

**INFLUENCE OF COMPENSATION, WORK DISCIPLINE, WORK MOTIVATION,  
WORK LOYALTY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE  
AT PIZZA HUT RESTAURANT IN JEMBER CITY**

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## **ABSTRACT**

This research aims to see the influence of compensation variables, work discipline, motivation, loyalty and work environment on employee performance in Pizza Hut Jember restaurant. The data collection method is carried out through questionnaires. Samples taken from the entire existing population or using saturated samples. The data analysis method used is Multiple Linear Regression analysis, hypothesis testing using the t test and F test. The results obtained in this research are that partially the compensation and work discipline variables do not have a significant effect on employee performance. For motivation variables, employee loyalty and work environment have a significant effect on employee performance. Simultaneously all variables influence employee performance. The implication that can be formulated from the results of this research is that leaders at the PIZZA HUT Jember resort should formulate policies regarding compensation, rules and regulations regarding work discipline in order to encourage good performance for their employees. Apart from that, maintaining or even increasing motivation,

increasing loyalty and improving the work environment in order to maintain and improve employee performance.

**Keywords:** *Compensation, Discipline, Motivation, Loyalty, Work Environment*

## **INTRODUCTION**

Human resources are one of the most important factors in a company or organization because the success of a company or organization depends on the competence and performance of its human resources. Human resource management is very important to achieve company goals.

Human resources are people who work within an organization. These human resources are the driving force for the organization in realizing its existence Agus Salim and Mappatempo (2019).

Organizations and companies need human resources (employees) who have good performance and have the competencies required by the company. Organizations or companies need to ensure that their employees have good performance and are competitive so that they can realize the company's goals. Performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision, and mission as outlined through an organization's strategic planning, Moeheriono (2012). Performance is not just the result of work or work performance but also includes how the work process takes place. Devita, (2017) wrote that the factors or variables that influence performance are, namely the quality and abilities of employees, supporting facilities, and infrastructure. Some of these factors include (1) compensation; (2) work discipline; (3) work motivation; (4) work loyalty and (5) work environment. Compensation can be defined as a form of reciprocal service provided to employees as a form of appreciation for their contribution and work to the organization. Sembiring et al (2021), Work discipline is a tool used by managers to increase work motivation with employees so that they are willing to change their behavior and as an effort to increase awareness of a person's willingness to comply with all company regulations and applicable social norms. Rivai and Jauvani (2011), Motivation discusses how to encourage a person's work enthusiasm so that they are willing to work by providing their abilities and expertise optimally to achieve organizational goals. Sutrisno, et al (2018). Work loyalty is a diversity of roles and members using their thoughts and time to participate in achieving company goals keeping company secrets and not taking actions that are detrimental to the company as long as the person is still an employee, Hasibuan (2017) The work environment is the entire work facilities and work infrastructure around employees who are carrying out work which can influence the implementation of work Millah (2020).

Based on the description of several variables that influence employee performance, which is the final objective of the research, the problem formulation is prepared as follows:

- Do compensation, work discipline, work motivation, work loyalty, and work environment partially have a significant effect on the performance of Pizza Hut Jember restaurant employees
- Do compensation, work discipline, work motivation, work loyalty, and work environment simultaneously have a significant effect on the performance of Pizza Hut Jember restaurant employees

The aims of this research are:

- To test and analyze the influence of compensation, work discipline, work motivation, work loyalty, and work environment partially on the performance of Pizza Hut Jember restaurant employees
- To examine and analyze the influence of compensation, work discipline, work motivation, work loyalty, and work environment simultaneously on the performance of Pizza Hut Jember restaurant employees

## RESEARCH METHODOLOGY

This type of research is quantitative research. Quantitative research is research that requires a lot of use of numbers, starting from data collection, interpretation, and display of results files (Sugiono, 2014). In this research, the variables studied are compensation (X1), work discipline (X2), work motivation (X3), work loyalty (X4), and employee performance (Y). The research was conducted by the PIZZA HUT Restaurant in the city of Jember

Population according to Handayani (2020) is the totality of each element to be studied which has the same characteristics, this could be individuals from a group, event or something to be studied. In this study, the population was all employees of the Pizza Hut Jember restaurant, totaling 40 people.

