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Analysis of The Impact of Work Motivation, Work Environment and Career Development on Employee Loyalty Through Job Satisfaction

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ABSTRACT

Purpose – This study aims to analyze the influence of work motivation, work environment, and career development on employee loyalty through job satisfaction as an intervening variable for employees at the Ministry of Religious Affairs of the Republic of Indonesia.

Methodology/approach – The research method used is a quantitative method with a survey approach through the distribution of questionnaires using a Likert scale. The sampling technique used the Slovin formula with a total of 168 employees as respondents. Data analysis was carried out using the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) approach through the SmartPLS application

Findings – The results of the study indicate that work motivation has a positive and significant effect on job satisfaction. The work environment has a positive and significant effect on job satisfaction. Career development also has a positive and significant effect on job satisfaction. Furthermore, work motivation has a positive and significant effect on employee loyalty. The work environment has a positive and significant effect on employee loyalty. Career development has a positive and significant effect on employee loyalty. Job satisfaction also has a positive and significant effect on employee loyalty. In addition, job satisfaction has been proven to be able to mediate the relationship between work motivation, work environment, and career development on employee loyalty.

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INTRODUCTION

In the era of bureaucratic transformation and improving the quality of public services, employee loyalty is one of the key elements that determine the success of a government agency. Loyalty reflects a willingness to be highly dedicated to the organization's vision and mission and to make an optimal contribution even in challenging working conditions. Within the Ministry of Religion of the Republic of Indonesia, which has a wide scope of duties in the service of the religious sector, the existence of loyal employees is needed to ensure the stability and continuity of organizational operations in the midst of public demands for transparency and accountability. However, in practice, employee loyalty often faces challenges that are influenced by the internal dynamics of the organization. Based on the initial data of performance evaluation within the Ministry of Religion of the Republic of Indonesia, an overview of employee loyalty conditions was found as follows:

This condition shows that the implementation of organizational values and employee involvement in organizational activities is still not optimal and needs to be improved. If this condition is not taken care of, it can have an impact on declining employee loyalty and overall organizational performance.

In addition to loyalty, work motivation is also an important factor that affects employee loyalty levels. However, the phenomenon that occurs shows that employees' work motivation is still not fully optimal, especially in terms of willingness to work beyond targets and intrinsic encouragement in providing maximum public services. This shows that there is a gap between organizational expectations and actual conditions in the field, where some employees are still working only to fulfill formal obligations without showing higher initiative and commitment.

Another factor that affects employee loyalty is the work environment. A work environment that is not fully conducive, both from physical aspects such as work facilities and comfort and non-physical aspects such as work relationships between employees and communication with superiors, can reduce work morale and employee attachment to the organization. This condition shows that there is still a gap between the expected work environment and the conditions felt by employees.

Furthermore, career development is also an important factor in forming employee loyalty. In practice, there are still limited access to training, lack of transparency in job promotions, and perceptions of career stagnation among employees. This condition can reduce employees' work motivation and commitment to the organization because they feel they do not have clarity about their career future.

In addition, job satisfaction acts as a mediating variable that bridges the influence of work motivation, work environment, and career development on employee loyalty. However, employee job satisfaction is still not optimal, which is shown by the mismatch between tasks and competencies and the perception of injustice in compensation and workload. This can cause dissatisfaction that has an impact on declining employee loyalty.

Based on this description, it can be concluded that employee loyalty within the Ministry of Religion of the Republic of Indonesia is still not optimal overall even though it is in the good category. This is influenced by work motivation that is not optimal, a work environment that is not yet conducive, career development that is not optimal, and job satisfaction that is still low.

