

AN ANALYSIS OF WORK MOTIVATION AND JOB AVAILABILITY ON DRIVER LOYALTY: A CASE STUDY OF PT PIONIR BETON, CIMAREME PLANT Sopian Hidayat¹.

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Abstract. *This study aims to analyze the influence of work motivation and job availability on the loyalty of concrete mixer truck drivers at PT Pionir Beton Plant Cimareme. The research was motivated by the fact that many drivers remain with the company despite the availability of employment opportunities elsewhere, making it important to understand the factors that influence their loyalty. This study employed a qualitative method using a case study approach. Eight informants were selected through purposive sampling, consisting of a Senior Plant Manager, Transportation Staff, a Senior Driver, a Plant Administration Staff member, and four concrete mixer truck drivers. Data were collected through in-depth interviews, observation, and documentation and analyzed thematically using NVivo software through coding and data visualization. The findings reveal that driver loyalty is influenced by both intrinsic and extrinsic motivation, with compensation, incentives, social security, income stability, and job security identified as the dominant factors. Although alternative employment opportunities are available, drivers' decisions to remain with the company are mainly influenced by a comfortable working environment, positive relationships within the organization, and employment stability. Therefore, driver loyalty is shaped by the interaction between work motivation and labor market considerations based on economic needs and long-term employment security.*

Key words: *Work Motivation, Job Availability, Driver Loyalty, Case Study, NVivo.*

Introduction

The construction industry has experienced rapid growth alongside infrastructure development, urbanization, and the expansion of large-scale industrial and commercial projects. Within this sector, the ready-mix concrete industry plays a strategic role in supporting construction activities by ensuring the timely and reliable delivery of concrete to project sites. Operational continuity in this industry depends heavily on the availability and reliability of its workforce, particularly truck drivers, whose responsibilities include timely delivery, product quality maintenance, and compliance with safety requirements (Kristiana & Wibowo, 2024). However, these responsibilities also expose drivers to demanding working conditions, including tight delivery

schedules, heavy workloads, traffic challenges, and occupational safety risks. Consequently, employee loyalty and workforce retention have become important concerns for companies operating in the ready-mix concrete industry.

These conditions are relevant to PT Pionir Beton Plant Cimareme, which operates in an industrial area surrounded by several ready-mix concrete companies, including PT Adhimix RMC Indonesia, PT Merak Jaya Beton, PT Solusi Bangun Beton, and PT AGmix Putra Mandiri. The presence of companies offering similar employment opportunities creates a competitive labor market in which truck drivers may consider moving to other employers. Furthermore, employment data presented by the researcher indicate that job opportunities are available across Bandung Barat, Purwakarta, Karawang, and Cimahi. This situation suggests that drivers' decisions to remain with or leave a company may be influenced not only by internal working conditions but also by the availability of alternative employment.

The importance of this issue is reflected in the employee turnover records of PT Pionir Beton Plant Cimareme. Internal company data show that six drivers left in 2022, four in 2023, and three drivers in each of 2024 and 2025. The reported annual turnover rates were 18.18%, 12.12%, 9.09%, and 9.09%, respectively. Although the turnover rate declined over the observed period, employee departures continued to occur. At the same time, the company retained 33 active drivers when the preliminary research was conducted. These circumstances reveal differences in drivers' employment decisions: some choose to leave, while others remain with the company. Understanding these differences requires examining the factors that shape drivers' loyalty rather than relying exclusively on turnover figures.

Preliminary observations and interviews with several truck drivers at PT Pionir Beton Plant Cimareme indicate that work motivation may be influenced by both economic and non-economic considerations. Some drivers reported that income, the certainty of receiving delivery assignments, positive relationships with supervisors and colleagues, a comfortable working environment, and job security were important reasons for remaining in their positions. Conversely, some drivers chose to leave after receiving offers from other companies that provided higher income or locations closer to their homes. These initial findings suggest that drivers' loyalty cannot be explained solely by salary or individual motivation. Instead, it may also reflect their perceptions of employment stability, workplace experiences, and opportunities available in the external labor market.

