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ANALYZE THE EFFECT OF COMMUNICATION, TEAMWORK, AND WORK ENVIRONMENT ON EMPLOYEE LOYALTY AND EMPLOYEE PERFORMANCE OF PT PEPUTRA PEKANBARU

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Abstract:

Purpose:
This research aims to analyze the influence of communication, teamwork and work environment on the loyalty and performance of PT Peputra Pekanbaru employees.

Methodology:
This research is qualitative research. Data was collected through questionnaires from employees at the company. The population in this study was all 34 employees. The sampling technique uses the purposive method. The types of data sources are primary data and secondary data, while the data collection techniques are observation and questionnaires. The data processing method uses multiple regression analysis with the t test, F test, and R square as a statistical research method using SPSS.

Findings:
The results of this research show that communication and teamwork have a positive and significant effect on employee performance, while the work environment does not have a significant effect on employee performance.

Implication:
The work environment has been shown to have a significant effect on employee loyalty. Therefore, companies should prioritize improving physical facilities, creating a comfortable work atmosphere, and minimizing disturbances such as noise. A supportive work environment will motivate employees to remain in the company and perform optimally.

INTRODUCTION

In today's era of global change and rapid technological progress, businesses face intense competition. To remain competitive and succeed, companies need to manage key internal factors effectively, such as communication, teamwork, and the work environment. These elements play a vital role in guiding sound business decisions and achieving organizational goals.

PT Peputra is a company engaged in the plantation and palm oil processing industry, located at Jl. Mohammad Yamin No. 48, Pekanbaru, Riau. At PT Peputra, human resources are considered one of the key pillars in achieving the company's objectives. The company recognizes that qualified and competent employees have a significant impact on productivity and competitiveness in today's increasingly competitive market.

Therefore, PT Peputra strives to develop and motivate its employees by providing training programs and creating a supportive work environment. Nevertheless, challenges in managing human resources remain, particularly in adapting to technological changes and evolving market demands. Employee performance evaluation serves as one of the key methods used by the company to assess the effectiveness of its human resource management. This can be seen in the following table, which presents the results of employee performance assessments and loyalty levels at PT Peputra over the past three years :

Table 1. Employee Performance Evaluation at PT Peputra Pekanbaru

Evaluation of Employee Performance Quantity and Quality					
Employee Performance	Minimum Performance Standard	Year			Description
		2021	2022	2023	
Employee Performance Targets	75	86	80	76	Average
Work Behavior	75	85	83	80	Average
Job Performance	75	80	77	77	Average
Average Score:		**78**	**84**	**80**	**Average**

Sources: PT Peputra Pekanbaru, 2023

Based on Table 1, it can be observed that the employee performance of PT. Peputra Pekanbaru declined during the 2021–2023 period. The overall performance evaluations over the past three years indicate a notable decrease, particularly in employees' achievement of work targets.

Table 2. Employee Loyalty Assessment at PT. Peputra Pekanbaru

Evaluation of Employee Loyalty Quantity and Quality					
Employee Loyalty	Minimum Performance Standard	Year			Description
		2021	2022	2023	
Obedience or Compliance	75	89	87	80	Average
Employee Dedication	75	85	87	83	Average
Integrity	75	82	77	77	Average
Average Score:		**86**	**84**	**80**	**Average**

Sources: PT Peputra Pekanbaru, 2023

Based on Table 2, it can be observed that during the period from 2021 to 2023, employee loyalty at PT Peputra Pekanbaru experienced a decline. Overall, the assessment of employee loyalty over the past three years shows a significant decrease, particularly in terms of obedience and compliance. A continued decline in employee loyalty could negatively impact the company's ability to achieve its desired goals. Therefore, the company needs to take strategic actions to optimize employee performance and loyalty to ensure that its established targets can be effectively met.

According to Novita et al. (2020), effective communication between superiors and subordinates has a significant influence on employee job satisfaction, which in turn leads to more optimal performance. Previous studies supporting this view were conducted by Ni Ketut Okta Widia (2023) and Mutia Dwina S. & Abd. Kodir Djaelani (2020), whose research found that communication has a positive and significant effect on employee performance. However, these findings contrast with the study by Husni Adam N. and Andi Heru S. (2022), which stated that communication does not have a significant effect on employee performance.

To gain an understanding of employee loyalty and performance at PT Peputra Pekanbaru, a study was conducted involving 30 respondents. The results of the pre-survey indicated that, overall, employee loyalty and performance at PT Peputra Pekanbaru are relatively good, and employees generally feel satisfied with their work outcomes. However, several concerns were identified, such as a less conducive work environment due to noise disturbances. The purpose of this study is to determine and analyze the influence of communication, teamwork, and the work environment on employee loyalty and performance at PT Peputra Pekanbaru.

Previous Research

The Influence of Communication on Employee Loyalty

Communication is the process of conveying information and understanding from one person to another. Effective communication can only be achieved when mutual understanding arises — that is, when both the sender and the receiver of the message are able to comprehend the information. Communication is a process of delivering information from one individual to another with the expectation of creating a shared understanding and perception, which can then lead to specific actions aimed at achieving predetermined goals (Udiani & Adnyani, 2018).

According to Tucker and Smyser (2017) in their study published in the *Journal of Business and Psychology*, which examined the relationship between organizational communication and employee loyalty, transparent and participatory communication was found to enhance employees' sense of connection and commitment to the organization, thereby contributing to higher levels of loyalty.

Previous studies supporting this view were conducted by Achmad Zul Fauzan (2021) and Ibnu Hidayat & Andi Heru Susanto (2022), whose findings indicate that communication has a positive and significant effect on employee loyalty. However, these results differ from the study by Ria Sumarni (2019), which concluded that communication has no significant effect on employee loyalty. Based on the above discussion and previous research, the hypothesis proposed in this study is as follows:

H1: There is a positive influence of Communication on Employee Loyalty at PT Peputra Pekanbaru.

The Influence of Teamwork on Employee Loyalty

Eva and Boge (2017) stated that teamwork is an activity managed and carried out by a group of people within an organization. Teamwork helps build cohesion and enhances employee performance. According to Amirullah (2015), teamwork is a group of individuals working together to achieve a common goal. A team consists of people who collaborate to accomplish shared objectives, which are more easily achieved through teamwork than by working individually.

