THE EFFECT OF COMPENSATION AND WORK ENVIRONMENT ON LOYALTY THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT THE REGIONAL SECRETARIAT OF JEMBER REGENCY

Heni Rosianti[1]
Universitas Muhammadiyah Jember, Jember, Indonesia
hrosianti9@gmail.com

Nursaid[2]
Universitas Muhammadiyah Jember, Jember, Indonesia
nursaid@unmuhjember.ac.id

Ni Nyoman Putu Martini[3]
Universitas Muhammadiyah Jember, Jember, Indonesia
ninyomanputu@unmuhjember.ac.id

Abstract

This study aims to analyze the influence of compensation and work environment on the loyalty of Jember Regency Regional Secretariat employees, both directly and through work motivation as an intervening variable. The phenomenon of declining ASN loyalty due to low motivation, perception of unfair compensation, and suboptimal working conditions is the background of the research. A quantitative approach is used through surveys and *Partial Least Square* (PLS) analysis. The results of the study show that compensation and work environment have a positive and significant effect on work motivation, and directly increase employee work loyalty. In addition, work motivation has been shown to significantly mediate the influence of compensation and the work environment on loyalty, suggesting that motivation is an important psychological factor in strengthening the relationship between organizational rewards and employee loyalty. These findings indicate that the increase in ASN loyalty does not only depend on financial aspects, but is also influenced by the perception of fairness, comfort of the work environment, and motivational encouragement from leaders. Therefore, local governments need to implement fair compensation policies, create a healthy and collaborative work environment, and strengthen employee motivation through a sustainable performance coaching and reward system.

Keywords: Compensation, Work environment, Work motivation, Job loyalty, Jember Regency Regional Secretariat

INTRODUCTION

Public organizations in the modern era face increasing demands to improve the quality of human resources at various levels of government. Social, economic, and technological changes that are taking place very quickly require government officials to continue to strengthen competence, maintain integrity, and show the spirit of sustainable service (Istighfarnissa et al., 2022). The public's expectations for public services that are increasingly effective, efficient, transparent, and accountable make the performance of the regional apparatus the main focus of attention in the government process. In this context, employee work loyalty is one of the important pillars in maintaining the sustainability of local government organizations (Credits, 2024). Employees who have high loyalty tend to show strong responsibility, adhere to work ethics, and are committed to organizational goals (Naufalia et al., 2022). On the other hand, a decrease in loyalty can result in a weakening of work morale, an increase in attendance rates, and a decrease in the quality of public services (Mangkunegara, 2019). In various regional agencies, including Jember Regency, indications of declining employee job loyalty are beginning to be seen which is characterized by low work motivation, complaints about compensation that is considered inadequate, and dissatisfaction with the work environment which is felt to be less supportive of employee comfort and productivity (Giovanni & Ie, 2022). This condition is a reflection that public organizations must pay attention to welfare and work comfort as an integral part of building sustainable employee loyalty (Adeniyi, 2024).

Job loyalty is the main foundation for organizational stability and continuity of public services (Budiningsih, 2021). Loyal employees display long-term commitment, lowering the *Turnover*, and is more oriented towards achieving organizational goals rather than momentary self-interest (Bayu et al., 2024). In the environment of government agencies, work loyalty encourages consistency in policy implementation, improvement of the quality of community services, and growth of public trust (Suparno et al., 2023). Efforts to increase loyalty need to be managed holistically, through fair compensation design, improvement of the work environment, and the development of sustainability motivation so that it not only impacts individual performance, but also the effectiveness of the organization and its ability to adapt to social, economic, and technological dynamics (Rahmawati et al., 2024). Previous research has also confirmed the importance of job loyalty in various public service sectors. Study by (Ika Lestari et al., 2023) shows that work loyalty is closely related to the quality of services provided to the community. Meanwhile, (Yustan et al., 2024) Finding that employee loyalty is one of the main factors in maintaining public trust and the smooth implementation of government agency programs in a sustainable manner.