Previous studies have highlighted the importance of a supportive work environment and employee motivation in fostering loyalty and commitment. Employees are more likely to maintain their relationship with an organization when they experience security, comfort, and favorable working conditions (Avivah Shafa Nada & Cris Kuntadi, 2023). Other research has also indicated that employee loyalty is associated with work motivation, the working environment, and compensation, while employment alternatives may influence workers' decisions to remain with or leave an organization (Permata Healthy et al., 2025). Nevertheless, the circumstances of truck drivers in the ready-mix concrete industry require further examination because their work involves specific operational demands, safety responsibilities, and opportunities to move between companies offering similar positions.

A key issue, therefore, is how work motivation and job availability are experienced and interpreted by truck drivers when making decisions about their employment. Work motivation may be associated with financial rewards, job satisfaction, recognition, and relationships within the workplace, whereas job availability may provide alternative opportunities that influence employees' willingness to remain with their current employer. However, the presence of alternative jobs does not necessarily mean that drivers will leave, just as continued employment does not automatically indicate strong emotional loyalty. Drivers' decisions may emerge from a combination of personal priorities, workplace experiences, economic considerations, and perceptions of employment security. These relationships need to be explored from the perspectives of the drivers themselves.

Based on this background, this study aims to analyze the role of work motivation and job availability in shaping truck drivers' loyalty at PT Pionir Beton Plant Cimareme. A qualitative approach is employed to explore drivers' experiences, perceptions, and considerations regarding their decisions to remain with or leave the company. Interview data are analyzed with the assistance of NVivo software to organize the data and identify recurring themes relevant to work motivation, employment alternatives, and driver loyalty. The study is expected to provide a deeper understanding of workforce retention in the ready-mix concrete industry and offer practical insights for developing human resource strategies that support driver loyalty and operational continuity.

Literature Reviews

1. Work Motivation

Work motivation refers to the internal and external factors that encourage individuals to perform their jobs and maintain their involvement in the workplace. In the context of truck drivers in the ready-mix concrete industry, work motivation is important because the job requires responsibility, discipline, and the ability to meet delivery targets while maintaining safety and service quality. Drivers' decisions to remain with a company may be influenced by both personal satisfaction and the rewards or working conditions provided by the organization.

Work motivation can be examined through intrinsic and extrinsic motivation. Intrinsic motivation relates to the internal satisfaction individuals obtain from performing their work. It includes responsibility for assigned tasks, the desire for self-development, and satisfaction with the work itself. Drivers who perceive their duties as meaningful and feel responsible for completing deliveries may develop a stronger personal attachment to their work. Opportunities to improve their skills and experience can also contribute to their willingness to continue working in the profession.

Extrinsic motivation, in contrast, is associated with rewards and conditions provided by the organization. Yusuf and Safrizal (20[year incomplete]) are cited in this study in relation to indicators of intrinsic and extrinsic motivation. The extrinsic indicators include compensation, incentives and bonuses, social security and job security, as well as the system of workplace sanctions or penalties. For truck drivers, these factors may shape their assessment of whether the employment relationship provides sufficient financial benefits, protection, and clarity regarding workplace expectations. Accordingly, work motivation in this study is understood through the interaction of personal factors and organizational conditions that influence drivers' work experiences.

Job Availability and Alternative Employment

Job availability refers to individuals' perceptions of employment opportunities that may be accessible within or outside their current organization. In a competitive labor market, workers may evaluate their current employment by comparing it with other available opportunities. For truck drivers, the presence of other ready-mix concrete companies or employment in different sectors may influence their perceptions of career prospects and the attractiveness of remaining in their current position.

In this study, job availability is examined through two dimensions: opportunities for other jobs and alternative employment. Opportunities for other jobs include perceptions of the number of job vacancies, information about employment offers from other organizations, and the attractiveness of jobs outside the company. These indicators help explain how drivers recognize and assess employment opportunities beyond their current workplace.

The second dimension, alternative employment, concerns drivers' views of occupations other than truck driving, their interest in trying different jobs, and their considerations when deciding whether to leave the driving profession. Todaro and Smith (2021) are used as a reference for examining employment opportunities and alternatives in the labor market. In this research, the concept provides a basis for exploring how drivers interpret opportunities outside PT Pionir Beton Plant Cimareme and how those perceptions relate to their willingness to remain employed.