According to Wahjono et al. (2020:216), a work team is a group whose individual efforts produce performance outcomes greater than the sum of each member's individual contributions. Teamwork generates positive synergy through coordinated efforts. It is a process aimed at accomplishing work tasks and performance targets through the cooperation of several employees who share the same goal and act in a coordinated manner.

Previous studies supporting this view were conducted by Ibnu Hidayat and Andi Heru Susanto (2022) as well as Siti Maulidya and Dewi Susita (2023), whose findings revealed that teamwork has a positive and significant effect on employee loyalty. However, these results differ from the study by R.S. Santosa and R.W. Tanjung (2016), which stated that teamwork does not have a significant effect on employee loyalty. Based on the above discussion and previous research, the hypothesis proposed in this study is as follows:

H2: Teamwork has a positive and significant effect on Employee Loyalty at PT. Peputra Pekanbaru.

The Influence of Work Environment on Employee Loyalty

According to Siagian (2017), the work environment refers to everything surrounding employees that influences the tasks assigned to them. In general, it can be defined as the setting in which employees perform their duties and responsibilities. Therefore, the better and more comfortable the work environment provided by the company, the higher the employees' loyalty will be toward the organization.

Previous studies supporting this view were conducted by Verontino Fernando Giovanni and Mei Le (2022), as well as Ni Nyoman Padmawati Padma and I Ketut Sudana (2023). Their findings indicate that the work environment has a positive and significant effect on employee loyalty. Conversely, research by Siska Andini (2021) found that the work environment does not have a significant influence on employee loyalty. Based on the literature review and previous studies, the following hypothesis is proposed:

H3: There is a positive effect of the work environment on employee loyalty at PT Peputra Pekanbaru.

The Influence of Communication on Employee Performance

According to Novita et al. (2020), effective communication between superiors and subordinates greatly influences employee job satisfaction, which in turn leads to improved performance. Furthermore, employee performance has a significant impact on the overall performance of the organization; the better the employees perform, the better the organization's outcomes will be (Idowu, 2017).

Previous studies supporting this view were conducted by Ni Ketut Okta Widia (2023) and Mutia Dwina S. & Abd. Kodir Djaelani (2020). Their findings indicate that communication has a positive and significant effect on employee performance. However, this contrasts with the study by Husni Adam N. and Andi Heru S. (2022), which found that communication does not significantly influence employee performance. Based on the above discussion and previous studies, the following hypothesis is proposed:

H4: There is a positive effect of communication on employee performance at PT Peputra Pekanbaru.

The Influence of Teamwork on Employee Performance

Teamwork is a factor that influences employee performance. Through effective and well-coordinated collaboration, employees can achieve better work outcomes and higher performance. Teamwork is also considered one of the best organizational solutions, as organizational tasks cannot be carried out properly without alignment among members. A strong team is capable of delivering efficient performance, enabling employees to achieve the organization's predetermined goals. A study conducted by Pandelaki (2018) revealed that teamwork has a significant influence on employee performance.

Previous studies supporting this view were conducted by Husni Adam N. and Andi Heru S. (2022), as well as Vinca Regina Lestion (2020). Their findings show that teamwork has a positive and significant effect on employee performance. However, this contrasts with the study by Siti Indah Purwaning Yuwana (2022), which found that teamwork does not have a significant effect on employee performance. Based on the discussion and previous research, the following hypothesis is proposed:

H5: There is a positive effect of teamwork on employee performance at PT Peputra Pekanbaru.

The Influence of Work Environment on Employee Performance

Companies that provide a good work environment will naturally foster positive attitudes among employees, encouraging them to perform their tasks with enthusiasm and satisfaction. The work environment is a crucial component for employees in carrying out their daily activities. By maintaining a supportive and comfortable work atmosphere or creating conditions that motivate employees to work effectively, organizations can positively influence employees' morale and productivity. According to Basuki and Susilowati (2015), the work environment can directly or indirectly affect an individual or group in performing their activities.

Previous studies supporting this view were conducted by Nanda Aswan Rosman and Sri Wahyuningsih (2023), as well as Hermin Nainggolan (2023). Their findings indicate that the work environment has a positive and significant effect on employee performance. However, this contrasts with the study by Siti Indah Purwaning Yuwana (2022), which found that the work environment does not have a significant influence on employee performance. Based on the literature and previous studies, the following hypothesis is proposed:

H6: There is a positive effect of the work environment on employee performance at PT Peputra Pekanbaru.

The Influence of Employee Loyalty on Employee Performance

According to Siswanto (2015), loyalty is the determination and willingness to comply with, implement, and uphold something that is adhered to with full awareness and responsibility. This determination and willingness must be demonstrated through the employee's attitude and behavior in daily performance, as well as in carrying out assigned duties and responsibilities.

Previous studies supporting this view were conducted by Fitri Dyanti (2020) and Maulida & Askiah (2020). Their findings indicate that employee loyalty has a positive and significant effect on employee performance. However, this contrasts with the study by Vinca Regina Lestion (2020), which found that

employee loyalty does not have a significant effect on performance. Based on the discussion and previous research, the following hypothesis is proposed:

H7: There is a positive effect of employee loyalty on employee performance at PT Peputra Pekanbaru.

Framework

Based on the theoretical framework and the analysis of previous studies, a conceptual framework is presented to illustrate the theoretical thinking that serves as both a guideline and a logical flow of the research. In this framework, communication, teamwork, and work environment are proposed to have an influence on employee loyalty and employee performance. The conceptual framework used in this study is illustrated as follows:

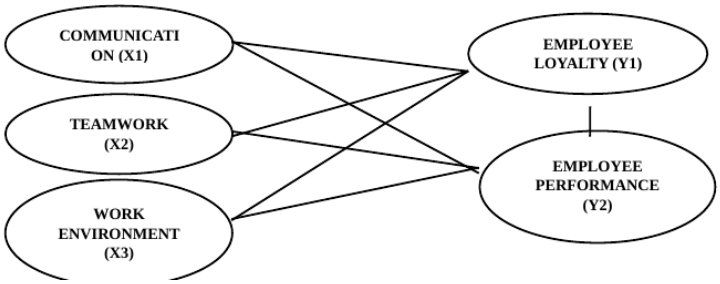


Figure 1. Framework

RESEARCH METHODOLOGY

Population

Population refers to the entire group of elements that are being studied and share similar characteristics. It may consist of individuals, groups, events, or objects to be examined (Handayani, 2020). In this study, the population consists of all employees of PT Peputra Pekanbaru in 2024, totaling 34 individuals.