Compensation is the total reward that employees receive in return for their contributions and workload (Herlambang, 2020). Conceptually, compensation includes financial components such as basic salary, benefits, bonuses, incentives, and career development opportunities that can increase long-term economic value for employees (Nursaid et al., 2020). A competitive and fair compensation structure can increase a sense of appreciation, strengthen employees' identification with the organization, and encourage work loyalty through increased intrinsic motivation and willingness to stay in the work environment (Kurniawan, 2019). The work environment is the physical and social conditions in which employees perform their duties, including physical facilities, relationships between

colleagues, a security climate, organizational culture, and management support (Sedarmayanti, 2017). Previous research has also proven that compensation and work environment have a significant effect on employee loyalty and productivity. Research results (Wulandari et al., 2024) states that fair compensation management directly increases employee motivation and engagement. Meanwhile, a study from (Anggraini et al., 2025) emphasized that a conducive work environment supported by harmonious interpersonal relationships has been proven to be able to reduce the level of *Turnover*, build loyalty, and improve overall organizational performance.

Work motivation describes an employee's internal drive to achieve job goals, which includes extrinsic aspects such as compensation and access to resources, as well as intrinsic aspects such as job meaning, recognition, and development opportunities (Nugraha, 2024). Motivation then affects commitment to the organization, work discipline, initiative, and willingness to stay in the organization (Anandita et al., 2021). As an intervening variable, motivation explains how two independent variables (compensation and work environment) can affect job loyalty indirectly through increased work morale, initiative, discipline, and loyalty. Understanding this mediation mechanism is important to design effective HR interventions within local governments (Hermawan, 2023). Previous research supports this relationship, as explained by (Muhtarom et al., 2023) who found that increased work motivation significantly mediated the influence of the work environment and compensation on employee loyalty in the public sector. Study by (Sholihin & Arida, 2021)) also emphasized that motivation is a key factor in continuously improving individual discipline, loyalty, and performance in government organizations.

Some previous studies have shown zero or inconsistent results on the influence on each variable, so this study is important to fill in the gap and ensure consistency of findings in specific local contexts (Naufalia et al., 2022) and (Mauludi & Kustini, 2022) . The lack of measurable instruments to assess the impact of Work Motivation as an Intervening Variable in influencing job loyalty needs to be overcome through the development or adaptation of the *Valid* and *Reliable*, so that the measurement of the mediation variables can be more accurate (Credits, 2024). The lack of identification of moderation or mediation variables that strengthen or weaken the relationship between variables is also *Gap* relevant to be explored, so that this study can test the potential for moderation such as organizational culture, work climate, leadership, and other contextual factors that can strengthen or weaken the relationship between variables (Utomo, 2006).

The object of the research is the Regional Secretariat of Jember Regency. This research is relevant to the title because the Regional Secretariat is a local government institution that serves the public through various regional apparatus work units. Quantitative evidence of phenomena related to compensation, work environment, motivation, and job loyalty can be seen in staffing data, employee perception surveys, and public service performance indicators related to Job Loyalty.

Table 1.
Comparison of Target Performance Achievements in 2021-2024

Sasaran Strategis	Indikator Sasaran	Realisasi			
		2021	2022	2023	2024
Peningkatan Administrasi Keuangan Perangkat Daerah	Prosentase Administrasi Keuangan Perangkat Daerah	100 %	100%	100%	94,5%
Peningkatan Administasi Barang Milik Daerah pada Bagian Umum	Prosentase Administasi Barang Milik Daerah pada Perangkat Daerah	0%	100%	100%	67%
Peningkatan pada Administrasi Kepegawaian Bagian Umum	Prosentase Administrasi Kepegawaian Perangkat Daerah	95%	100%	100%	100%
Peningkatan Kualitas Administrasi Umum Perangkat Daerah	Prosentase Administrasi Umum Perangkat Daerah	79,37%	76,5%	99,42%	82,85 %
Peningkatan Pelayanan Penyediaan Jasa Penunjang pada Bagian Umum	Prosentase Penyediaan Jasa Penunjang Urusan Pemerintahan Daerah yang terkelola	73,75%	98,5%	100%	97%
Peningkatan pada Pemeliharaan Barang Milik Daerah pada Bagian Umum	Prosentase Pemeliharaan Barang Milik Daerah Bagian Umum yang terkelola	93%	85%	85,4%	77,6%
Peningkatan pada Administrasi Keuangan dan Operasional Kepala Daerah dan Wakil kepala Daerah	Prosentase Administrasi Keuangan dan Operasional Kepala Daerah dan Wakil kepala Daerah	93.33%	89%	84,66%	100%
Peningkatan Fasilitasi Kerumahtanggaan Sekretariat Daerah	Prosentase Fasilitasi Kerumahtanggaan Sekretariat Daerah	90%	92%	100%	96%
Total		83%	88%	98%	88%