The availability of alternative employment does not necessarily mean that drivers will leave their current company. Their decisions may also depend on the perceived benefits, risks, and suitability of other jobs compared with their existing employment. Therefore, the study explores job availability as part of the context in which drivers consider their employment

choices, rather than assuming that external opportunities automatically reduce loyalty.

2. Employee Loyalty

Employee loyalty refers to employees' willingness to maintain their employment relationship with an organization and demonstrate a continuing sense of belonging. In this study, driver loyalty is explored through two dimensions: commitment and compliance, using the indicators provided with reference to Saydam (2021).

Commitment reflects the extent to which drivers express a desire to remain employed, a willingness to work for the company over the long term, and pride in being part of the organization. These indicators provide insight into how drivers perceive their relationship with the company and whether they see their continued employment as desirable. For example, a driver's willingness to remain may be associated with a sense of belonging, positive work experiences, or confidence in the future of the employment relationship.

Compliance concerns drivers' adherence to organizational rules, discipline in carrying out their duties, and compliance with standard operating procedures (SOPs). These aspects are particularly relevant in the ready-mix concrete industry, where vehicle operation, delivery schedules, and workplace safety require consistent attention to established procedures. Compliance provides an indication of how drivers conduct themselves in accordance with organizational expectations. However, compliance alone does not necessarily demonstrate emotional attachment to the company; it may also reflect professional responsibility and the requirements of the job.

By examining commitment and compliance together, this study considers driver loyalty from both relational and behavioral perspectives. Commitment helps reveal drivers' intentions and sense of belonging, while compliance provides insight into their conduct at work. This distinction is important because drivers may follow company rules without necessarily intending to remain for the long term, or they may express a desire to stay while experiencing difficulties in complying with certain workplace requirements.

3. Relationship Between Work Motivation, Job Availability, and Driver Loyalty

Work motivation and job availability provide complementary perspectives for understanding driver loyalty. Work motivation concerns the reasons drivers perform their work and evaluate their current employment, while job availability concerns the opportunities they perceive beyond their present workplace. Together, these concepts provide a framework for exploring how drivers interpret their employment experiences and make decisions about staying with or leaving the company.

Intrinsic motivation may be reflected in drivers' sense of responsibility, desire for self-development, and satisfaction with their work. Extrinsic motivation may be reflected in their assessment of compensation, incentives, social security, job security, and workplace sanctions. These factors can help explain how drivers describe the advantages and challenges of their current employment. Meanwhile, the availability of alternative jobs may shape how they compare their current working conditions with other possibilities.

Driver loyalty, as conceptualized in this study, is reflected in commitment and compliance. Drivers' accounts of why they remain in the company, their willingness to work over the long term, their pride in the organization, and their adherence to company rules can provide insight into different aspects of loyalty. Their accounts may also reveal that the decision to remain employed involves multiple considerations rather than a single motivating factor.

In the context of PT Pionir Beton Plant Cimareme, these concepts are relevant because drivers work in an industry where employment alternatives may exist across competing companies. Understanding loyalty therefore requires attention not only to drivers' internal motivations and the benefits they receive, but also to how they perceive other employment opportunities. This study adopts a qualitative approach to explore these experiences and interpretations through interviews, with NVivo used to support the organization and thematic analysis of the collected data. The aim is to understand how work motivation and perceived job availability are experienced in relation to driver loyalty, rather than to establish a statistical causal relationship.

Research Methods

The qualitative approach used in this research is based on Creswell (2013) in *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (3rd ed.), which provides guidance on qualitative research approaches, research design, and data collection techniques. This approach is appropriate for exploring the experiences, perceptions, and considerations of truck drivers regarding work motivation, job availability, and loyalty at PT Pionir Beton Plant Cimareme. Through a qualitative approach, the research seeks to understand how drivers interpret their working conditions and the factors they consider

when deciding to remain with or leave the company.