Sample

The sampling method used in this study is purposive sampling, which involves selecting samples based on specific criteria or objectives relevant to the research. The sample in this study consists of 30 employees.

Types of research

Respondents were asked to provide their assessments of the dimensions of communication, teamwork, and work environment. The respondents were then categorized based on several characteristics, including gender, age, position, job title, and length of service.

Definition of variables

Table 3. Operational Variables

Variable	Indicator	Statement	Sources	Scale
Employee Loyalty (Y1)	Positive Relationship with the Organization	Employees strive to maintain good and sustainable relationships with the organization and their colleagues.		
		Employees actively participate in activities that strengthen their connection with the organization.		
	Willingness to Sacrifice	Employees are able to set aside personal interests for the benefit of the company.		

Variable	Indicator	Statement	Sources	Scale
Employee Performance (Y2)	Personal Interests	Their commitment to the organization reflects a prioritization of organizational goals over personal interests.	(Busro, 2018)	Interval
	Employee Retention or Willingness to Remain in the Company	Employees feel a sense of obligation to remain with the company in the long term.		
		They strive to overcome challenges in order to continue contributing to the organization.		
	Job Security	Employees feel safe and protected within the company's work environment.		
		The security provided by the organization allows employees to work comfortably and confidently.		
	Job Satisfaction	Employees feel satisfied with their roles and responsibilities within the company.		
		A positive work environment contributes to employees' overall job satisfaction.		
	Quality	Employees are able to achieve the best possible outcomes in their work.		
		Employees are able to perform tasks in accordance with the company's established standards.		
	Quantity	Employees are able to complete all assigned tasks.		
		Employees are capable of handling additional tasks assigned by their supervisors.		
	Timeliness	Employees consistently complete their work on time.	(Noviawati, 2016)	Interval
		Employees are able to finish tasks ahead of the assigned deadlines.		
	Effectiveness	Employees utilize available resources to achieve desired outcomes.		
		Employees consistently maximize their effort in performing tasks.		
	Attendance	Employees make consistent efforts to be present at work on time every day.		
		High employee attendance positively impacts team and organizational performance.		

Variable	Indicator	Statement	Sources	Scale
Communication (X1)	Wisdom and Courtesy	In communication, all team members demonstrate mutual respect and courtesy.	(Hamiruddin *et al.*, 2019)	Interval
		Team discussions are conducted thoughtfully, maintaining a positive atmosphere.		
	Acceptance of Feedback	Team members are open to feedback, both positive and constructive.		
		Employees feel comfortable giving and receiving feedback from colleagues without concern.		
	Information Sharing	Relevant and important information is consistently shared openly within the team.		
		We have a practice of sharing knowledge and experiences to support one another.		
	Task Information Provision	Each team member is provided with clear and comprehensive information regarding the tasks to be performed.		
		Communication about tasks and responsibilities is conducted regularly to ensure everyone understands their roles.		
	Team Goals Focus	Each team member has a clear understanding of the shared objectives to be achieved.		
		All team members are committed to working towards the accomplishment of the established goals.		
Teamwork (X2)	Motivation	I feel motivated to contribute my best to the team due to the support from colleagues.	(Hamiruddin *et al.*, 2019)	Interval
		The team environment encourages me to be more enthusiastic in completing tasks.		
	Teamwork	Team members respect each other's ideas and opinions during the collaboration process.		
		We are able to build good relationships and mutual trust among team members.		
	Task Coordination	Team members coordinate tasks effectively to achieve shared objectives.		
		Task distribution within the team is conducted clearly and in a structured manner.		
Work Environment (X3)	Work Atmosphere	The work environment enhances employees' productivity and creativity.	(Nitisemito, 2016)	Interval

Variable	Indicator	Statement	Sources	Scale
		I feel comfortable and motivated by the atmosphere in the workplace.		
	Relationship with Colleagues	Colleagues support each other in achieving common goals.		
		Communication among colleagues is conducted well and openly.		
	Subordinate-Superior Relationship	My supervisor provides constructive feedback and supports career development.		
		I feel valued and heard by my supervisor during every discussion.		
	Work Facilities	Existing work facilities are adequate to support daily activities.		
		The physical work environment is comfortable and promotes employees' health and well-being.		

Sources : Processed data , 2025

Data analysis techniques

1. **Validity Test**

The validity test is used to determine whether a questionnaire is valid or not. A questionnaire is considered valid if its statements are able to reveal the aspects that the questionnaire is intended to measure. To assess the consistency and accuracy of the data collected using the questionnaire, a validity test is conducted using the Corrected Item-Total Correlation. An item is considered valid if the Corrected Item-Total Correlation is greater than 0.3. In this study, the validity of the instrument was tested using SPSS.

2. **Reliability Test**

Reliability testing is a tool used to measure the consistency of respondents' answers. If the answers provided are consistent, the research instrument (questionnaire) is considered reliable. In this study, the reliability of the questionnaire was tested only once (*one-shot*) using the Cronbach's Alpha feature in SPSS. If the Cronbach's Alpha value is greater than 0.60, the questionnaire is considered reliable.

3. **Hypothesis Testing**

To determine whether the independent variables have an effect on the dependent variable, hypothesis testing is conducted through both simultaneous testing (F-test) and partial testing (t-test).

RESULTS AND DISCUSSION

Table 4. Respondent Characteristics

Demographics	Category	Number of Respondents	Percentage (%)
Gender	Male	**14**	46,67%
	Female	**26**	53,33%
	Total	**30**	**100%**
Age	< 20 Years	4	13,33%
	21 – 25 Years	10	33,33%

Demographics	Category	Number of Respondents	Percentage (%)
	26 – 30 Years	9	30,00%
	31 – 35 Years	7	23,33%
	Total	**30**	**100%**
Work Experience	<1 Years	4	13,33%
	1 – 3 Years	13	43,33%
	4 – 6 Years	9	30,00%
	7 – 10 Years	4	13,33%
	Total	**30**	**100%**
Position/Division	Head of Finance Department	1	3,33%
	Head of Accounting Department	2	6,67%
	Head of Internal Audit Department	1	3,33%
	Head of Purchasing Department	1	3,33%
	Head of Marketing Department	1	3,33%
	Finance Staff	6	20,0%
	Accounting Staff	7	23,3%
	Internal Audit Staff	6	20,0%
	Purchasing Staff	2	6,67%
	Marketing Staff	3	10,0%
	Total	**30**	**100%**

Sources : Processed data , 2025

Based on gender characteristics, the majority of respondents in this study were female, totaling 26 respondents (53.3%), while male respondents were fewer, with 14 individuals (46.7%).