Problem Formulation: (1) Does work motivation have a positive and significant effect on job satisfaction at the Ministry of Religion of the Republic of Indonesia? (2) Does the work environment have a positive and significant effect on job satisfaction at the Ministry of Religion of the Republic of Indonesia? (3) Does career development have a positive and significant effect on job satisfaction at the Ministry of Religion of the Republic of Indonesia? (4) Does work motivation have a positive and significant effect on the loyalty of employees at the Ministry of Religion of the Republic of Indonesia? (5) Does the work environment have a positive and significant effect on employee loyalty at the Ministry of Religion of the Republic of Indonesia? (6) Does career development have a positive and significant effect on employee loyalty at the Ministry of Religion of the Republic of Indonesia? (7) Does job satisfaction have a positive and significant effect on loyalty in the Ministry of Religion of the Republic of Indonesia?

LITERATURE REVIEW

Work Motivation

According to Fadilah and Prasetyo (2020), work motivation is an internal and external force that encourages individuals to do work with a certain direction, intensity, and perseverance. That is, motivation doesn't just talk about "why someone works", but also "how he sustains effort" and "how much effort is poured". According to Hidayat (2021), it is explained that work motivation is born from the expectation that the effort made will produce good performance, as well as the belief that the performance will bring consequences or valuable results for individuals. In other words, work motivation always contains elements of hope, belief, and value of a result to be achieved. This is in line with the view of Rahmawati (2022) who emphasizes that the work motivation of employees in the public sector is often not solely driven by material aspects, but also by inner satisfaction in the form of work meaning and community service.

Work Environment

According to Wibowo (2021), the work environment is a set of external and internal conditions that affect individual performance, including infrastructure, work atmosphere, and social interactions in the workplace. This is in line with research by Rahmadani and Sunarsi (2020) which emphasizes that comfort at work, both physically and psychologically, plays an important role in retaining employees to stay in the agency where they work. Furthermore, Iskanto (2021) stated that a conducive work environment plays a role as a catalyst in creating employee attachment to the organization. This view is reinforced by Wijaya (2022) who underlines that a comfortable work environment can reduce employee stress levels, while increasing emotional attachment to the organization.

Career Development

According to Busro (2021), career development is an effort made by individuals and organizations to improve skills and competencies so that they are able to carry out their main tasks and functions better. This is in line with the view of Robbins and Judge (2020) who emphasized that career development is the process of finding, nurturing, and developing the talents of employees to remain relevant to the needs of the organization. Kaya and Ceylan (2020) emphasize that career development is not just an activity to improve technical skills, but also includes the process of planning for the future, both from the employee and the company's side, so that both can develop sustainably. This opinion is strengthened by Sumadhinata and Murtisari (2022) who explain that career development is able to increase work motivation because of the sense of being appreciated and recognized, thus ultimately creating employee satisfaction and attachment to the organization.

Employee Loyalty

According to Putra (2022), employee loyalty is an employee's willingness to make his or her best contribution through dedication, loyalty, and commitment to the organization where he works. Furthermore, Dewi and Arifin (2021) explained that employee loyalty includes psychological indicators in the form of emotional attachment to organizational values and culture, as well as practical indicators in the form of willingness to survive in the long term. Suryani (2022) added that employee loyalty is the result of a mutually beneficial relationship between the organization and employees, where the organization provides career development opportunities, fair compensation, and a conducive work environment. According to Hidayat (2021), employee loyalty is also influenced by trust in leadership. Employees who believe that their leaders are able to manage the organization fairly and transparently will find it easier to cultivate a sense of loyalty. Meanwhile, Ningsih (2024) emphasized that employee loyalty is not only shown through the length of the working period, but also in active

involvement in organizational activities, willingness to sacrifice for the common good, and consistency in maintaining the organization's reputation. Thus, loyalty can be viewed as a holistic attitude that includes affective, cognitive, and behavioral dimensions.