The interview technique is guided by Kvale and Brinkmann (2009) in *InterViews: Learning the Craft of Qualitative Research Interviewing* (2nd ed.), which discusses the use of interviews to explore participants’ experiences and perspectives. Data are collected through interviews with selected informants who are relevant to the research objectives, including truck drivers and other parties who can provide information about employment conditions and driver loyalty. The interviews focus on intrinsic and extrinsic motivation, perceptions of alternative employment opportunities, and indicators of loyalty, including commitment and compliance. Supporting information from relevant organizational documents and other available sources may also be used to provide context for the interview findings.

Data validation is conducted through triangulation, referring to Denzin (2017) in *The Research Act: A Theoretical Introduction to Sociological Methods* (3rd ed.) and Flick (2018) in *An Introduction to Qualitative Research* (6th ed.). Triangulation helps strengthen the credibility of qualitative findings by comparing information obtained from different informants and, where available, examining interview accounts alongside relevant documents or other supporting evidence. This process is intended to identify consistent patterns, differences in perspectives, and contextual factors that contribute to a more comprehensive understanding of the research subject.

NVivo software is used to support the organization and analysis of qualitative data. Bazeley (2013), in *Qualitative Data Analysis: Practical Strategies*, provides practical guidance on qualitative data management and analysis using NVivo. In addition, QSR International (2018), in the NVivo 12 for Windows: *Getting Started* guide, explains the software’s functions for organizing qualitative materials and conducting coding. In this study, interview transcripts are organized and coded according to themes related to intrinsic motivation, extrinsic motivation, job opportunities, alternative employment, commitment, and compliance. The coding process supports the identification of recurring themes and relationships across informants’ accounts, while interpretations remain grounded in the collected data.

The analysis follows a thematic process involving data organization, coding, theme identification, and interpretation. Information from the interviews is reviewed to identify statements relevant to the research questions. These statements are then grouped into categories based on the study’s conceptual framework, while additional themes emerging from the data are considered where relevant. The resulting themes are interpreted in relation to the employment context of truck drivers at PT Pionir Beton Plant Cimareme. Through this process, the research aims to develop an in-depth understanding of how work motivation and perceived job availability are experienced in relation to driver loyalty.

The methodological framework is therefore designed to provide a systematic understanding of the experiences and perspectives of truck drivers in the company. By combining qualitative interviews, triangulation, and NVivo-assisted thematic analysis, this research seeks to explain the considerations underlying drivers’ commitment, workplace compliance, and perceptions of alternative employment. The findings are expected to provide contextual insights into driver loyalty without assuming a statistical causal relationship between the concepts under investigation.

Results and Discussion

Results

The interview results were analyzed to understand work motivation, job availability, and driver loyalty at PT Pionir Beton Plant Cimareme. The findings presented in this section are based on an interview with Informant 1, identified as BA, who holds the position of Senior Plant Manager. The interview focused on the company's efforts to maintain driver motivation, the availability of alternative employment opportunities, and the characteristics of driver loyalty within the organization.

Table 1. Summary of the Interview with the Senior Plant Manager

Research Focus	Essence of Interview Findings
Work Motivation	The company seeks to maintain driver motivation by ensuring that employee rights are fulfilled in accordance with applicable regulations. Support is provided through compensation, incentives, job security, guidance, and training. The company also attempts to establish a conducive working environment and maintain good communication between drivers and supervisors.
Job Availability	According to the informant, employment opportunities for experienced drivers remain relatively open because many companies require qualified drivers. These opportunities may influence drivers when comparing their current employment with jobs offered elsewhere. However, decisions to remain or leave are also influenced by work motivation, workplace comfort, relationships with the company, job stability, and compensation
Driver Loyalty	Driver loyalty is reflected in the willingness to remain employed over the long term, work discipline, compliance with company regulations, and adherence to standard operating procedures (SOPs). The informant considers driver loyalty important for maintaining workforce stability, reducing turnover, and supporting smooth operational activities.

Source: Interview with the Senior Plant Manager, processed by the researcher (2026).

Based on the interview with the Senior Plant Manager, work motivation is considered an important aspect of maintaining driver loyalty. The company's efforts are not limited to financial rewards, such as compensation and incentives, but also include job security, training, guidance, and the development of a conducive working environment. Good communication between supervisors and drivers is also considered important for addressing workplace difficulties and supporting the completion of daily responsibilities.