Sumber Data Realisasi: Capaian Evaluasi Terhadap Hasil RKPD Pemerintah Kabupaten Jember

Data on performance realization achievements at the Jember Regency Regional Secretariat during 2021 to 2024 show positive developments, but there are also fluctuations and declines in performance in several strategic indicators in 2024. The decline in this achievement, such as in the administration of regional property which decreased from 100% to 67%, general administration from 99.42% to 82.85%, and the maintenance of regional property from 85.4% to 77.6%, are crucial phenomena that must be observed in the management of administration and human resources. This decline and fluctuation in realization is suspected to be closely related to factors such as declining work motivation, a less conducive work environment, and employees' perception of the compensation received. In the context of this study, this phenomenon emphasizes the importance of reviewing the role of compensation, work environment, and motivation as factors that affect employee job

loyalty. This shows that there are real challenges in maintaining loyalty, motivation, and optimal performance of employees within the Jember Regency Regional Secretariat. The average decrease in total achievement from 98% to 88% in 2024 indicates potential problems in the continuity and stability of organizational performance. This condition is very much in line with the focus of research related to the influence of compensation, work environment, and motivation on job loyalty. Therefore, research that raises these issues is very relevant to be able to provide solutions in an effort to increase loyalty, motivation, and consistency in achieving future performance targets at the Jember Regency Regional Secretariat.

Practically, this research is expected to contribute to the improvement of human resource management in the local government environment. The results of the research are expected to be the basis for policy-making in improving employee loyalty and performance through improving a fairer compensation system, providing a more supportive work environment, and strengthening work motivation as an internal driver of employees. These findings also enrich similar research conducted previously, for example research on the Influence of Work Discipline and Job Training on Employee Work Performance with Work Motivation as an Intervening Variable (Study on the Prokopim Section of the Jember Regency Secretariat). Thus, this study is expected to be able to provide a more comprehensive picture of the factors that shape employee loyalty and performance in the realm of local government.

The novelty in this study lies in an integrative approach that places work motivation as the main bridge between compensation and the work environment to employee loyalty in the public sector. In contrast to previous studies that mostly only examined the direct relationship between variables, this study adopted an indirect relationship model to describe the psychological mechanisms that drive work loyalty. In addition, this study uses the context of regional bureaucracy, which has different organizational cultural characteristics, compensation systems, and motivation patterns from the private sector. The findings of this study are expected to strengthen the theory of human resource management, especially in the context of local government, and become a reference in formulating effective and sustainable employee development policies in Jember Regency.

LITERATURE REVIEW

Compensation (X1)

Compensation is all forms of income, whether in the form of money, direct or indirect goods, that employees receive as a reward for services rendered to the company (Rahmawati et al., 2024). The following are indicators to measure compensation:

1. Salary
   Salary is a fixed monthly reward given to employees of the Jember Regency Regional Secretariat as a form of appreciation for the work, responsibilities, and positions held in local government organizations. The suitability of the amount of salary has a great influence on the satisfaction and motivation of employees to carry out their duties professionally, especially in a bureaucratic environment where the roles and workload are quite high.

