaction on employee performance of PKS PT PP Pati Sari Kab. Aceh Tamiang.
- 2) The path of **Work Loyalty -> Work Motivation -> Employee Performance** is also significant with a coefficient value of 0.235, t-statistic 4.404, and P Value 0.000. This shows that work motivation mediates the effect of work loyalty on employee performance significantly PKS PT PP Pati Sari Kab. Aceh Tamiang.

c. Effect Size (f^2)

Effect Size (f^2) is a measure used to assess how much influence an independent variable has on a dependent variable in a structural model. The f^2 value helps determine the practical significance of a relationship, not just the statistical significance. Common interpretations for f^2 are: 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a large effect. Thus, f^2 provides additional information to understand the strength of the effect between variables in a study.

Table 7 Effect Size (f^2)

	Job satisfaction	Employee performance	Work Loyalty	Work motivation
Job satisfaction		0.125		0.262
Employee performance				
Work Loyalty		0.046		0.225
Work motivation		0.601		

Source: SmartPLS 3.0 Data Processing, 2025

Based on the results of the effect size test (f^2), the **Job Satisfaction** variable has a moderate effect on **Employee Performance** (0.125) and a large effect on **Work Motivation** (0.262). **Work Loyalty** shows a small effect on **Employee Performance** (0.046) and a large effect on **Work Motivation** (0.225). Meanwhile, **Work Motivation** has a large effect on **Employee Performance** (0.601). These results indicate that **Work Motivation** has the largest effect in the model, while the effect of **Work Loyalty** on **Employee Performance** is relatively small.

DISCUSSION

1. Work Loyalty Has a Significant Influence on Employee Performance

The results of this study indicate that **Work Loyalty** has a significant positive effect on **Employee Performance** at PKS PT PP Pati Sari, Aceh Tamiang Regency. With a coefficient value of 0.152, t-statistic 2.351 (greater than the t-table value of 1.967), and P Value 0.019 (<0.05), these results confirm that the higher the employee's work loyalty, the better their performance. Work loyalty reflects the commitment and loyalty of employees to the company, which encourages them to work harder, be more responsible, and provide the best results.



Work loyalty relationships are important factors that support organizational stability and productivity. When employees have a sense of attachment and pride in the company, they tend to work with high motivation and consistent work quality. In the operations of PKS PT PP Pati Sari, strong work loyalty can help create a solid work team and contribute to the achievement of company goals sustainably. Therefore, companies need to pay attention to strategies to increase employee loyalty, such as giving awards for their contributions and creating a work environment that supports career growth.

2. Job Satisfaction Has a Significant Influence on Employee Performance

The results of this study indicate that Job Satisfaction has a significant positive effect on Employee Performance at PKS PT PP Pati Sari, Aceh Tamiang Regency. With a coefficient value of 0.253, t-statistic 3.644 (greater than the t-table value of 1.967), and P Value 0.000 (<0.05), it can be concluded that the higher the level of job satisfaction felt by employees, the better their performance. This illustrates that employees who are satisfied with their work, both in terms of work environment, rewards, and working conditions, will be more motivated to provide maximum contribution.

Job satisfaction relationship is an important element in improving productivity and work quality. When employees feel appreciated and comfortable with their work, they tend to show a more proactive attitude, high responsibility, and optimal work results. In the operation of PKS PT PP Pati Sari, this factor can support the achievement of company targets more effectively and efficiently. Therefore, improving job satisfaction should be a company priority to encourage better performance in the future.

3. Work Loyalty Has a Significant Influence on Work Motivation

The results of this study indicate that **Work Loyalty** has a significant positive effect on **Work Motivation** at PKS PT PP Pati Sari, Aceh Tamiang Regency. With a coefficient value of 0.414, t-statistic 4.952 (greater than the t-table value of 1.967), and P Value 0.000 (<0.05), these results indicate that strong work loyalty directly increases employee work motivation. This means that employees who have a high commitment to the company and feel emotionally attached tend to have higher work motivation in carrying out their duties.

Work loyalty relationship is one of the factors that influence employee attitudes and enthusiasm in working. When employees feel they have a good relationship with the company, such as trust and appreciation for their contributions, this creates an intrinsic drive to work better. In the operations of PKS PT PP Pati Sari, strong work loyalty will create stable motivation among employees, thus supporting increased productivity and achieving company goals. Therefore, strengthening work loyalty through an inclusive



organizational culture and fair rewards is an important step in increasing employee work motivation.

4. Job Satisfaction Has a Significant Influence on Work Motivation

The results of this study indicate that **Job Satisfaction** has a significant positive effect on **Work Motivation** at PKS PT PP Pati Sari, Aceh Tamiang Regency. With a coefficient value of 0.446, t-statistic 5.658 (greater than the t-table value of 1.967), and P Value 0.000 (<0.05), these results confirm that the higher the level of job satisfaction felt by employees, the higher their work motivation. This reflects that employees who are satisfied with their work will be more motivated to work enthusiastically, dedicatedly, and committed in carrying out their duties.

The relationship between work motivation and success of a company's operations is one of the main factors that affect productivity and the success of a company's operations. When job satisfaction, such as a comfortable work environment, appreciation, and good interpersonal relationships, are met, employee work motivation tends to increase. In the operations of PKS PT PP Pati Sari, this contributes to more consistent employee performance and has a positive impact on achieving company goals. Therefore, creating a work environment that supports job satisfaction is an important strategy to increase employee motivation.

5. Work Motivation Has a Significant Influence on Employee Performance Motivation

The results of this study indicate that **Work Motivation** has the strongest influence on **Employee Performance** at PKS PT PP Pati Sari, Aceh Tamiang Regency. With a coefficient value of 0.567, t-statistic 9.373 (much greater than the t-table value of 1.967), and P Value 0.000 (<0.05), it can be concluded that work motivation plays a very important role in improving employee performance. This means that employees who have high motivation tend to show greater dedication, high productivity, and optimal work results.