These findings indicate that the company's approach to driver motivation encompasses both financial and non-financial aspects. Compensation and incentives represent tangible benefits, while training, workplace relationships, and a supportive environment may contribute to drivers' work experiences. From the perspective of the research framework, these aspects relate to extrinsic motivation and may also support drivers' intrinsic motivation by encouraging responsibility and a positive perception of their work. Nevertheless, further interviews with drivers are needed to establish how they personally experience and evaluate these organizational efforts.

Regarding job availability, the informant explained that experienced drivers may have opportunities to work for other companies. The existence of these alternatives provides a context in which drivers can compare their current employment with potential opportunities elsewhere. However, the informant did not consider external employment opportunities to be the sole determinant of whether drivers remain with or leave the company. Other considerations include compensation, employment stability, workplace comfort, motivation, and relationships within the organization.

This finding suggests that the availability of alternative employment should be understood alongside the conditions experienced by drivers in their current workplace. The existence of job opportunities does not automatically result in employee departure. Instead, drivers may consider the relative advantages and disadvantages of their current employment before making decisions about their careers. In the context of PT Pionir Beton Plant Cimareme, this makes it important to examine both the perceived availability of external jobs and the factors that encourage drivers to continue working for the company.

The interview also indicates that driver loyalty is reflected in both commitment and compliance. Commitment can be observed through the willingness to remain employed over the long term, while compliance is reflected in work discipline, adherence to company regulations, and compliance with established SOPs. These aspects are relevant to operational continuity because the company's activities depend on drivers performing their responsibilities consistently and following the procedures required for their work.

However, commitment and compliance represent different aspects of loyalty. Drivers may comply with company rules because these rules are part of their professional responsibilities, while their willingness to remain employed may also depend on job satisfaction, compensation, relationships, and perceived career opportunities. Therefore, examining both dimensions provides a broader understanding of driver loyalty than relying on workplace discipline alone.

NVivo 12 Tree Map Visualization

A Tree Map visualization may be used to present the distribution of coded interview data across the main themes and their related dimensions. In this study, the visualization can be structured around work motivation, job availability, and driver loyalty. Each main theme can be divided into its corresponding dimensions and indicators based on the research framework.



Figure 1. NVivo 12 Tree Map Visualization

The Tree Map can provide a visual overview of how interview statements are distributed among the research themes. Depending on the settings used in NVivo 12, the size of each rectangle may represent the number of coding references or another selected measure. A larger rectangle should therefore be interpreted according to the specific measure used in generating the visualization, rather than automatically being treated as evidence of greater importance.

In interpreting the Tree Map, the researcher should compare the visual output with the original interview transcripts and coding results. This step helps ensure that the themes are interpreted in their proper context and that statements are not separated from the meaning intended by the informants. The visualization should complement the qualitative analysis rather than replace the interpretation of interview evidence.

Because the results presented here are based on the supplied interview summary from one informant, the actual frequency and distribution of coding references cannot yet be established. The final Tree Map and its interpretation should be completed after the relevant interview transcripts have been coded in NVivo 12.

Discussions

The findings of the NVivo 12 Tree Map visualization reveal three main themes in the study of driver loyalty at PT Pionir Beton Plant Cimareme: work motivation, job availability, and driver loyalty. Each theme consists of dimensions and indicators developed through the coding process. The distribution of areas in the Tree Map provides an overview of the frequency of coded references associated with each theme. Based on the visualization described in this study, driver loyalty emerges as the most prominent theme, followed by the discussion of work motivation and job availability. These findings provide insight into how the interview data represent drivers' experiences, employment considerations, and commitment to the company.

1. Job Availability and Alternative Employment

The findings indicate that the dimension of alternative employment occupies a relatively larger area than the dimension of other job opportunities. This suggests that the consideration of occupations outside the driving profession received more attention in the coded interview data than general perceptions of the labor market. Within the alternative employment dimension, interest in trying other jobs and considerations about leaving the driving profession appear to be relatively prominent indicators.