2. Bonus
   Bonuses are usually given to employees who succeed in achieving or exceeding work targets, for example in the implementation of regional strategic programs and activities. At the Jember Regency Regional Secretariat, the provision of bonuses can be a boost to employee motivation, as well as recognition for extra efforts or innovations in completing tasks that exceed work standards.
3. Incentives
   Incentives within the Jember Regency Regional Secretariat can be in the form of additional employee income (TPP) given for work productivity or attendance assessed through a digital attendance system and performance application. This incentive system is an encouragement for employees to be more disciplined, diligent, and show more performance than the agency's expectations.
4. Indirect Compensation
   Indirect compensation includes holiday allowances, meal allowances, work facilities, transportation, and health insurance provided to support the welfare of employees. These facilities and benefits are very important to provide a sense of security and comfort for ASN at the Jember Regency Regional Secretariat so that they can stay focused on carrying out public services.
5. Award Allowance
   Award benefits such as exemplary employee awards, service period allowances, or other forms of appreciation are given to employees who demonstrate loyalty, dedication, or outstanding achievement. At the Jember Regency Regional Secretariat, this kind of appreciation not only increases individual motivation but also encourages the creation of a positive work culture and increases employee loyalty to the agency.

Work Environment (X2)

The work environment is everything that exists around the worker and can affect him in carrying out the tasks imposed by Nitisemito (2023). Meanwhile, according to (Reza & Yulihasri, 2024), the work environment is the whole of the tools and materials that are faced, the environment around which a person works, the working methods, and the arrangement both individually and in groups. The following are indicators to measure the work environment:

1. Working Atmosphere
   The work atmosphere at the Jember Regency Regional Secretariat is a combination of the physical condition of the room, bureaucratic work culture, and the way employees carry out daily activities. A conducive atmosphere will make employees feel comfortable and productive, so that the implementation of work in the secretariat runs more effectively in supporting public services.
2. Relationships Between Co-Workers
   The quality of the relationship between employees at the Jember Regency Regional Secretariat greatly determines the smooth work and collaboration between departments. Close cooperation and minimal internal conflicts will facilitate the completion of administrative tasks and create a harmonious work environment among local government employees.

3. Relationship with Leadership
   Two-way interaction and communication between employees and leaders at the Jember Regency Regional Secretariat are the key to creating a mutually supportive work environment. Harmony of relationships and information disclosure from superiors can increase motivation and a sense of belonging of employees to the agency.
4. Work Facilities/Equipment
   The availability of adequate work facilities, such as stationery, computers, workspaces, administrative support facilities, and internet access is an important factor in the Jember Regency Regional Secretariat. Good facilities support the smooth running of government activities and the comfort of employees in carrying out their duties.
5. Physical Hygiene and Comfort
   The cleanliness of the workspace, air circulation, and the lack of noise disturbances at the Jember Regency Regional Secretariat have an effect on the health and comfort of employees. A clean and comfortable office will help employees stay focused, work safely, and maintain productivity in carrying out government tasks.

Work Motivation (Z)

Work motivation is something that results in a person's strong enthusiasm or work motivation and weak work motivation affecting the high and low achievement achieved (Legona & Effendi, 2024). Work motivation is a condition that arouses, directs, and maintains behaviors related to the work environment. Here are indicators to measure work motivation:

1. Responsibilities
   Employees at the Jember Regency Regional Secretariat are expected to have a high commitment to administrative tasks and public services that are part of their work. This responsibility is reflected in the seriousness and discipline of employees in completing the work entrusted by the agency.
2. Work Performance
   Employees strive to complete the work as well as possible and are oriented towards optimal results, such as achieving work program targets, completing documents and correspondence on time, as well as making a real contribution in supporting the performance of the secretariat in accordance with local government organizational standards.
3. Opportunities to Advance
   Employees at the Jember Regency Regional Secretariat have a desire to continue to develop in their careers, both through training, education, and position promotion. A work environment that provides opportunities to improve competencies and career paths will spur employees' enthusiasm to advance.
4. Recognition of Performance
   Employees really appreciate it if their work achievements and innovations are recognized, either in the form of a charter, verbal from the leadership, or other forms of appreciation in the secretariat. Recognition of hard work is a trigger for motivation to work even better.