The relationship between work motivation and performance is the main driving force that influences employee attitudes, behaviors, and performance. When employees have clear goals, adequate incentives, and a supportive work environment, they will be more motivated to make the best contribution. In the context of PKS PT PP Pati Sari, high work motivation can be a key factor in ensuring work efficiency and achieving company targets. Therefore, companies need to focus on strategies that can increase work motivation, such as providing awards, self-development opportunities, and building good communication between management and employees.



6. Work Motivation Mediates the Effect of Work Loyalty on Employee Performance

The results of this study indicate that the path of **Job Satisfaction -> Work Motivation -> Employee Performance** has a significant positive effect, with a coefficient value of 0.253, t-statistic 4.801 (greater than t-table 1.967), and P Value 0.000 (<0.05). These results confirm that **Work Motivation** significantly mediates the relationship between job satisfaction and employee performance at PKS PT PP Pati Sari, Aceh Tamiang Regency. This means that job satisfaction felt by employees not only increases performance directly but also through increased work motivation.

This relationship shows that employees who are satisfied with their jobs, such as in terms of a conducive work environment, adequate rewards, and good interpersonal relationships, will have higher work motivation. This motivation ultimately has a positive impact on employee performance. In the context of company operations, paying attention to aspects of job satisfaction can be a strategic step to increase employee motivation and productivity simultaneously, so that the company can achieve operational targets more effectively.

7. Work Motivation Mediates the Effect of Job Satisfaction on Employee Performance

The results of this study indicate that the path of **Work Loyalty -> Work Motivation -> Employee Performance** has a significant positive effect, with a coefficient value of 0.235, t-statistic 4.404 (greater than t-table 1.967), and P Value 0.000 (<0.05). These results indicate that **Work Motivation** significantly mediates the relationship between work loyalty and employee performance at PKS PT PP Pati Sari, Aceh Tamiang Regency. In other words, high work loyalty can increase employee work motivation, which ultimately has a positive impact on their performance.

This relationship shows the importance of work loyalty as a basis for building employee motivation. Employees who have high loyalty to the company, such as strong commitment and a sense of belonging, tend to be more motivated in carrying out their responsibilities. This high motivation then encourages employees to achieve better work results. Therefore, companies need to develop strategies to strengthen work loyalty, such as creating an inclusive work culture and rewarding employee contributions, to ensure continuous performance improvement.

CONCLUSION AND SUGGESTIONS

1. Conclusion

Based on the results of research conducted at PKS PT PP Pati Sari, Aceh Tamiang Regency, it can be concluded that:



- a. Work loyalty has a positive and significant effect on employee performance with a coefficient value of 0.152 and a t-statistic of 2.351. This shows that the higher the employee's work loyalty, the higher their performance in the company.
- b. Job satisfaction has a positive and significant influence on employee performance with a coefficient value of 0.253 and a t-statistic of 3.644. This finding indicates that increasing employee job satisfaction contributes to increasing their performance.
- c. Work loyalty has a positive and significant effect on work motivation with a coefficient value of 0.414 and a t-statistic of 4.952. These results prove that high work loyalty encourages increased employee work motivation.
- d. Job satisfaction has a positive and significant effect on work motivation with a coefficient value of 0.446 and a t-statistic of 5.658. This shows that employees who are satisfied with their jobs have higher work motivation.
- e. Work motivation has the strongest positive and significant influence on employee performance with a coefficient value of 0.567 and a t-statistic of 9.373. This confirms that work motivation is a dominant factor in improving employee performance.
- f. Work motivation significantly mediates the effect of job satisfaction on employee performance, with a coefficient value of 0.253 and a t-statistic of 4.801. This indicates that job satisfaction improves employee performance through increased work motivation.
- g. Work motivation significantly mediates the effect of work loyalty on employee performance, with a coefficient value of 0.235 and a t-statistic of 4.404. These results prove that work loyalty improves employee performance through increased work motivation.

2. Suggestion

Based on the findings of this study, several suggestions that can be given to improve employee performance at PKS PT PP Pati Sari are:

- a. Regarding the influence of work loyalty on performance: Management needs to develop a structured long-service reward program, such as providing loyalty bonuses every 5 years, increasing family health insurance according to length of service, and prioritized promotion opportunities for senior employees with good performance.
- b. Regarding the influence of job satisfaction on performance: Conduct employee satisfaction surveys periodically (every 6 months) to identify aspects that need improvement, such as working conditions, relationships with superiors, or

compensation systems. Survey results should be followed up with concrete improvements within a maximum of 3 months.

- c. Regarding the influence of loyalty on motivation: Implement a clear career development program by mapping out career paths for each position and providing appropriate training. Create a mentoring system where loyal senior employees can mentor junior employees.
- d. Regarding the influence of job satisfaction on motivation: Gradually improve work facilities and employee welfare, such as improving workspaces, adding rest facilities, and periodically reviewing remuneration packages to remain competitive with similar industries.
- e. Regarding the influence of motivation on performance: Implement a transparent performance management system with clear KPIs, accompanied by attractive incentives for achieving targets. Provide regular recognition through the "Employee of the Month" program with valuable rewards.
- f. Regarding the mediating role of motivation between job satisfaction and performance: Integrate job satisfaction improvement programs with motivation systems, for example by providing additional bonuses for work units that achieve high levels of employee satisfaction and performance simultaneously.
- g. Regarding the mediating role of motivation between loyalty and performance: Develop a reward and recognition program that combines aspects of loyalty and performance, such as giving special projects or greater responsibility to loyal employees who consistently show good performance, accompanied by appropriate compensation.

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