



Effect of Compensation and Work Environment on Employee Loyalty via Job Satisfaction in Gondang District

Anggi Amrozi^{1*}, Bambang Raditya Purnomo²

^{1,2}Dr. Soetomo University, Indonesia

*Corresponding author: rudyjayasaputra8@gmail.com |

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Abstract

Purpose: This study aims to analyze employee loyalty in the Gondang sub-district, Mojokerto City, using compensation and work environment variables as independent variables and job satisfaction as an intervening variable.

Research Methodology: The type of sample used is total sampling with a total population of 70 employees, data collection using questionnaires, and data analysis techniques using Partial Least Square analysis.

Results: Compensation does not significantly affect job satisfaction, but directly influences employee loyalty; work environment affects loyalty indirectly through job satisfaction, while job satisfaction significantly impacts loyalty.

Conclusions: Compensation has a significant effect on employee loyalty, while the work environment influences loyalty only indirectly through job satisfaction. Job satisfaction itself significantly enhances employee loyalty, but neither compensation nor work environment directly affects job satisfaction.

Limitations: This study is limited to 70 employees from a single government office and uses a cross-sectional design, which may restrict generalizability and prevent observing changes over time.

Contributions: The study highlights the mediating role of job satisfaction in translating work environment factors into employee loyalty, offering practical insights for managers to enhance retention and engagement.

Keywords: *Compensation, Job Satisfaction, Loyalty, Partial Least Squares, Work Environment*

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1. Introduction

Employee loyalty is a fundamental factor in the success and sustainability of any organization. Loyal employees demonstrate commitment, consistently meet performance expectations, and contribute to the overall growth of the company (Ariyanto & Kustini, 2021; Fernando & Surjandari, 2022). Without a dedicated and loyal workforce, it becomes challenging for an organization to achieve its strategic objectives and maintain competitive advantage (Kertiyasa & Irbayuni, 2022). As noted by Kertiyasa and Irbayuni (2022) and Nuraeni et al. (2022), loyalty represents a form of reciprocity, where employees respond positively to the organization's support, culture, and management practices. Loyalty is therefore not just a behavioral outcome but also an emotional and psychological bond between employees and their workplace (Arimie, 2020; Makambe & Moeng, 2019; Parmenas, 2022).

Job satisfaction is closely linked to employee loyalty, as it reflects employees' feelings of pleasure or displeasure regarding their work based on their expectations and the rewards provided by the organization (Ichdan, 2024b; Nimitur et al., 2024). High levels of job satisfaction can enhance motivation, encourage discretionary effort, and foster positive work behaviors that strengthen loyalty (Satria, 2021). Research has shown that job satisfaction, along with compensation and work environment, significantly influences employee loyalty. Employees who feel satisfied with their work are more likely to remain committed to the organization and contribute meaningfully to its goals (Alfian et al., 2024; Haryanto et al., 2023).

Compensation is another critical determinant of employee loyalty. It represents the tangible rewards employees receive for their work, including salary, incentives, and benefits. Compensation not only motivates employees to perform but also communicates organizational recognition of their contributions and skills (Hernawan et al., 2023; Kertiyasa & Irbayuni, 2022). Competitive and fair compensation ensures that employees feel valued, which strengthens their attachment to the organization and encourages long-term retention. Employees are more likely to remain loyal when they perceive their rewards as equitable and reflective of their performance and competencies (Firdi et al., 2023; Susanto et al., 2023).

Finally, the work environment plays a significant role in shaping employee loyalty and satisfaction. A supportive, safe, and comfortable work environment enables employees to perform optimally, maintain their health, and feel secure in their roles (Rahman & Shanjabin, 2022; Saputra & Kusnadi, 2021). Positive environmental factors, such as adequate facilities, ergonomic design, and collaborative spaces, promote engagement and productivity. Conversely, a poorly maintained or stressful work environment can reduce motivation, increase dissatisfaction, and weaken loyalty. Organizations that invest in improving both the physical and social aspects of the work environment are better positioned to foster employee commitment, job satisfaction, and ultimately, loyalty (Alfian et al., 2024; Emmanuel, 2022).