5. Challenging Jobs
   Employees at the Jember Regency Regional Secretariat are encouraged to be enthusiastic in facing new tasks, following changes in the administrative system, and being involved in public service innovation. These challenges foster a spirit of learning and adaptation so that work becomes more interesting and meaningful.

Job Loyalty (Y)

Loyalty Work is the determination and ability of an employee to a company or agency to obey, implement, and practice something that is complied with with full awareness and responsibility in working (Ma'ruf, 2021). Loyalty is a process that arises as a result of the desire to be loyal and devoted to work, group, superior, or company (Pratama & Saputro, 2024). The following are indicators to measure employee work loyalty:

1. Compliance
   Employees at the Jember Regency Regional Secretariat are required to always comply with the rules and policies that apply in the organization, as well as carry out their duties and responsibilities without violating the provisions of the agency.
2. Responsibilities
   Employees are required to complete each work correctly, on time, and be ready to accept the consequences of decisions or actions taken in the administrative process and public services of the Regional Secretariat.
3. Dedication
   Employees at the Jember Regency Regional Secretariat are expected to be able to give their energy, thoughts, and time sincerely for the advancement of work units and institutions as a whole.
4. Integrity
   Employees must be honest in providing information, dare to admit mistakes, and be consistent between words and actions, both in carrying out tasks and communicating with colleagues or leaders.
5. Sense of Belonging
   Employees show pride in the Jember Regency Regional Secretariat, care about the reputation of the institution, and strive to maintain the sustainability of the organization through active participation and positive contributions to the agency.

RESEARCH METHOD

This study uses a quantitative research method with a descriptive approach. The population in this study is 109 employees of the Jember Regency Regional Secretariat. According to Sugiyono, (2021), a sample is a portion of the number and characteristics of the population. The sample in this study is the total population of 109 employees of the Jember Regency Regional Secretariat. In this study, the author used a saturated sampling technique. According to Sugiyono (2021), a saturated sampling technique is a sampling technique when all members of the population are used as samples. In this study, to test the hypothesis, the study used Structural Equation Modeling (SEM) with the SmartPLS statistical tool. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural models, and path analysis.

RESULTS AND DISCUSSION

Outer Loading Test

Table 2.
Outer-Loadings Results

Z		Y		X1		X2	
Z1	0.887	Y1	0.823	X1.1	0.852	X2.1	0.895
Z2	0.841	Y2	0.753	X1.2	0.835	X2.2	0.862
Z3	0.773	Y3	0.818	X1.3	0.825	X2.3	0.744
Z4	0.784	Y4	0.876	X1.4	0.766	X2.4	0.867
Z5	0.860	Y5	0.782	X1.5	0.893	X2.5	0.892

Source: Data processed research (2025)

The criteria *for the factor of Outer-loadings* with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value *of cross-loadings* above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

Contruck Reliability and Validity Test

Table 3.
Results of Contruct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Z	0.772	0.790	0.821	0.883
Y	0.873	0.890	0.783	0.860
X1	0.724	0.813	0.760	0.867
X2	0.800	0.878	0.794	0.846

Source: Data processed research (2025)

The basis used in the reability test is *the Composite reability coefficient* value and *Cronbach's alpha coefficients* above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, such as *the Composite reability coefficient* value and *Cronbach's alpha coefficients* > 0.70. Meanwhile, the root value of AVE and Rho_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

Direct Influence Path Calculation

Table 4.
Direct Influence Path Coefficient Value

Hypothesis	***T Statistics***	***P values***	**Remarks**
X1 → Y	0.410	0.004	Positive and Significant Effect
X2 → Y	1.175	0.000	Positive and Significant Effect
Z → Y	0.740	0.002	Positive and Significant Effect