Job Satisfaction

According to Robbins and Judge (2021), job satisfaction is a general attitude of an individual towards his or her job, which reflects how much of a match the expectations an employee has with the rewards they receive from the job. This view emphasizes that job satisfaction is not only related to salary alone, but also involves various aspects of work that affect employee feelings. Furthermore, Colquitt, LePine, and Wesson (2021) explain that job satisfaction is a pleasurable or positive emotional state that results from one's job assessment or one's work experience. According to Luthans (2021), job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. Meanwhile, McShane and Von Glinow (2021) revealed that job satisfaction is an evaluation of the cognitive, affective, and behavioral evaluations that employees do about their work. Another opinion is put forward by Kreitner and Kinicki (2022) who state that job satisfaction is the result of the interaction between individual factors and situational factors in work.

METHODOLOGY

The research method used in this study is a descriptive-quantitative statistical method, which emphasizes the analysis of numerical data (numbers) processed by statistical methods, while the form of hypothesis formulation uses a descriptive hypothesis formulation. A descriptive hypothesis is a conjecture about the value of an independent variable, and does not make comparisons or relationships, (Sugiyono 2021).

In this study, the data obtained was in the form of the results of respondents' assessment of the research variables. The numerical data was then processed using descriptive statistical techniques to describe the average scores, distribution of answers, and tendencies of the variables studied.

In addition, this study uses a descriptive hypothesis, which is a hypothesis that only guesses the value of an independent variable without comparing between groups and without testing the relationship between variables. The descriptive hypothesis is simple and aims to find out the description of variables based on the actual conditions of the research object.

The data sources in this study consist of primary data and secondary data. Primary data is data obtained directly from the source, namely respondents at the Ministry of Religion of the Republic of Indonesia, through the distribution of questionnaires or questionnaires. Meanwhile, secondary data is obtained indirectly through various written sources such as books, reports, scientific articles, and other literature relevant to the research topic (Sugiyono, 2021). The data collection technique is carried out in two ways, namely primary and secondary data collection. Primary data was collected through observation or direct observation at the research site to obtain information systematically, as well as through the distribution of questionnaires or questionnaires to respondents who had been designated as samples. Meanwhile, secondary data is collected through literature studies or literature studies by examining various relevant written sources. This literature study aims to identify and collect basic theories as the conceptual foundation of research, so that it can provide broad and in-depth insights in supporting the process of analysis and data processing in research (Sugiyono, 2021).

The population in this study is in the form of all employees in the office of the Ministry of Religion of the Republic of Indonesia as many as 290 people consisting of structural and functional employees, both civil servants and contract employees. In determining the number

of samples, the researcher used the slovin formula to get an accurate number of samples, the sample used was 168 people.

The analysis design in this study uses a quantitative approach through descriptive analysis and Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS) with the help of SmartPLS 4.0 software. Descriptive analysis was carried out using the Likert scale as a measuring tool with a score range from strongly agree to strongly disagree, and was equipped with an interval scale to interpret the average value of respondents' answers into the assessment category. Furthermore, an evaluation of the measurement model (outer model) was carried out which included validity and reliability tests. Convergent validity was assessed based on the value of loading factor ($\geq 0.60-0.70$) and Average Variance Extracted ($AVE \geq 0.50$), while discriminant validity was seen from the value of cross loading between indicators. The reliability test was carried out by looking at the Cronbach Alpha and Composite Reliability values which must be greater than 0.70. After the measurement model is declared valid and reliable, a structural model test (inner model) is carried out to analyze the relationship between latent variables, including assessing the strength of the model through the R-Square value with strong, medium, and weak categories.

Hypothesis testing in this study was carried out based on the results of internal model analysis by looking at the path coefficient, t-statistical, and p-value values through the bootstrapping procedure on SmartPLS. The hypothesis is stated to be significant if the t-value of the statistics is greater than the t-table and the p-value is less than 0.05. The analysis was carried out for both direct and indirect effects mediated by intervening variables. In addition, path analysis is used to measure the amount of contribution and causal relationships between independent variables to dependent variables, either directly or through intermediate variables. This technique aims to provide a comprehensive overview of the pattern of cause-and-effect relationships between variables in the study (Sugiyono, 2021).