According to Siyata & Sodik (2015), a sample is part of the number and characteristics of the population, or the smallest part of the population members taken according to a certain procedure so that it represents the population. The sampling technique used in this research is Non-Probability Sampling with a saturated sampling method (census). The saturated sampling technique is a sample determination technique in which all members of the population are used as samples. The use of this method is applicable if the population members are relatively small (easy to reach). In this research, because the population is 40 employees, it is relatively easy to reach, the author uses a saturated sampling method (census). With this sampling method, it is hoped that it will tend to be closer to the true value and it is hoped that it will also minimize the occurrence of errors/deviations in the population value.

The data analysis method used is Multiple Linear Regression Analysis with validity, reliability, and classical assumption tests carried out previously. To test the proposed hypothesis using the t-test and F test.

## RESULTS AND DISCUSSION

### Respondents by age group

Table 1 respondents by age

No	Age Interval	Amount
1	16 - 25 years old	11
2	26 - 35 years old	26
3	36 - 45 years old	3
Amount		40

### Description of Respondents Based on Gender

Table 2 Respondents by gender

No	Gender	Number of respondents
1	Man	26
2	Woman	14
Amount		40

Description of Research variables

Table 3 compensation variables

NO	INDICATOR	SS	%	S	%	N	%	T.S	%	STS	%	Total
1	X1.1	10	25	22	55	8	20	0	0	0	0	100
2	X1.2	7	17.5	21	52.5	10	25	2	5	0	0	100
3	X1.3	8	20	19	47.5	12	30	1	2.5	0	0	100

Data source: processed primary data

From the recapitulation of answers, it can be concluded that the majority answered in the affirmative. This could mean that the majority had the same opinion, that the company had paid attention to the issue of providing compensation.

Table 3 Work discipline variables

NO	INDICATOR	SS	%	S	%	N	%	T.S	%	STS	%	Total
1	X2.1	12	30	18	45	9	22.5	1	2.5	0	0	100
2	X2.2	15	37.5	21	52.5	4	10	0	0	0	0	100
3	X2.3	8	20	16	40	14	35	2	5	0	0	100

Data source: processed primary data

From the recapitulation of answers, it can be concluded that the majority answered in the affirmative. This could mean that the majority had the same opinion, that employees were disciplined at work.

Table 4. Work motivation variables

NO	INDICATOR	SS	%	S	%	N	%	T.S	%	STS	%	Total
1	X3.1	18	45	12	30	7	17.5	3	7.5	0	0	100
2	X3.2	14	35	17	42.5	9	22.5	0	0	0	0	100
3	X3.3	21	52.5	16	40	2	5.0	1	2.5	0	0	100

Data source: processed primary data

From the recapitulation of answers, it can be concluded that the majority answered in the affirmative. This can be interpreted as meaning that the majority have the same opinion, that employees have good motivation.

Table 4 Job Loyalty Variables

NO	INDICATOR	SS	%	S	%	N	%	T.S	%	STS	%	Total
1	X4.1	11	27.5	20	50	8	20	1	2.5	0	0	100
2	X4.2	9	22.5	14	35	10	25	5	12.5	2	0	100
3	X4.3	6	15	19	47.5	14	35	0	0	1	0	100

Data source: processed primary data

From the recapitulation of answers, it can be concluded that the majority answered in the affirmative. This can be interpreted as meaning that the majority have the same opinion, that employees have a responsibility to the company and have a willingness to cooperate.

Table 5 Work Environment Variables

NO	INDICATOR	SS	%	S	%	N	%	T.S	%	STS	%	Total
1	X5.1	10	25	25	62.5	4	10	1	2.5	0	0	100
2	X5.2	11	27.5	21	52.5	6	15	2	5	0	0	100
3	X5.3	11	27.5	21	52.5	7	17.5	1	2.5	0	0	100

Data source: processed primary data

From the recapitulation of answers, it can be concluded that the majority answered in the affirmative. This can be interpreted as meaning that the majority have the same opinion, that the work environment, work relationships and facilities provided to employees are quite good.

Table 6 Employee Performance Variables

NO	INDICATOR	SS	%	S	%	N	%	T.S	%	STS	%	Total
1	Y1.1..	11	27.5	20	50	8	20	1	2.5	0	0	100
2	Y1.2	12	30	22	55	5	12.5	1	2.5	0	0	100
3	Y1.3	20	50	18	45	2	5	0	0	0	0	100
4	Y1.4	6	15	19	47.5	14	35	1	2.5	0	0	

Data source: processed primary data

From the recapitulation of answers, it can be concluded that the majority answered in the affirmative. This could mean that the majority had the same opinion, that the employees had worked according to the standards set by the company.