In summary, employee loyalty is influenced by multiple interrelated factors, including job satisfaction, compensation, and the work environment. Understanding these factors is essential for organizations, particularly in public sector settings such as the Government Office of Gondang District in Mojokerto City, to implement strategies that enhance employee commitment, performance, and organizational sustainability. This study focuses on examining these relationships, with job satisfaction acting as an intervening variable between compensation, work environment, and employee loyalty.

2. Literature Review

2.1 Employee Loyalty

Employee loyalty is a crucial factor for organizational success and sustainability. Loyal employees demonstrate high commitment, consistently achieve performance targets, and contribute to overall organizational growth (Ichdan, 2024c; Mwosi et al., 2024). Loyalty reflects not only employees' behaviors but also their emotional attachment to the organization. Employees who feel valued and supported by management and organizational culture are more likely to remain loyal and actively participate in achieving organizational goals (Dewi et al., 2024; Hairul et al., 2024; Ichdan, 2024a).

High employee loyalty contributes to organizational stability, improved service delivery, and sustained productivity (Alfian et al., 2024; Firdi et al., 2023; Firmansyah et al., 2024). In public sector organizations, loyal employees are more likely to voluntarily perform additional tasks, adhere to procedures accurately, and support long-term institutional objectives (Mulyanto et al., 2023). Understanding the drivers of loyalty is essential for managers seeking to retain skilled personnel and maintain operational continuity (Restiani & Indiyati, 2024; Tabrani et al., 2024).

2.2 Job Satisfaction

Job satisfaction refers to the extent to which employees feel pleased or displeased with their work and the rewards they receive. It influences employees' motivation, engagement, and work behavior (Tabasum & Ghosh, 2021). Satisfied employees tend to be more committed, productive, and proactive in completing tasks. Job satisfaction also serves as a mediating factor between human resource practices and employee outcomes (Ichdan, 2024b; Mulyadi et al., 2022). Employees who perceive alignment between their expectations and organizational support show higher commitment and engagement. In public sector contexts, promoting job satisfaction ensures that employees comply with policies, maintain high-quality service, and remain with the organization for longer periods (Ochwo & Mwesigwa, 2021; Rahman & Shanjabin, 2022).

2.3 Compensation

Compensation is a key extrinsic factor that affects employee behavior and commitment. Fair and adequate compensation motivates employees to perform better and signals organizational recognition of their contributions and skills. Compensation includes salary, incentives, and other benefits, which influence both engagement and loyalty (Sudono, 2021; Syahrial & Berlian, 2021). While compensation can directly enhance loyalty, it also indirectly impacts performance through job satisfaction. Employees who perceive compensation as fair are more engaged, motivated, and committed. Well-structured compensation systems are critical for retaining employees and fostering long-term loyalty (Solihin, 2021).

2.4 Work Environment

The work environment encompasses physical, social, and organizational factors that affect employees' ability to perform their tasks effectively. Comfortable, safe, and supportive workplaces increase productivity and job satisfaction. A positive environment allows employees to focus, maintain health, and feel secure (Emmanuel, 2022). Work environment also indirectly influences loyalty through its impact on job satisfaction. Positive work conditions encourage collaboration, communication, and a sense of belonging, which enhance motivation (Subagyo et al., 2022). Conversely, poor work conditions reduce motivation, create discomfort, and negatively affect performance. Investing in both physical and social aspects of the workplace is essential for fostering employee engagement and loyalty (Alfian et al., 2024; Shintani et al., 2022).