Source: Data processed research (2025)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

a. The effect of compensation (X1) on job loyalty (Y) the analysis results showed that the Statistics T value was 0.410 and *the p-value* was 0.004. Because *the p-value* is lower than the significance level of α (0.004 < 0.05). This indicates that there is a significant positive influence of X1 (compensation) on Y (job loyalty).
b. The influence of the work environment (X2) on work loyalty (Y) the results of the analysis showed that the Statistics T value was 1.175 and *the p-value* was 0.000. Because *the p-value* is lower than the significance level of α (0.000 < 0.05). This indicates that there is a significant positive influence of X2 (work environment) on Y (work loyalty).
c. The effect of work motivation (Z) on work loyalty (Y) the analysis results show that the Statistics T value is 0.740 and *the p-value* is 0.002. Because *the p-value* is lower than the significance level of α (0.002 < 0.05). This indicates that there is a significant positive influence of Z (work motivation) on Y (work loyalty).

Indirect Influence Path Calculation

Table 5.
Value of the Indirect Influence Path Coefficient

Hypothesis	*T Statistics*	*P values*	Remarks
X1 → Z → Y	1.050	0.001	Significant
X2 → Z → Y	1.155	0.000	Significant

Source : Data processed research (2025)

The results given in table 5. above show the indirect influence of the variable X1 (compensation) on the influence of variable Y (work loyalty) mediated by work motivation (Z), then the influence of variable X2 (work environment) on variable Y (work loyalty) through the variable work motivation (Z) as mediation, as follows:

a. The indirect effect from X1 (compensation) to Y (work loyalty) which was mediated by the Z variable (work motivation) the results of the analysis showed that the T Statistics value was 1.050 and *the p-value* was 0.001. Because *the p-value* is lower than the significance level of α (0.001 < 0.05). This indicates that there is a significant positive influence of X1 (compensation for Y (job loyalty) mediated by work motivation (Z).
b. The indirect influence from X2 (work environment) to Y (work loyalty) which is mediated by the variable Z (work motivation) the results of the analysis show that the T Statistics value is 1.155 and *the p-value* is 0.000. Because *the p-value* is lower than the significance level of α (0.000 < 0.05). This indicates that there is a significant positive influence of X2 (work environment) on Y (work loyalty) mediated by work motivation (Z).

Coefficient of Determination ($R^{2\ Test}$)

Table 6.
Adjusted R-squared coefficients

	Adjusted R-squared coefficients
Z	0.655
Y	0.624

Source : Data processed by researchers 2025

The above determination coefficients are presented in the form of *Adjusted R-squared coefficients* in table 6. Based on the *r-square* value in the table, it is shown that work motivation is able to explain job loyalty by 65.5% or categorized as moderate, and the remaining 34.5% is explained by other constraints other than those studied in this study. Meanwhile, job loyalty was able to explain the variable of work motivation by 62.4% or categorized as moderate correlation, and the remaining 37.6% was explained by other constraints outside those studied in this study.

Compensation affects work loyalty at the Jember Regency Regional Secretariat

Work loyalty is one of the important aspects in realizing the stability and effectiveness of government organizations. Loyal employees tend to show a willingness to work responsibly, disciplined, and highly dedicated to the agency where they work. In the context of local government agencies, such as the Jember Regency Regional Secretariat, employee loyalty is not only influenced by the moral aspects and organizational commitment, but also highly depends on how the compensation system is implemented fairly and transparently. Therefore, this study focuses on analyzing the extent to which compensation, both financial and non-financial, affects employee job loyalty.

This study shows that compensation has a significant influence on the work loyalty of Jember Regency Regional Secretariat employees, where every form of compensation, both financial and non-financial, contributes to shaping employees' attitudes and commitments to the agency. A fair, transparent, and adequate compensation system has been proven to be able to retain high-performing employees and foster a sense of pride in the organization. Salaries that are in accordance with workload, responsibilities, and positions increase financial satisfaction and security, while performance-based bonuses encourage motivation, work morale, and pride in the agency. Incentives such as productivity and discipline-based employee income supplement (TPP) also strengthen loyalty through increased responsibility and trust in an objective management system. In addition, indirect compensation in the form of benefits and welfare facilities provides a sense of security and comfort, showing the organization's attention to the needs of employees. Awards and benefits as a form of social recognition also play an important role in building a sense of belonging, dedication, and positive behavior at work. Overall, the results of this study confirm that the implementation of a comprehensive and fair compensation system is a strategic factor in increasing employees' loyalty and emotional attachment to the Jember Regency Regional Secretariat.