RESULT AND DISCUSSION

Reliability and Cronbach's Alpha

This test ensures that the indicators used to measure a variable have high reliability, so that the measurement results are reliable and consistent. The composite reliability and Cronbach's alpha tests are used to assess the dependency of the instrument in a research model if all latent variable values have composite reliability and Cronbach's alpha > 0.70 .

Table 1 Reliability Test and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Result
Work Motivation (X1)	0,969	0,973	Reliebel
Work Environment (X2)	0,961	0,966	Reliebel
Career Development (X3)	0,989	0,990	Reliebel
Employee Layality (Y)	0,929	0,940	Reliebel
Job Satisfaction (Z)	0,957	0,963	Reliebel

Source : Smart PLS 4.0

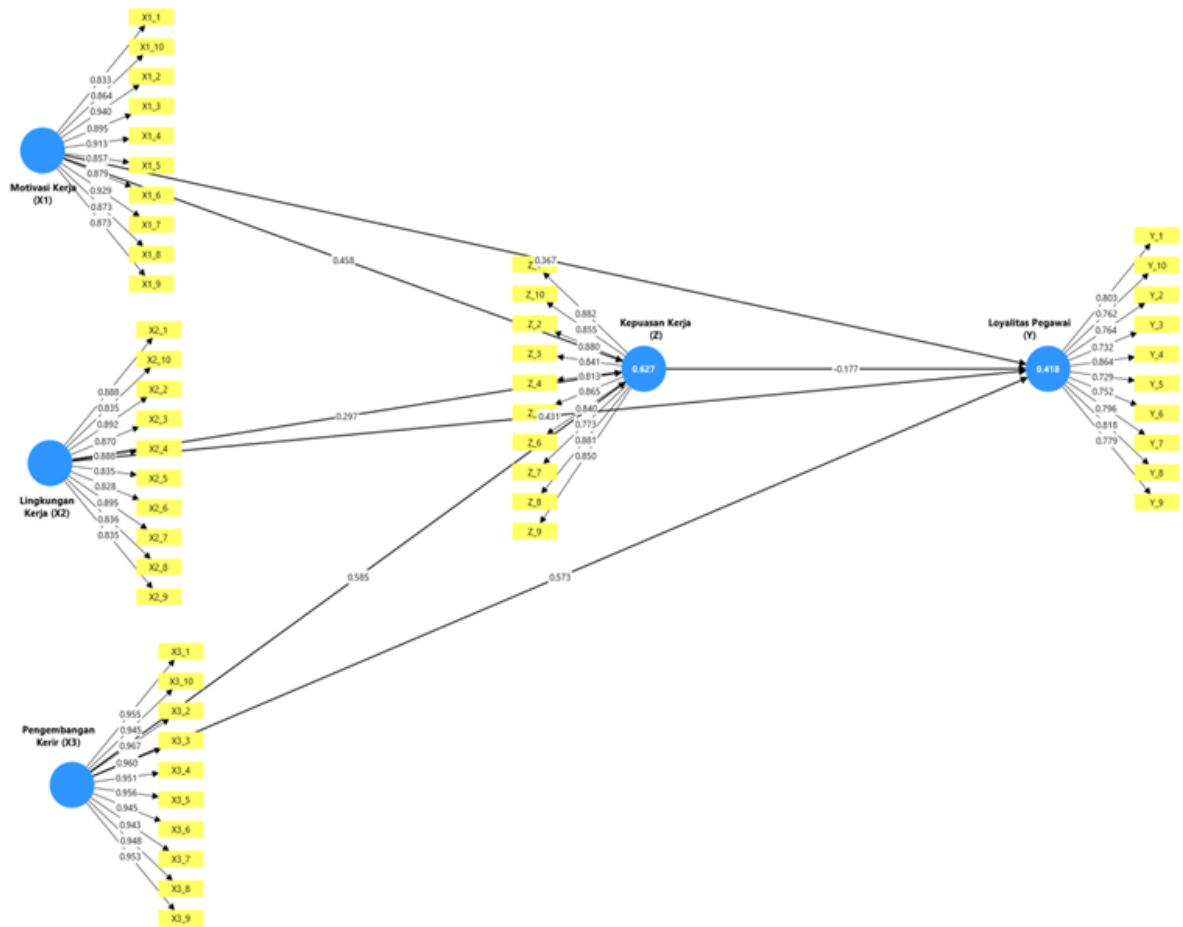


Figure 1. Outer Model Smart PLS 4.0 Scheme

Based on the data in figure 1, it can be concluded that each indicator in all research variables shows an outer loading value > 0.70, which exceeds the minimum limit of outer loading values that can be said to be valid in this study.

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is a measure used to assess the convergent validity of a measurement model, by showing how much the latent variable is able to explain the variance of its indicators (Hair et al., 2020). An Average Variance Extracted (AVE) value greater than 0.50 indicates that the latent variable has adequate convergent validity, since more than half of the indicator's variance can be explained by the construct.

Tabel 2 Average Variance Extracted (AVE)

Variable	Average Variance Extracted	Critical Value
Work Motivation (X1)	0,785	0,50
Work Environment (X2)	0,741	0,50
Career Development (X3)	0,907	0,50
Employee Loyalty (Y)	0,610	0,50
Job Satisfaction (Z)	0,720	0,50

Source : Smart PLS 4.0

The above data has the potential to be trusted for future testing because all of them have met the criteria that have been set and the average variance extracted (AVE) is more than 0.50. So it can be concluded that the AVE value is fulfilled in the figure of table 3 above.

Discriminatory Validity

According to Hair et al. (2020), this discriminant validity evaluates the extent to which a construct differs from other constructs. The principle underlying discriminant validity is to assess how unique the indicators of a construct are represented by that construct compared to how much it correlates with all the other constructs in the model.