2.5 Mediating Role of Job Satisfaction

Job satisfaction acts as an intervening variable linking HR practices to employee loyalty. While compensation and work environment may not always have a direct impact on loyalty, their effects are realized through employee satisfaction (Nimtur et al., 2024). Satisfied employees are more engaged, motivated, and likely to remain in the organization. The mediating role of job satisfaction emphasizes the importance of aligning compensation policies and workplace improvements with employees' psychological needs (Rahman & Shanjabin, 2022). Organizations that focus on enhancing satisfaction ensure that HR investments translate into tangible outcomes, such as higher loyalty, better performance, and long-term retention (Alfian et al., 2024; Haryanto et al., 2023).

3. Methodology

3.1 Population and Sample

The population in this study was all employees of the Gondang District, Mojokerto City, totaling 70 employees. Saturated or census sampling is a sampling technique in which all members of the population are used as samples. Therefore, the number of samples in this study is 70 Employees of Gondang District, Mojokerto City (Sugiyono, 2020).

3.2 Analysis Method

The data analysis method used was Partial Least Squares (PLS). PLS is a new analytical technique pioneered by Herman World and is commonly referred to as soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled, and multivariate normal assumptions are not required. The measurement model was used to test the validity and reliability of the measuring instruments, and the structural model was used to test causal relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis (Sugiyono, 2017).

4. Results and Discussion

4.1 Results

4.1.1 Structural Model Testing (Structural Model / Inner Model): Significance Test

Table 1. R-Square Value

Variable	R Square	R Square Adjusted
Employee Loyalty	0.734	0.713
Job Satisfaction	0.596	0.571

Source: Partial Least Square (PLS) Data Processing Results

Based on Table 1, the Adjusted R Square value, known value R^2 is 0.734, which means that the variables Compensation (X_1), Work Environment (X_2), Work Motivation (X_3), Work Commitment (X_4) and Job Satisfaction (Z) are able to explain variance from the Employee Loyalty variable (Y) of 73.4%. Meanwhile, the Job Satisfaction variable (Z) can be explained by the variance from the variables Compensation (X_1), Work Environment (X_2), Work Motivation (X_3), and Work Commitment (X_4) of 59.6%.

4.1.2 Hypothesis Testing

The results of the hypothesis testing are presented in the following table:

Table 2. Path Coefficients

Path Coefficients	Original Sample (O)	T Statistics	P Values	Hypothesis Results
Compensation (X_1) → Job Satisfaction (Y)	0.068	0.609	0.542	H1 Rejected
Work Environment (X_2) → Job Satisfaction (Y)	-0.011	0.100	0.921	H2 Rejected
Compensation (X_3) → Employee Loyalty (Y)	0.254	2.437	0.015	H3 Accepted
Work Environment (X_4) → Employee Loyalty (Y)	0.247	1.857	0.064	H4 Rejected
Job Satisfaction (Z) → Employee Loyalty (Y)	0.449	2.818	0.005	H5 Accepted
Compensation (X_1) → Job Satisfaction (Z) → Employee Loyalty (Y)	-0.094	1.184	0.237	H6 Rejected
Work Environment (X_2) → Job Satisfaction (Z) → Employee Loyalty (Y)	0.172	2.105	0.036	H7 Accepted

Source: Partial Least Squares (PLS) Data Processing Results

Based on Table 2, the results of hypothesis testing were carried out by looking at the p-value and comparing the calculated t value with the t table value. If the calculated t-value is greater than the

t-table and has a p-value below 0.05, then the relationship between the variables is significant and can be analyzed further. With 35 data points, the t-table value ($\alpha = 5\%$) was 2.030.

4.2 Discussion

4.2.1 The Influence of Compensation on Job Satisfaction

The path coefficient value (original sample) of Compensation (X1) on Job Satisfaction (Z) is 0.068, which is positive, and t -statistic = 0.609 < 1.92 while the value P -Values = 0.542 > 0.05, it is concluded that Compensation (X1) does not have a significant effect on Job Satisfaction (Z). The results of this study are not in line with the findings of research conducted by [Kertiyasa and Irbayuni \(2022\)](#), who stated that compensation has a positive and significant effect on employee job satisfaction.