Regarding age, the largest group of respondents was aged 21–25 years, with 10 respondents (33.3%). Respondents under 20 years old accounted for 4 individuals (13.3%), those aged 26–30 years totaled 9 respondents (30.0%), and respondents aged 31–35 years numbered 7 (23.3%).

In terms of length of service, most respondents had worked for 1–3 years, totaling 13 respondents (43.3%). The groups with the fewest respondents were those with less than 1 year and 7–10 years of service, each consisting of 4 respondents (13.3%), while respondents with 4–6 years of service totaled 9 individuals (30.0%).

Regarding position, the largest number of respondents held the role of Accounting Staff, with 7 individuals (23.3%). Positions with the fewest respondents included Head of Internal Audit, Marketing, and Purchasing, each represented by only 1 respondent.

Questionaire Test

Data Validity Test

The validity of an instrument indicates the extent to which the measurement tool is able to accurately represent the main objectives of a given measurement. An item is considered valid if the corrected item-total correlation value exceeds 0.30. The following are the results of the instrument validity test conducted in this study.

Table 5. Instrument Validity Test

Number	Variable	Statement	*CITC* Score	*Cut Off*	Description
1.	Employee Loyalty	Y1.1	0,777	0,30	Valid
2.		Y1.2	0,739	0,30	Valid
3.		Y1.3	0,573	0,30	Valid
4.		Y1.4	0,452	0,30	Valid
5.		Y1.5	0,547	0,30	Valid
6.		Y1.6	0,479	0,30	Valid
7.		Y1.7	0,548	0,30	Valid
8.		Y1.8	0,647	0,30	Valid
9.		Y1.9	0,752	0,30	Valid
10.		Y1.10	0,457	0,30	Valid
1.	Employee Performance	Y2.1	0,706	0,30	Valid
2.		Y2.2	0,672	0,30	Valid
3.		Y2.3	0,473	0,30	Valid
4.		Y2.4	0,828	0,30	Valid
5.		Y2.5	0,743	0,30	Valid
6.		Y2.6	0,678	0,30	Valid
7.		Y2.7	0,645	0,30	Valid
8.		Y2.8	0,650	0,30	Valid
9.		Y2.9	0,630	0,30	Valid
10.		Y2.10	0,389	0,30	Valid
1.	Communication	X1.1	0,687	0,30	Valid
2.		X1.2	0,756	0,30	Valid
3.		X1.3	0,679	0,30	Valid
4.		X1.4	0,601	0,30	Valid
5.		X1.5	0,802	0,30	Valid
6.		X1.6	0,690	0,30	Valid
7.		X1.7	0,678	0,30	Valid
8.		X1.8	0,538	0,30	Valid
1.	Teamwork	X2.1	0,512	0,30	Valid
2.		X2.2	0,316	0,30	Valid
3.		X2.3	0,548	0,30	Valid
4.		X2.4	0,465	0,30	Valid
5.		X2.5	0,673	0,30	Valid
6.		X2.6	0,656	0,30	Valid
7.		X2.7	0,461	0,30	Valid
8.		X2.8	0,597	0,30	Valid
1.	Work Enviroment	X3.1	0,707	0,30	Valid
2.		X3.2	0,671	0,30	Valid
3.		X3.3	0,815	0,30	Valid

Number	Variable	Statement	*CITC* Score	*Cut Off*	Description
4.		X3.4	0,597	0,30	Valid
5.		X3.5	0,637	0,30	Valid
6.		X3.6	0,644	0,30	Valid
7.		X3.7	0,803	0,30	Valid
8.		X3.8	0,712	0,30	Valid

Sources : Processed data , 2025

Table 5 shows that the variables of communication, teamwork, work environment, loyalty, and employee performance have AVE values greater than 0.30. It can be concluded that all variables in this study are considered valid.

Reliability Test

Reliability testing can be conducted by examining Cronbach's Alpha. An instrument is considered reliable if, when used multiple times to measure the same object, it produces consistent results. According to Ghozali (2016), the criteria for reliability testing are as follows: if the reliability coefficient is greater than 0.60, the instrument is considered to have good reliability; if the reliability coefficient is less than 0.60, the instrument is deemed unreliable. The results of the reliability test can be seen in Table 4.14 below.

Table 6. Reability Test Results

Variable	Cronbanch's Alpha	Description
Employee Loyalty	0,874	r Count > 0,60 Reliable
Employee Performance	0,895	r Count > 0,60 Reliable
Communication	0,896	r Count > 0,60 Reliable
Teamwork	0,810	r Count > 0,60 Reliable
Work Environtment	0,905	r Count > 0,60 Reliable

Sources : Processed Data from SPSS, 2025

As shown in Table 6, the Cronbach's Alpha values for the variables are as follows: employee loyalty at 0.874, employee performance at 0.895, communication at 0.896, teamwork at 0.810, and work environment at 0.905. It can be concluded that all variables are reliable.

Classical Assumption Test

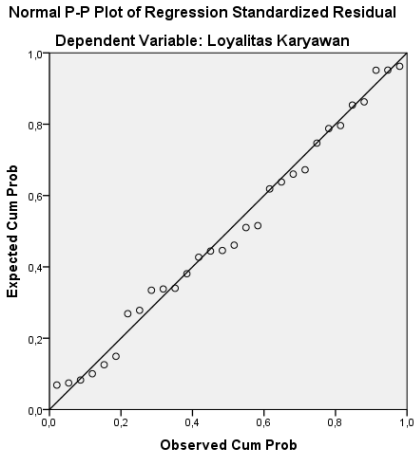
Classical assumption testing is conducted to determine whether the data deviate from the required conditions. There are four important assumptions as prerequisites for regression analysis: normality, autocorrelation, multicollinearity, and heteroscedasticity.