Overall, the findings of this study are consistent with the results of previous studies as conducted by (S. B. Utomo, 2022), (Sugianto et al., 2022), (Sri et al., 2024) and (Deivi & Heryanda, 2025) which states that compensation has a positive effect on employee loyalty to government agencies. Similar research by (Budiningsih, 2021), (Rustandi & Anbar Nankus, 2024) and (Agung & Jum'ati, 2024) also reinforcing these findings by concluding that

financial and non-financial compensation are able to increase the commitment and loyalty of civil servants through increased job satisfaction and a sense of organizational justice. Thus, the findings of this study affirm the importance of a professional, measurable, and employee-welfare-oriented compensation policy to create sustainable loyalty in the Jember Regency Regional Secretariat.

The work environment affects work loyalty at the Jember Regency Regional Secretariat

Employee job loyalty is a fundamental aspect in maintaining the stability and effectiveness of the implementation of government duties. Employees who have high loyalty not only show discipline and responsibility, but also a willingness to contribute optimally to the progress of the organization. In the context of local government agencies, the level of loyalty is often influenced by the work environment felt by employees. A comfortable, safe, and supportive work environment will foster a sense of belonging and emotional attachment to the organization. Therefore, through this study, it is analyzed how the work environment plays a role in influencing the work loyalty of employees of the Jember Regency Regional Secretariat.

The results of the study show that the work environment has a significant effect on employee loyalty at the Jember Regency Regional Secretariat, including physical, social, psychological, and organizational cultural aspects that encourage comfort and work motivation. A conducive work environment, with a positive atmosphere, well-organized workspaces, adequate lighting, and a professional culture, has been proven to increase employee productivity, focus, and morale. Harmonious relationships between colleagues, open communication, and minimal internal conflicts create a collaborative and trusting work atmosphere, strengthening a sense of homeliness and attachment to the agency. In addition, fair, communicative, and participatory leadership from leaders plays an important role in fostering respect, trust, and commitment of employees to contribute optimally. Adequate work facilities and infrastructure, such as proper office equipment and a clean and comfortable environment, help improve the efficiency and psychological well-being of employees. Overall, this study confirms that a good and supportive work environment not only creates physical comfort, but also strengthens employee loyalty, pride, and commitment to the Jember Regency Regional Secretariat.

Overall, the results of this study indicate that a well-managed work environment in terms of atmosphere, social relations, and physical facilities is able to increase the loyalty of ASN in the Jember Regency Regional Secretariat. These findings are in line with the results of research conducted by (Faris et al., 2022), (S. B. Utomo, 2022) and (Mulia Sari & Andri, 2023) which states that a conducive work environment contributes positively to employee loyalty, especially through increased comfort and job satisfaction. Other research by (Novianti et al., 2024) It also shows that harmonious relationships with superiors and colleagues are a key factor in building loyalty in the public sector. Thus, strengthening aspects of the work environment in the Jember Regency Regional Secretariat can be an important strategy in maintaining employee loyalty and strengthening organizational performance in a sustainable manner.

Compensation affects work motivation at the Jember Regency Regional Secretariat

Work motivation is an internal and external drive that affects the enthusiasm and willingness of employees to work productively and responsibly. In the context of government organizations, work motivation is very important to ensure the effectiveness of task

implementation and optimization of public services. This study shows that the compensation factor has a significant influence on the work motivation of Jember Regency Regional Secretariat employees. A compensation system that is fair, transparent, and in accordance with work contributions has been proven to increase employee morale in carrying out responsibilities and strengthen commitment to the organization.