Structural Model Evaluation (Innder Model)

Tabel 3 R-Square

Variable	R Square	R Square Adjusted
Employee Loyalty (Y)	0,418	0,404
Job Satisfaction (Z)	0,627	0,620

Based on the table above, the analysis results show that the R-Square value of the effect of work motivation (X1), work environment (X2) and career development (X3) on employee loyalty (Y) is 0.418 with an R-Square Adjusted value of 0.404. Therefore, the value of the influence of all simultaneous exogenous constructs of work motivation (X1), work environment (X2) and career development (X3) on employee loyalty (Y) is weak.

Based on the table above, the analysis results show that the R-Square value of the effect of work motivation (X1), work environment (X2) and career development (X3) on job satisfaction (Z) is 0.627 with an R-Square Adjusted value of 0.620. Therefore, the value of the influence of all exogenous constructs of work motivation (X1), work environment (X2) and career development (X3) on job satisfaction (Z) is moderate.

Table 4 Path Coeffisients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
Job Satisfaction (Z) -> Employee Loyalty (Y)	-0.177	-0.187	0.085	2.074	0.038	accepted
Work Environment (X2) -> Job Satisfaction (Z)	0.297	0.299	0.051	5.790	0.000	accepted
Work Environment (X2) -> Employee Loyalty(Y)	0.431	0.440	0.051	8.514	0.000	accepted
Wrok Motivation (X1) -> Job Satisfaction (Z)	0.458	0.461	0.047	9.704	0.000	accepted
Work Motivation (X1) -> Employee Loyalty(Y)	0.367	0.373	0.058	6.339	0.000	accepted
Carer Development (X3) ->Job Satisfaction (Z)	0.585	0.585	0.050	11.727	0.000	accepted

Career Development (X3)	0.573	0.582	0.065	8.791	0.000	accepted
-> Employee Loyalty (Y)						

Source : Smart PLS 4.0

Based on table 4 above, the test with bootstrapping was obtained from path coefficients that produced a direct influence hypothesis with the following hypothesis conclusions:

Testing the Direct Influence Hypothesis

Work motivation (X1) to job satisfaction (Z) is indicated with a significance level below 5%. This is evidenced by a t-statistical value of 9.704, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 which is less than 0.05. Thus, hypothesis 1 is accepted, so it can be concluded that work motivation (X1) has a positive and significant effect on job satisfaction (Z).