Normality Test

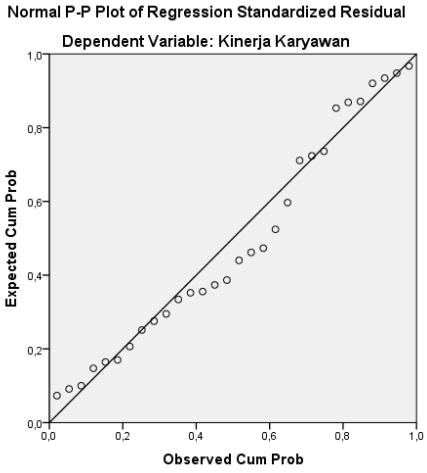
The normality test is used to determine whether the independent and dependent variables, or both, in a regression model have a normal distribution (Ghozali, 2016). To assess normality, the Normal P-P Plot of Regression Standardized Residuals can be used. In the Normal P-P Plot, the data are considered normally distributed if the points are scattered around the diagonal line and follow its direction. For a clearer illustration, see the figure below:

Figure 2. Normality Test Results

Employee Loyalty Variable (Y1)



Variable Y2 (Employee Performance)



Sources : Processed Data from SPSS, 2025

As shown in the figure above, the results indicate that the points are closely scattered around the diagonal line. This suggests that the regression model follows a normal distribution. Data normality can also be tested using the One-Sample Kolmogorov-Smirnov test, where a significance value greater than 0.05 indicates that the data are normally distributed. Conversely, if the significance value is below 0.05, the data are considered not normally distributed (Ghozali, 2016). The One-Sample Kolmogorov-Smirnov Test was conducted as follows:

Table 7. Results of the One-Sample Kolmogorov–Smirnov Test

a. For The Employee Loyalty Variable (Y1)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.31413701
Most Extreme Differences	Absolute	.149
	Positive	.149
	Negative	-.110
Test Statistic		.149
Asymp. Sig. (2-tailed)		.088[c]

Sources : Processed Data from SPSS, 2025

b. For Variable Y2 (Employee Performance)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.17723721
Most Extreme Differences	Absolute	.082
	Positive	.061
	Negative	-.082
Test Statistic		.082
Asymp. Sig. (2-tailed)		.200[c,d]

Sources : Processed Data from SPSS, 2025

Based on the table above, the results of the One-Sample Kolmogorov-Smirnov Test show that the Employee Loyalty variable has a significance value of 0.088c, while the Employee Performance variable has a significance value of 0.200c,d. These results indicate that the data for both variables are normally distributed.

4.4.3.2 Multicollinearity Test

According to Ghozali (2016), the multicollinearity test is conducted to examine whether there is a correlation among independent variables in a regression model. In this study, multicollinearity was assessed using the tolerance value and the variance inflation factor (VIF). These two measures indicate the extent to which each independent variable is explained by the other independent variables. If the tolerance value is greater than 0.10 and the VIF is less than 10, multicollinearity is not present. The results of the multicollinearity test can be seen in Table 4.16 below:

Table 8. Multicollinearity Test Results

a. For The Employee Loyalty Variable (Y1)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	.342	.325		1.053	.302	
	X1	.018	.120	.050	.147	.884	.337
	X2	-.026	.174	-.064	-.149	.883	.206
	X3	-.021	.108	-.061	-.191	.850	.369

Coefficients[a]

Model		Collinearity Statistics
		VIF
1	(Constant)	
	X1	2.970
	X2	4.845
	X3	2.713

Sources : Processed Data from SPSS, 2025

a. Dependent Variable: Employee Loyalty

b. For Variable Y2 (Employee Performance)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	.399	.165		2.413	.023	
	X1	.071	.059	.379	1.200	.241	.325
	X2	-.095	.088	-.448	-1.088	.287	.191
	X3	.070	.056	.398	1.264	.218	.327
	Y1	-.109	.064	-.524	-1.692	.103	.338

Coefficients[a]

Model		Collinearity Statistics
		VIF
1	(Constant)	
	X1	3.073
	X2	5.223
	X3	3.057
	Y1	2.959

Sources : Processed Data from SPSS, 2025

a. Dependent Variable: Employee Performance

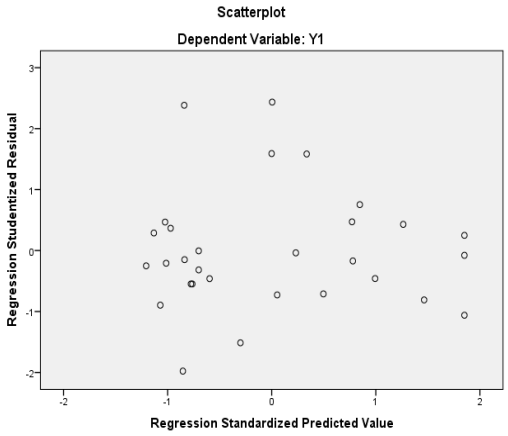
Based on Table 4.16, the analysis using tolerance values and VIF indicates that all independent variables have tolerance values above 0.10 and VIF values below 10. It can be concluded that the regression model in this study does not exhibit multicollinearity.

Heteroscedasticity Test

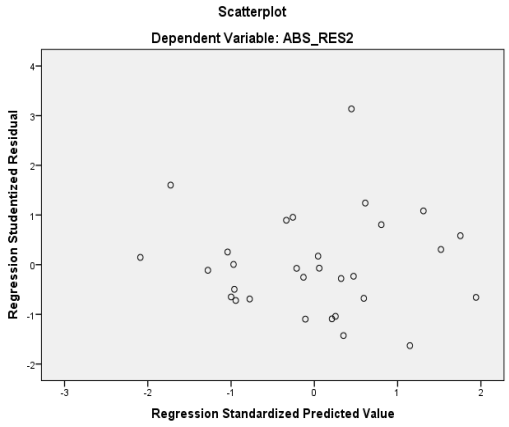
According to Ghozali (2016), the heteroscedasticity test is conducted to examine whether there is inequality in the variance of residuals from one observation to another in a regression model. The presence or absence of heteroscedasticity can be detected by examining a plot of the predicted values.