4.2.2 The Influence of Work Environment on Job Satisfaction

Path coefficient value (original sample) Work Environment (X2) on Job Satisfaction (Z) is -0.011 , which is negative, and t -statistic = 0.100 < 1.92 while the P -Values = 0.921 > 0.05, it is concluded that the Work Environment (X2) does not have a significant effect on Job Satisfaction (Z). The results of this study are not in line with the findings of [Kertiyasa and Irbayuni \(2022\)](#) and [Rahmawati et al. \(2022\)](#), who stated that the work environment has a positive and significant effect on job satisfaction.

4.2.3 The Influence of Compensation on Work Loyalty

The path coefficient value (original sample) Compensation (X1) to Employee Loyalty (Y) is 0.254, which is positive, and t -statistic = 2.437 > 1.92 while the P -Values = 0.015 < 0.05, then it is concluded Compensation (X1) have a significant impact on Employee Loyalty (Y). This result is in accordance with the research results of [Rahmawati et al. \(2022\)](#), who state that if compensation increases, employee loyalty variables will also increase.

4.2.4 The Influence of Work Environment on Employee Loyalty

The path coefficient value (original sample) of Work Environment (X2) to Employee Loyalty (Y) is 0.247, which is positive, and t -statistic = 1.857 < 1.92 while the p -value = 0.064 < 0.05, then it is concluded that Work Environment (X4) has no significant impact on Employee Loyalty (Y). The results of this study do not correspond to the research findings of [Kertiyasa and Irbayuni \(2022\)](#) stated that the work environment has a positive and significant effect on employee loyalty.

4.2.5 The Influence of Job Satisfaction on Employee Loyalty

The path coefficient value (original sample) of Job Satisfaction (Z) to Employee Loyalty (Y) is 0.449, which is positive, and t -statistic = 2.818 > 1.92 while the p -values = 0.005 < 0.05, then it is concluded that Job Satisfaction (Z) has a significant impact on Employee Loyalty (Y). Based on these results, the results obtained show that Job Satisfaction (Z) has a positive and significant effect on Employee Loyalty (Y). The results of this study are in line with the findings of research conducted by [Rahmawati et al. \(2022\)](#) which states that job satisfaction has a positive and significant effect on employee loyalty.

4.2.6 The Influence of Compensation on Employee Loyalty Through Job Satisfaction

The path coefficient value (original sample) of Compensation (X1) against Employee Loyalty (Y) through Job Satisfaction (Z) is -0.094 , which is negative, and the t -statistic = 1.184 < 1.92, while the P -Values = 0.237 > 0.05, it is concluded that Compensation (X1) does not have a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). Based on these results, the results obtained for Compensation (X1) do not have a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). The results of this study are in accordance with those of [Rahmawati et al. \(2022\)](#), who showed that compensation does not significantly affect employee loyalty through job satisfaction.

4.2.7 *The Influence of Work Environment on Employee Loyalty Through Job Satisfaction*

Path coefficient value (original sample) Work Environment (X2) against Employee Loyalty (Y) through Job Satisfaction (Z) is 0.172, which is positive, and t -statistic = 2.105 > 1.92 while the P -Values = 0.036 > 0.05, it can be concluded that the work environment (X2) has a significant influence on Employee Loyalty (Y) through Job Satisfaction (Z). Based on these results, the results obtained show that the Work Environment (X2) has a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z).

5. Conclusions

The conclusions of this study indicate that compensation does not have a significant effect on job satisfaction, and the work environment also does not have a significant effect on job satisfaction. However, compensation has a significant effect on employee loyalty, while the work environment does not have a significant effect on employee loyalty. In addition, job satisfaction has a significant influence on employee loyalty. Compensation does not have a significant effect on employee loyalty through job satisfaction, whereas the work environment significantly influences employee loyalty through job satisfaction.

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Author Contributions

AA conceptualized the study, designed the methodology, and supervised data collection. BRP performed the statistical analysis, interpreted results, and drafted the manuscript. Both authors reviewed and approved the final manuscript, ensuring the integrity and accuracy of the research.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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