Work environment (X2) to job satisfaction (Z) is indicated with a significance level below 5%. This is evidenced by a t-statistical value of 5.790, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 which is less than 0.05. Thus, hypothesis 2 is accepted, so it can be concluded that the work environment (X2) has a positive and significant effect on job satisfaction (Z).

Career development (X3) versus job satisfaction (Z) is shown with a significance level below 5%. This is evidenced by a t-statistical value of 11,727, which exceeds the critical value of the t-table of 1,654, and a P-value of 0.000 which is smaller than 0.05. Thus, hypothesis 3 is accepted, so it can be concluded that career development (X3) has a positive and significant effect on job satisfaction (Z).

Work motivation (X1) to employee loyalty (Y) is shown with a significance level below 5%. This is evidenced by a statistical t-value of 6.339, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 which is smaller than 0.05. Thus, hypothesis 4 is accepted, so it can be concluded that work motivation (X1) has a positive and significant effect on employee loyalty (Y).

The work environment (X2) on employee loyalty (Y) is shown with a significance level below 5%. This is evidenced by a t-statistical value of 8.514, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 which is less than 0.05. Thus, hypothesis 5 is accepted, so it can be concluded that the work environment (X2) has a positive and significant effect on employee loyalty (Y).

Career development (X3) to employee loyalty (Y) is shown with a significance level below 5%. This is evidenced by a t-statistical value of 8.791, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 is less than 0.05. Thus, hypothesis 6 is accepted, so it can be concluded that career development (X3) has a positive and significant effect on employee loyalty (Y).

Job satisfaction (Z) to employee loyalty (Y) is shown with a significance level below 5%. This is evidenced by a t-statistical value of 2.074, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.038 which is smaller than 0.05. Thus, hypothesis 7 is accepted, so it can be concluded that job satisfaction (Z) has a positive and significant effect on employee loyalty (Y).

Table 5 Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P Values	Result
Work Environment (X2) -> Job Satisfaction (Z) -> Employee Loyalty(Y)	-0.052	-0.056	0.028	1.844	0.065	Rejected
Work Motivation (X1) -> Job Satisfaction (Z) -> Employee Loyalty (Y)	-0.081	-0.086	0.041	1.955	0.051	Rejected
Career Depelovment (X3) -> Job Satisfaction (Z) -> Employee Loyalty (Y)	-0.103	-0.109	0.051	2.031	0.042	Accepted

Based on table 5 above, the test with bootstrapping obtained the results of Specific Indirect Effects which produce an indirect influence hypothesis with the following hypothesis conclusion: Work motivation (X1) to loyalty (Y) through job satisfaction (Z) is shown with a significance level above 5%. This is evidenced by a P-Value of 0.051 which is greater than 0.05, even though the t-statistical value of 1.955 has exceeded the critical t-table value of 1.654. Based on table 7 above, the test with bootstrapping obtained the results of Specific Indirect Effects which produce an indirect influence hypothesis with the following hypothesis conclusion: Work motivation (X1) to loyalty (Y) through job satisfaction (Z) is shown with a significance level above 5%. This is evidenced by a P-Value of 0.051 which is greater than 0.05, even though the t-statistical value of 1.955 has exceeded the critical t-table value of 1.654. So it can be concluded that Work Motivation (X1) does not have a significant influence on Employee Loyalty (Y) through Job Satisfaction (Z). Work environment (X2) versus loyalty (Y) through job satisfaction (Z) is shown with a significance level above 5%. This is evidenced by a P-Value of 0.065 which is greater than 0.05, even though the t-statistical value of 1.844 has exceeded the critical t-table value of 1.654. So it can be concluded that the work environment (X1) does not have a significant influence on Employee Loyalty (Y) through Job Satisfaction (Z). Career development (X3) to employee loyalty (Y) through job satisfaction (Z) is shown with a significance level below 5%. This is evidenced by a statistical t-value of 2.031, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.042 which is smaller than 0.05. So it can be concluded that career development (X3) has a positive and significant effect on employee loyalty (Y) through job satisfaction (Z).