The results of the validity, reliability and classical assumption tests can be explained as follows:

From the validity test analysis based on Gozali (2018), the conclusion obtained is valid because it meets the test criteria, namely the calculated r value of all variables > from r table. Based on the reliability test, the Cronbach Alpha value is 0.845, this value is above 0.60 so it can be said to be reliable by referring to the opinion of Arikunto (2013).

The results of the classical assumption test, for the normality test, can be seen from the SPSS printout giving the conclusion that it is normally distributed. Based on the one-sample Kolmogrov-Smirnov Test table, it is found that the significance value is 0.933 > 0.05, so it can be concluded that the data is normally distributed.

Multicollinearity can be seen from the tolerance value or the VIF value.

All Tolerance values are rated > 0.10 so it can be concluded that multicollinearity does not occur. All VIF values are < 10 so it can be concluded that multicollinearity does not occur. To test heteroscedasticity using a scatter plot, the results of the scatter plot image show that there is no clear pattern where the dots are spread out, indicating that heteroscedasticity does not occur.

Furthermore, the results of the Multiple Linear Regression Analysis obtained the following results:

The results of multiple linear regression show the following:

**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.998	2,365		-.422	,676		
Total.X1	,947	,145	-.074	-.655	,517	,623	1,605
Total.X2	,766	,135	-.063	-.568	,574	,655	1,527
Total.X3	,796	,142	,729	5,600	,000	,475	2,107
Total.X4	,446	,105	,407	4,232	,000	,872	1,147
Total.X5	,347	,136	,259	2,552	,015	,784	1,276

a. Dependent Variable: Total.Y

Source: SPSS 2023 Output

From the above equation, the Multiple Linear Regression equation can be prepared as follows:

$$Y = -0.998 + 0.947X_1 + 0.766X_2 + 0.796X_3 + 0.446X_4 + 0.347X_5$$

From the equation above it can be concluded that:

If the value of the variables compensation, work discipline, work motivation, loyalty and work environment is equal to 0, then employee performance is 0.998. The value of the compensation coefficient of 0.947 is positive, this can mean that if the compensation variable is increased by one unit, performance will increase by 0.947 units. The positive work discipline coefficient value of 0.766 can be interpreted as if there is an increase in the level of employee discipline by one unit then there is an increase in employee performance by 0.766 units. The motivation coefficient value is 0.796, meaning that if there is an increase in motivation given by one unit, it will increase employee performance by 0.796 units. The loyalty coefficient value is 0.466, meaning that if there is an increase in employee loyalty by one unit, it will mean that there is an increase in employee performance by 0.466 units. The work environment coefficient value is 0.347, meaning that if there is an increase in the elements in the environmental indicators by one unit, employee performance will increase by 0.347 units.

**Hypothesis test**

Before testing a hypothesis, it is necessary to know the hypothesis proposed in this research.

First hypothesis: it is suspected that there is a partial influence between the variables compensation, work discipline, work motivation, work loyalty and work environment on employee performance at the PIZZA HUT Restaurant in the city of Jember.

Second hypothesis: it is suspected that there is a simultaneous influence between compensation variables, work discipline, work motivation, work loyalty and work environment on employee performance at the PIZZA HUT Restaurant in the city of Jember.

The results of the hypothesis test can be seen as follows:

#### Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.998	2,365		-.422	,676		
Total.X1	,947	,145	-.074	-.655	,517	,623	1,605
Total.X2	,766	,135	-.063	-.568	,574	,655	1,527
Total.X3	,796	,142	,729	5,600	,000	,475	2,107
Total.X4	,446	,105	,407	4,232	,000	,872	1,147
Total.X5	,347	,136	,259	2,552	,015	,784	1,276

a. Dependent Variable: Total.Y

Source: SPSS Output, 2023

Judging from the t test results table above, the variables of work motivation, work loyalty and work environment have a significant and significant effect on employee performance. The compensation and work discipline variables have no effect and are not significant on employee performance.