Figure 3. Heteroscedasricity Test Results

For The Employee Loyalty Variable (Y1)



For The Employee Performance Variable (Y2)



Sources : Processed Data from SPSS, 2025

Based on Figure 3, the scatterplot results from the heteroscedasticity test show that the data are randomly dispersed above and below zero on the Y-axis. This indicates that the regression model in this study is free from heteroscedasticity.

Table 9. Model Feasibility Test (F-Test)

a. For The Employee Loyalty Variable (Y1)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.605	3	1.868	16.975	.000[b]
	Residual	2.862	26	.110		
	Total	8.467	29			

Sources: Processed Data from SPSS, 2025

a. Dependent Variable: Employee Loyalty

b. Predictors: (Constant), X3, X1, X2

b. For The Employee Performance Variable (Y2)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.616	4	2.154	59.112	.000[b]
	Residual	.911	25	.036		
	Total	9.527	29			

Sources: Processed Data from SPSS, 2025

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Y1, X1, X3, X2)

Based on the results of the Model Feasibility Test (F-Test) above, the F value for the Employee Loyalty variable is 16.975, and F = 59.112 with Sig. = 0.000. It can be concluded that the regression model used is feasible and significant for this study. This indicates that the model is capable of effectively and reliably explaining the relationship between the independent and dependent variables.

Table 10. Determination Coefficient Test Results (R2)

a. For the Employee Loyalty Variable (Y1)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.814[a]	.662	.623	.3318	2.131

Sources : Processed Data from SPSS, 2025

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y1

b. For The Employee Performance Results (Y2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.951[a]	.904	.889	.1909	1.832

Sources : Processed Data from SPSS, 2025

a. Predictors: (Constant), Y1, X1, X3, X2

a. Predictors: (Constant), Y1, X1, X3, X2

b. Dependent Variable: Y2

Dettermination Coefficient Test (R^2)

According to Ghozali (2016), the coefficient of determination is used to measure the extent to which independent variables can explain the variation in the dependent variable. If the Adjusted R^2 equals 1, it means that the fluctuations in the dependent variable are entirely explained by the independent variables, with no other factors contributing to the changes in the dependent variable. Conversely, if the Adjusted R^2 is close to 1, it indicates a strong ability of the independent variables to explain the dependent variable. On the other hand, if the Adjusted R^2 approaches 0, it signifies a weaker explanatory power of the independent variables regarding the fluctuations in the dependent variable. The results of the determination coefficient (R^2) test can be seen in the table above.

Based on the results of the determination coefficient (R^2) test for the Employee Loyalty variable, the Adjusted R^2 value is 0.662, or 66.2%. This indicates that the independent variables (communication, teamwork, and work environment) can explain 66.2% of the variation in employee loyalty, while the remaining 33.8% is influenced by other factors not included in this study.

For the Employee Performance variable, the Adjusted R^2 value is 0.904, or 90.4%. This means that the independent variables (communication, teamwork, work environment, and employee loyalty) can explain 90.4% of the variation in employee performance, while the remaining 9.6% is influenced by other factors not examined in this study.

Multiple Linear Regression Analysis

By processing the data using SPSS, the coefficients table was obtained, showing the results of the multiple linear regression analysis. Based on Table 4.17, the multiple linear regression equation can be expressed as follows:

1. Regression Equation for Employee Loyalty (Y1):

Y1=0,787+0,169(X1)+0,367(X2)+0,291(X3)

2. Regression Equation for Employee Performance (Y2):

Y2=−0,249+0,199(X1)+0,028(X2)+0,315(X3)+0,503(Y1)

T-Test

The T-test is conducted to determine the partial effect of communication, teamwork, and work environment variables on employee loyalty and performance, as follows:

Table 11. Hypothesis Test Results (T-Test)

a. Employee Loyalty Variable (Y1)

Variable	B	t statistic	t table	Sig	Conclusion	Hypothesis Conclusion
(Constant)	0,787	1,638		0,05		
Communication	0,169	0,953	2,056	0,17	Not Significant	H0 is accepted, Ha is rejected
Teamwork	0,367	1,425	2,056	0,08	Not Significant	H0 is accepted, Ha is rejected
Work Environment	0,291	1,815	2,056	0,04	Significant	Ha is accepted, H0 is rejected

b. Employee Performance Variable (Y2)

Variable	B	t statistic	t table	Sig	Conclusion	Hypothesis Conclusion
(Constant)	-0,249	-0,857		0,20		
Communication	0,199	1,914	2,060	0,03	Significant	Ha is accepted, H0 is rejected
Teamwork	0,028	0,185	2,060	0,42	Not Significant	H0 is accepted, Ha is rejected
Work Environment	0,315	3,216	2,060	0,02	Significant	Ha is accepted, H0 is rejected
Employee Loyalty	0,503	4,456	2,060	0,00	Significant	Ha is accepted, H0 is rejected

Sources: Processed Data from SPSS, 2025

The results of the hypothesis testing using SPSS in this study can be seen in Table 4.17 above. Based on Table 4.17, the relationships between the independent variables and the dependent variable in this study can be described as follows:

1. For the communication variable (X1), the t-statistic = 0.953 < t-table = 2.056, with a significance level of 0.17 > 0.05. This indicates that communication (X1) does not have a significant effect on employee loyalty.
2. For the teamwork variable (X2), the t-statistic = 1.425 < t-table = 2.056, with a significance level of 0.08 > 0.05. This indicates that teamwork (X2) does not have a significant effect on employee loyalty.
3. For the work environment variable (X3), the t-statistic = 1.815 < t-table = 2.056, with a significance level of 0.04 < 0.05. This indicates that the work environment (X3) has a significant effect on employee loyalty.
4. For the communication variable (X1), the t-statistic = 1.914 < t-table = 2.060, with a significance level of 0.03 < 0.05. This indicates that communication (X1) has a significant effect on employee performance.
5. For the teamwork variable (X2), the t-statistic = 0.185 < t-table = 2.060, with a significance level of 0.42 > 0.05. This indicates that teamwork (X2) does not have a significant effect on employee performance.
6. For the work environment variable (X3), the t-statistic = 3.216 > t-table = 2.060, with a significance level of 0.002 < 0.05. This indicates that the work environment (X3) has a significant effect on employee performance.
7. For the employee loyalty variable (Y1), the t-statistic = 4.456 > t-table = 2.060, with a significance level of 0.000 < 0.05. This indicates that employee loyalty (Y1) has a significant effect on employee performance.