Work environment (X2) versus loyalty (Y) through job satisfaction (Z) is shown with a significance level above 5%. This is evidenced by a P-Value of 0.065 which is greater than 0.05, even though the t-statistical value of 1.844 has exceeded the critical t-table value of 1.654. So it can be concluded that the work environment (X1) does not have a significant influence on Employee Loyalty (Y) through Job Satisfaction (Z). Career development (X3) to employee loyalty (Y) through job satisfaction (Z) is shown with a significance level below 5%. This is evidenced by a statistical t-value of 2.031, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.042 which is smaller than 0.05. So it can be concluded that career development (X3) has a positive and significant effect on employee loyalty (Y) through job satisfaction (Z).

CONCLUSION

Work motivation (X1) has a positive and significant effect on job satisfaction (Z) at the Ministry of Religion of the Republic of Indonesia. This is evidenced by a t-statistical value of 9.704, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 which is less than 0.05.

The work environment (X2) has a positive and significant effect on job satisfaction (Z) at the Ministry of Religion of the Republic of Indonesia. This is evidenced by a statistical t-value of 5.790, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 that is less than 0.05.

Career development (X3) has a positive and significant effect on job satisfaction (Z) at the Ministry of Religion of the Republic of Indonesia. This is evidenced by a t-statistical value of 11.727, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 which is smaller than 0.05.

Work motivation (X1) has a positive and significant effect on employee loyalty (Y) to the Ministry of Religion of the Republic of Indonesia. This is evidenced by a statistical t-value of 6.339, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 which is smaller than 0.05.

The work environment (X2) has a positive and significant effect on employee loyalty (Y) to the Ministry of Religion of the Republic of Indonesia. This is evidenced by a t-statistical value of 8.514, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 which is less than 0.05.

Career development (X3) has a positive and significant effect on employee loyalty (Y) to the Ministry of Religion of the Republic of Indonesia. This is evidenced by a t-statistical value of 8.791, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.000 is less than 0.05.

Job satisfaction (Z) has a significant effect on employee loyalty (Y) to the Ministry of Religion of the Republic of Indonesia. This is evidenced by a t-statistical value of 2.074, which exceeds the critical value of the t-table of 1.654, and a P-Value of 0.038 which is smaller than 0.05.

Suggestions

Work Motivation (X1)

The lowest indicator is found in active involvement (average 3.95). This shows that employee participation in activities outside of routine duties still needs to be increased. It is suggested that leaders create more interesting and inclusive activities so that employees are more involved without feeling burdened.

Work Environment (X2)

The lowest indicator is in the air temperature (average 3.96). This condition shows that thermal comfort is not optimal. It is recommended to maintain or improve the air conditioning system to support work concentration.

Career Development (X3)

The lowest indicator was the clarity of career information (average 4.00). This shows that the transparency of promotions still needs to be improved. It is recommended that there be an open publication of career information through internal media.

Job Satisfaction (Z)

The lowest indicator was found in relationships with colleagues (average 4.00). This shows that the working relationship still needs to be strengthened. It is recommended to carry out team building activities to increase harmony.

Employee Loyalty (Y)

The lowest indicator is in compliance with grades and rules (average 4.02). This shows that compliance is not fully awareness-based. It is recommended to carry out persuasive work culture socialization in order to increase internal employee awareness.

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