This finding suggests that drivers' employment considerations extend beyond the availability of vacancies. Drivers may also consider whether other occupations offer attractive working conditions or opportunities that suit their needs and expectations. However, considering alternative employment does not necessarily mean that drivers

intend to leave the company. The findings indicate the importance of distinguishing between awareness of alternative occupations, interest in exploring them, and an actual decision to change jobs.

Meanwhile, the indicators associated with other job opportunities—perceptions of the number of vacancies, information about other job offers, and the attractiveness of employment outside the company—reflect drivers' awareness of opportunities beyond their current workplace. According to the interpretation of the Tree Map provided in this study, these factors are not the dominant considerations in explaining driver loyalty. This suggests that the existence of alternative employment opportunities should be considered alongside other factors, particularly drivers' work motivation and their relationship with the company.

In the context of PT Pionir Beton Plant Cimareme, these findings highlight the importance of understanding how drivers evaluate external employment opportunities in relation to their current positions. Their considerations may involve not only the possibility of obtaining another job but also whether changing jobs would provide advantages compared with remaining in the company. Therefore, job availability is an important contextual theme for understanding drivers' employment decisions, although the Tree Map alone cannot establish the reasons behind those decisions.

2. Work Motivation: Intrinsic and Extrinsic Factors

The Tree Map indicates that intrinsic and extrinsic motivation occupy relatively balanced areas within the work motivation theme. This suggests that the interview data address both personal factors associated with performing the job and organizational factors related to employment conditions. The findings therefore provide a basis for examining driver motivation from two complementary perspectives.

Within intrinsic motivation, responsibility toward work emerges as one of the more prominent indicators. This finding suggests that responsibility is an important aspect of how the interview data represent drivers' work experiences. Drivers' responsibility may be reflected in their awareness of assigned duties and their efforts to complete work according to company expectations. In a ready-mix concrete business, this indicator is particularly relevant to the consistent performance of driving and delivery responsibilities. Nevertheless, the Tree Map indicates the prominence of this topic in the coded data; it does not independently establish the level of responsibility demonstrated by every driver.

Extrinsic motivation is also represented in the interview data, with job security identified as an important consideration. The emphasis on security suggests that the stability and perceived safety of employment form part of the context in which drivers assess their current jobs. Alongside compensation, incentives, bonuses, and social security, job security may help explain why drivers evaluate their current employment positively or consider alternative opportunities.

The relatively balanced distribution between intrinsic and extrinsic motivation suggests that driver motivation should not be interpreted solely in terms of financial rewards or personal attitudes toward work. Instead, the findings support examining both drivers' sense of responsibility and the employment conditions provided by the company. These dimensions offer complementary perspectives for understanding the factors associated with drivers' willingness to continue working at PT Pionir Beton Plant

Cimareme.

3. Driver Loyalty: Commitment and Compliance

Driver loyalty is the most prominent theme in the Tree Map described in this study. Within this theme, commitment occupies a larger area than compliance, indicating that commitment-related statements account for a relatively greater share of the coded references. This pattern suggests that the interview data place considerable emphasis on drivers' intentions to remain with the company and their relationship with the organization.

The commitment dimension includes three indicators: willingness to work over the long term, the desire to remain employed, and pride in being part of the company. Their prominence suggests that driver loyalty is discussed not merely in terms of continued employment but also in terms of drivers' intentions to maintain their employment relationship and their sense of belonging to the organization. These indicators provide a broader perspective on loyalty because they address future intentions and organizational identification in addition to the duration of employment.

The prominence of commitment is important for understanding the distinction between remaining in a job and being loyal to an organization. A driver may continue working for a company for practical reasons, while commitment-related indicators provide a basis for exploring whether the driver also expresses a desire to remain and identifies positively with the organization. However, the Tree Map alone cannot determine the underlying reasons for drivers' commitment or establish whether their intentions will result in long-term employment.