Discussion of Research Results

Based on the previous explanation, this study aims to analyze the effect of communication, teamwork, and work environment on employee loyalty and performance at PT Peputra Pekanbaru. The discussion presented here seeks to examine the significant influence of the independent variables (communication, teamwork, and work environment) on the dependent variable (employee performance). The overall results of the testing and correlations within this research model are as follows:

1.The Influence of Communication on Employee Loyalty

Based on the analysis results, the communication variable (X1) does not have a significant effect on employee loyalty. This means that workplace communication is not a dominant factor influencing employee loyalty. It suggests that even if communication runs well, employees may prioritize other

factors, such as welfare or the recognition they receive. However, it remains important for the company to maintain effective communication to support team performance and prevent potential miscommunication.

Communication is closely related to employee characteristics. The majority of PT Peputra employees are aged 20–30 years, where younger employees tend to be more adaptive to digital and informal communication, while more senior employees may value direct and formal communication. Since most respondents are younger employees, they may prioritize aspects such as welfare over communication.

Previous studies supporting this view include Ria Sumarni (2019), who stated that communication does not affect employee loyalty, which contrasts with the findings of Achmad Zul Fauzan (2021) and Ibnu Hidayat & Andi Heru Susanto (2022), whose studies found that communication has a positive and significant effect on employee loyalty.

2. The influence of Teamwork on Employee Loyalty

The analysis results indicate that teamwork (X2) also does not have a significant effect on employee loyalty. This suggests that even though employees are able to collaborate effectively within teams, their loyalty is not solely determined by this factor. Nevertheless, the company should continue to strengthen teamwork, as it can influence overall work productivity. Employee loyalty may be more affected by personal recognition or career development opportunities rather than interpersonal relationships within the team.

Teamwork is closely related to employee characteristics. Most PT Peputra employees have a tenure of 1–3 years or 4–6 years. Employees with longer tenure may already be accustomed to team dynamics and may not view it as a primary factor in determining their loyalty. Newer employees are more likely to feel the impact of poor teamwork.

Previous studies supporting this view include R.S. Santosa & R.W. Tanjung (2016), who stated that teamwork does not affect employee loyalty. This contrasts with the findings of Ibnu Hidayat & Andi Heru Susanto (2022) and Siti Maulidya & Dewi Susita (2023), whose studies found that teamwork has a positive and significant effect on employee loyalty.

3. The Influence of Work Environment on Employee Loyalty

The work environment (X3) has been proven to have a positive effect on employee loyalty. This means that a conducive, comfortable, and supportive work atmosphere can enhance employees' loyalty to the company. It indicates that employees feel more motivated and committed when they work in a safe environment, free from disturbances, and equipped with adequate facilities. Therefore, the company needs to ensure a positive work environment by paying attention to factors such as cleanliness, comfort, and a productive atmosphere.

The work environment is closely related to employee characteristics. Younger employees tend to prioritize factors such as work flexibility, workspace aesthetics, and technological facilities, while more senior employees may focus more on ergonomics, workplace safety, and environmental stability.

Previous studies supporting this finding include Verontino Fernando Giovanni & Mei Le (2022) and Ni Nyoman Padmawati Padma & I Ketut Sudana (2023), who found that the work environment has a positive and significant effect on employee loyalty. This contrasts with the findings of Siska Andini (2021), which reported that the work environment does not affect employee loyalty.

4. The Influence of Communication on Employee Performance

Based on the results of the Hypothesis Test analysis, it was found that the communication variable (X1) has a positive effect on employee performance at PT Peputra Pekanbaru. This indicates that communication is one of the dominant factors influencing employee performance. Consequently, employee performance in the company remains relatively stable, and important work-related information can be conveyed effectively because communication among employees functions well.

This is supported by the highest-rated indicator, statement 15, which states, "Team members are open to feedback, both positive and constructive." It can be concluded that team members who are open to feedback tend to communicate more transparently. They feel comfortable sharing important information for team success without fear of being misunderstood or rejected, which positively impacts employee performance.

The communication factor is also closely related to respondent characteristics such as age, gender, position, or tenure. Respondents with longer tenure tend to be more open to feedback because they have more experience and a better understanding of the importance of communication within the team. On the other hand, respondents in higher positions show a tendency to provide constructive feedback to the team, thereby enhancing collaboration and overall performance. This indicates that individual differences influence how employees utilize communication as a tool to support work productivity.

Previous studies supporting this finding include Ni Ketut Okta Widia (2023) and Mutia Dwina S. & Abd. Kodir Djaelani (2020), who found that communication has a positive and significant effect on employee performance. This contrasts with the findings of Husni Adam N. & Andi Heru S. (2022), which reported that communication does not affect employee performance.

5. The Influence of Teamwork on Employee Performance

Based on the results of the Hypothesis Test analysis, it was found that the teamwork variable (X2) does not have a significant effect on employee performance at PT Peputra Pekanbaru. This indicates that teamwork is not a dominant factor influencing employee performance. As a result, employee performance in the company remains relatively stable, tasks are completed on time, and employees respect each other's opinions because they possess the necessary skills to understand the work and viewpoints presented.

This is supported by the highest-rated indicator, statement 15, which states, "Team members respect each other's ideas and opinions." It can be concluded that the ideas or opinions expressed by an individual are well-received by other team members, thereby positively impacting employee performance.

Teamwork is also closely related to respondent characteristics such as age, gender, position, and tenure. Respondents with longer tenure tend to have the ability to build solid teamwork because they are familiar with work patterns and team dynamics. Conversely, younger respondents tend to bring creative ideas that can enrich the collaborative process, especially when supported by mutual respect from other team members. Position also plays an important role, where team leaders with good communication skills can act as effective facilitators, uniting ideas and opinions within the team and thereby enhancing overall employee performance.

Previous studies supporting this finding include Siti Indah Purwaning Yuwana (2022), who stated that teamwork does not affect employee performance. This contrasts with the findings of Husni Adam N. & Andi Heru S. (2022) and Vinca Regina Lestion (2020), whose studies found that teamwork has a positive and significant effect on employee performance.