#### Table of F Test Results

#### ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	145,805	5	29,161	18,036	,000b
Residual	54,970	34	1,617		
Total	200,775	39			

a. Dependent Variable: Total.Y

b. Predictors: (Constant), Total.X5, Total.X2, Total.X4, Total.X1, Total.X3

Source: SPSS Output, 2023

From the table it can be seen that the calculated F value  $>$  F table is  $18,036 > 2.49$  and the significance value is  $0.000 < 0.05$ , so  $H_a$  is accepted. Which means that the independent variables (Compensation, Discipline, Motivation, Loyalty and Work Environment) simultaneously have a positive and significant effect on the dependent variable (Employee Performance).

## **INTERPRETATION**

### Partial Influence

#### The Effect of Compensation on employee performance

The analysis results show that compensation does not have a significant effect on employee performance, this is shown by the significance value = 0.517. This value is  $>$  from the  $\alpha$  value used, namely 0.05. Compensation having no effect does not mean that employees do not need compensation, employees assume that the compensation given is what is determined by the company. The results of this research are not by research from Virya Samuel Tirta (2023), which states that compensation affects employee performance.

#### The influence of work discipline on employee performance

The analysis results show that work discipline does not have a significant effect on employee performance, this is shown by the significance value = 0.574. This value is  $>$  from the  $\alpha$  value used, namely 0.05. This condition indicates that the level of employee discipline needs to be increased in all aspects. The results of this research contradict the results of research from Rusyanaa Herdis, et al (2023), and Veny Putu Sri Rahayu, et al (2022) which stated that work discipline influences employee performance.

#### The influence of work motivation on employee performance

The results of the analysis show that work motivation has a significant effect on employee performance, this is shown by the significance value = 0.000. This value  $<$  of the  $\alpha$  value used, namely 0.05. This can be interpreted as meaning that employees at the PIZZA HUT restaurant in the city of Jember are encouraged to achieve good performance, employees are willing and responsible for their work which translates into working well. The results of this research research from Vina Komang Pebrianti (2023), Hudzaifah (2022), and Maria Anitheresia Sollo (2016) who stated that work motivation influences employee performance.

#### The influence of work loyalty on employee performance

The analysis results show that work loyalty has a significant effect on employee performance, this is shown by the significance value = 0.000. This value  $<$  of the  $\alpha$  value used, namely 0.05. These results indicate that most employees have worked responsibly, have a willingness to work together, and have a sense of belonging to the company. This sense of ownership gives rise to a responsibility to work well. This can also be related to characteristics of the respondents: Most of them are male and most of them are in the age range of 26 to 35 years, where this age is the productive age. The results of this research are by research from Rusyanaa Herdis, et al (2023) stated that there is an influence between work loyalty and employee performance.

#### The influence of the work environment on employee performance

The analysis results show that work loyalty has a significant effect on employee performance, this is shown by the significance value = 0.015. This value  $<$  of the  $\alpha$  value used, namely 0.05.



The work environment at the PIZZA HUT Jember restaurant can make employee performance better. A good physical environment, a comfortable working atmosphere, and good working relationships between colleagues and existing leaders can make and encourage employees to work better. These results are by research from Hudzaifah (2022) which states that the work environment influences employee performance.

#### Simultaneous Influence

From the results of simultaneous hypothesis testing, the results show that the variables of compensation, work discipline, work motivation, work loyalty, and work environment together influence employee performance. This conclusion means that when compensation is given appropriately, the level of employee discipline is good, the motivation given is right employees are encouraged to work well, the level of loyalty is high and the environment is in line with employee expectations, employee performance will be good and even increase.

### CONCLUSION

Based on the results of the analysis that has been carried out, several conclusions can be drawn from this research, namely:

1. Partially there is a significant influence of work motivation, work loyalty, and work environment variables on employee performance at the Pizza Hut Jember Restaurant. Furthermore, there is no significant influence of compensation and work discipline variables on employee performance at the Pizza Hut Jember Restaurant.
2. Simultaneously there is a significant influence of compensation variables, work discipline, work motivation, work environment, and work loyalty on employee performance at the Pizza Hut Jember Restaurant

### IMPLICATIONS

Based on the results of data analysis and conclusions obtained from this research, several implications can be formulated:

1. PIZZA HUT Jember Restaurant should always evaluate compensation systems and policies.
2. Evaluate rules and regulations regarding work discipline and implement existing rules and regulations.
3. Maintain several variables that can encourage or motivate employees.
4. Carrying out various efforts to increase employee loyalty to achieve good performance for employees
5. Maintaining a good work environment, including fostering work relationships between employees and work relationships between superiors and subordinates.

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