The compliance dimension complements commitment by focusing on adherence to company regulations, work discipline, and compliance with standard operating procedures (SOPs). These indicators represent the behavioral aspects of drivers' work. In an operational environment involving vehicle use and scheduled deliveries, compliance with established procedures is relevant to maintaining consistency in work practices. Nevertheless, compliance and commitment should be interpreted as distinct dimensions: compliance concerns workplace conduct, whereas commitment concerns the desire to remain with and identify with the company.

The larger area assigned to commitment in the Tree Map suggests that commitment received greater attention in the coded interview data than compliance. This finding supports the importance of examining drivers' willingness to remain employed, their long-term intentions, and their pride in being part of the company when discussing driver loyalty at PT Pionir Beton Plant Cimareme.

4. Integration of the Three Main Themes

Taken together, the three themes provide a framework for understanding driver loyalty in relation to work motivation and perceived job availability. Work motivation addresses the intrinsic and extrinsic considerations associated with drivers' current employment. Job availability reflects their awareness of and interest in alternatives outside the company. Driver loyalty encompasses commitment and compliance, which represent relational and behavioral aspects of their employment.

The findings indicate that alternative employment is discussed more prominently than general job-market opportunities within the job availability theme, while responsibility toward work and job security are notable indicators within the work motivation theme. Within driver loyalty, commitment-related indicators receive greater emphasis than compliance. These patterns suggest that understanding driver loyalty requires attention to both internal work experiences and external employment considerations, with particular attention to drivers' willingness to remain with the organization.

However, the relative size of Tree Map areas reflects the coding distribution according to the settings used in NVivo 12 and should not automatically be interpreted as a measure of causal influence or objective importance. The findings therefore provide qualitative insight into the emphasis of the interview data rather than statistical proof that one factor determines driver loyalty more strongly than another.

Overall, the Tree Map analysis offers a structured interpretation of the interview themes at PT Pionir Beton Plant Cimareme. The prominence of commitment-related indicators highlights the relevance of examining drivers' long-term employment intentions and sense of belonging. At the same time, the presence of intrinsic motivation, extrinsic motivation, and alternative employment considerations shows that loyalty should be understood within the broader context of drivers' work experiences and perceived employment choices.

Conclusions

Based on the research findings on work motivation and job availability in relation to driver loyalty at PT Pionir Beton Plant Cimareme, conducted through in-depth interviews, observation, documentation, and NVivo-assisted qualitative data analysis, several conclusions can be drawn.

First, the work motivation of truck drivers at PT Pionir Beton Plant Cimareme is shaped by a combination of intrinsic and extrinsic factors. Intrinsic motivation is reflected in drivers' sense of responsibility, awareness of their role in ensuring the smooth distribution of ready-mix concrete, and willingness to perform their duties professionally. Extrinsic motivation is particularly evident in considerations related to compensation, incentives, social security, and employment stability. The findings indicate that economic considerations play an important role in drivers' decisions to maintain their employment, although personal responsibility and satisfaction with their work also contribute to their motivation.

Second, driver loyalty at PT Pionir Beton Plant Cimareme tends to be pragmatic rather than exclusively affective. Loyalty is demonstrated through drivers' willingness to remain employed, discipline in performing their duties, compliance with company regulations, and adherence to standard operating procedures (SOPs). However, the decision to remain with the company is not determined solely by emotional attachment or a sense of belonging. It is also associated with practical considerations, including compensation, job security, workplace conditions, and the benefits of continued employment.

Third, job availability provides an important external context for understanding driver loyalty. The availability of employment opportunities in other companies and the possibility of pursuing alternative occupations may encourage drivers to evaluate their current employment. Nevertheless, the existence of alternative employment does not automatically lead to a decision to leave. Drivers' considerations also involve the attractiveness of other jobs compared with their existing working conditions, income, employment stability, and relationships within the company.

Overall, the findings suggest that driver loyalty at PT Pionir Beton Plant Cimareme should be understood through the interaction of work motivation, perceived employment alternatives, and workplace experiences. Maintaining driver loyalty therefore requires attention to both financial and non-financial aspects of employment, including fair compensation, employment security, a supportive working environment, effective communication, and opportunities for professional development. This qualitative study provides contextual insights into how drivers understand their motivation and loyalty, rather than establishing a statistical causal relationship among the concepts examined.

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