6. The Influence of Work Environment on Employee Performance

Based on the results of the descriptive analysis, it was found that the work environment variable (X3) has a positive effect on employee performance at PT Peputra Pekanbaru. This indicates that the work environment is one of the factors influencing employee performance. Employee performance tends to remain stable when the work environment is favorable, characterized by a supportive culture, leaders who encourage participation, and an atmosphere where employees feel free to express their opinions. This is supported by the highest-rated indicator, statement 6, which states, "Team members respect each other's ideas and opinions during the collaboration process." It can be concluded that ideas or opinions expressed by an individual are well-received by other team members.

A company with a positive work environment fosters a constructive attitude among employees, encouraging them to carry out tasks enthusiastically and with satisfaction. The work environment is a critical component for employees in performing their activities. By ensuring a conducive work environment or creating conditions that motivate employees, companies can positively influence employees' work engagement.

The work environment factor is also related to respondent characteristics such as age, gender, position, and tenure. Respondents with longer tenure may be accustomed to existing workplace conditions and therefore better able to handle disturbances, such as noise. In contrast, younger or newly hired employees tend to be more sensitive to less favorable conditions because they require time to adapt. Additionally, position can influence perceptions of the work environment, as employees in higher positions often have quieter workspaces and greater privacy compared to operational-level employees. This highlights the importance of creating a work environment that supports productivity for all employees, regardless of their individual characteristics.

Previous studies supporting this finding include Nanda Aswan Rosman & Sri Wahyuningsih (2023) and Hermin Nainggolan (2023), who reported that the work environment affects employee performance. This contrasts with the findings of Siti Indah Purwaning Yuwana (2022), which indicated that the work environment does not affect employee performance.

The Influence of Employee Loyalty on Employee Performance

The research results indicate that employee loyalty (Y1) has a positive effect on employee performance. This means that the higher the level of employee loyalty, the higher the employees' performance within the company. Strong loyalty can foster feelings of satisfaction, pride, and emotional attachment to the organization, making employees more likely to feel comfortable remaining with the company.

Moreover, strong loyalty reflects a conducive work environment, recognition of employee contributions, and opportunities for growth within the company, which ultimately enhances performance. In other words, companies that provide good facilities and maintain competent standards tend to increase employee loyalty and are more successful in retaining employees over the long term.

Previous studies supporting this finding include Fitri Dyanti (2020) and Maulida & Askiah (2020), who reported that employee loyalty has a positive and significant effect on employee performance. This contrasts with the findings of Vinca Regina Lestion (2020), which stated that employee loyalty does not affect employee performance.

CONCLUSION

Based on the results of the study examining the influence of communication, teamwork, and work environment on employee loyalty and performance at PT Peputra Pekanbaru, the following conclusions can be drawn:

1. The Influence of Communication on Employee Loyalty

Communication (X1) does not have a significant effect on employee loyalty. Although effective communication is important for supporting company operations, employee loyalty is more influenced by other factors such as welfare or rewards received. Nevertheless, maintaining effective communication remains essential to prevent miscommunication that could hinder team performance.

2. The Influence of Teamwork on Employee Loyalty

Teamwork (X2) also does not have a significant positive effect on employee loyalty. Employee loyalty is more affected by personal recognition or career development opportunities than by interpersonal relationships within the team. However, the company still needs to strengthen teamwork to maintain overall productivity.

3The Influence of Work Environment on Employee Loyalty

The work environment (X3) has a positive effect on employee loyalty. A comfortable and supportive work atmosphere enhances loyalty because employees feel more motivated and emotionally attached to the company. Therefore, companies should create a conducive work environment by paying attention to cleanliness, comfort, and adequate workplace facilities.

4. The Influence of Communication on Employee Performance

Communication (X1) has a positive effect on employee performance. This indicates that effective communication, such as openness to feedback and transparency within the team, can improve productivity. Employees who feel heard and supported tend to perform tasks more efficiently.

5. The Influence of Teamwork on Employee Performance

Teamwork (X2) does not have a significant effect on employee performance. This suggests that employees possess sufficient individual capabilities to complete tasks, even though respectful relationships within the team still contribute to a positive work atmosphere.

6. The Influence of Work Environment on Employee Performance

The work environment (X3) has a positive effect on employee performance. Employees working in a comfortable, safe, and conducive environment are more motivated to perform optimally. Factors such as cleanliness, adequate lighting, comfortable room temperature, and supportive facilities like rest areas and proper work equipment can enhance focus and productivity.

7. The Influence of Employee Loyalty on Employee Performance

Employee loyalty (Y1) has a positive effect on performance. Employees with high loyalty tend to perform better because they feel valued, satisfied, and emotionally connected to their workplace.

Implications

1. Theoretical Implications

This study reinforces the importance of the work environment as a key factor influencing employee loyalty. It provides new insights for theory development, suggesting that although communication and teamwork are important, a conducive work environment has a more significant impact on enhancing employees' emotional attachment to the organization.

2. Practical Implications

The work environment has been shown to have a significant effect on employee loyalty. Therefore, companies should prioritize improving physical facilities, creating a comfortable work atmosphere, and minimizing disturbances such as noise. A supportive work environment will motivate employees to remain loyal and maintain high productivity.

Research Limitations

Based on the results of this study, there are several research limitations. First, for the employee loyalty variable, two independent variables—communication and teamwork—were found to have no significant effect, leading to the rejection of their hypotheses. Therefore, future researchers may consider using other variables that could potentially influence employee loyalty. Second, regarding the employee performance variable, teamwork was the only independent variable whose hypothesis was rejected. Future studies could explore other variables that may have a significant impact on employee performance.

Suggestion

Based on the conclusions drawn from this study, the following recommendations are proposed as a complement to the research findings:

1. **For Companies**

   It is recommended that the management of PT Peputra Pekanbaru prioritize improving the work environment, such as providing facilities that enhance comfort and reduce disturbances, including noise. By creating a more conducive work atmosphere, the company can increase employee loyalty while simultaneously supporting overall productivity. Efforts may include renovating workspaces, providing supporting facilities, or offering quieter work areas for employees.

2. For Academics

For academics or practitioners in the field of Human Resource Management, the results of this study are expected to serve as a reference for further exploration of other factors that may have a more significant impact on employee performance and loyalty. Additionally, readers can use this research as a basis for developing more effective employee management strategies, with a particular focus on optimizing the work environment.

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