The results of the study show that salary as the main component of compensation has an important role in increasing the work motivation of Jember Regency Regional Secretariat employees. A salary that matches the workload, responsibilities, and position creates a sense of fairness, satisfaction, and financial security, which encourages employees to work with high enthusiasm and responsibility. In addition, the provision of bonuses for the achievement of targets and the success of regional programs has been proven to increase motivation, because it is a form of real appreciation for employee performance and innovation. Incentives such as performance- and discipline-based employee income supplement (TPP) also strengthen work motivation by creating an objective and competitive reward system. Indirect compensation in the form of benefits, work facilities, transportation, and health insurance also increase a sense of security and comfort, allowing employees to focus on increasing productivity. Meanwhile, award allowances and recognition of achievements strengthen intrinsic motivation, foster a sense of pride, and build a positive work culture within the agency. Overall, this study emphasizes that a fair, transparent, and performance-oriented compensation system is a strategic factor in increasing employee motivation and dedication to the Jember Regency Regional Secretariat.

Overall, the results of this study confirm that all aspects of compensation, both financial and non-financial, contribute significantly to increasing the work motivation of ASN in the Jember Regency Regional Secretariat. These findings are in line with research conducted by (Sugianto et al., 2022), (Aulia Mandhasari et al., 2023) and (Sci-Fi, 2024), which shows that compensation has a positive effect on the work motivation of public sector employees. Study by (Alif et al., 2024), (Ananda & Hadi, 2023) and (S. B. Utomo, 2022) It also strengthens that targeted compensation can increase the intrinsic and extrinsic motivation of employees, because they feel appreciated and treated fairly by the organization. Thus, effective compensation management can be an important strategy for the Jember Regency Regional Secretariat to build a productive and vibrant work culture.

The work environment affects work motivation at the Jember Regency Regional Secretariat

Work motivation is one of the key factors that determine the level of productivity and quality of employee performance. In government agencies, motivation is not only influenced by the reward or compensation system, but also by the conditions of the work environment that employees feel every day. A conducive work environment, both physically and socially, is able to create psychological comfort that encourages work morale. Based on the results of the study, the work environment is proven to have a significant influence on the work motivation of employees at the Jember Regency Regional Secretariat, because when employees feel that their work environment is supportive, they will be more enthusiastic, enthusiastic, and responsible in carrying out their duties.

The results of the study show that the work atmosphere has a great influence on increasing employee work motivation at the Jember Regency Regional Secretariat. A positive work environment, characterized by neat room conditions, adequate lighting, and a

disciplined and inclusive work culture, creates a sense of comfort and fosters a collective work spirit. Harmonious relationships between colleagues who support each other and communicate openly also increase solidarity and the desire to contribute optimally to the success of the organization. In addition, participatory, fair, and communicative leadership from the leadership plays an important role in fostering a sense of appreciation and recognition, which in turn strengthens employee work motivation. Adequate work facilities, such as computers, internet networks, and good administrative facilities, help increase comfort, efficiency, and satisfaction at work. Coupled with a clean, comfortable, and noise-free office environment, all of these aspects create a conducive work atmosphere, reduce stress, and encourage employees to work more focused, diligent, and enthusiastic in achieving agency performance targets.

Overall, this study proves that the work environment is one of the dominant factors that affect the work motivation of Jember Regency Regional Secretariat employees. A conducive work environment, characterized by a positive atmosphere, harmonious interpersonal relationships, adequate facilities, and a good level of comfort, is able to foster employee enthusiasm and enthusiasm for work. These findings are in line with research conducted by (Hadi et al., 2024), (Savira et al., 2024), (Utari & Muliyani, 2024), (Amrozi & Purnomo, 2024) and (Deivi & Heryanda, 2025), which shows that the physical and non-physical work environment has a strong effect on employee motivation in the public sector. Research by (Irman et al., 2021), (Fauzi et al., 2023) and (Ananda & Hadi, 2023) It also corroborates these results, that a clean, comfortable, and socially supportive work environment creates a productive work atmosphere and increases employee intrinsic motivation. Thus, the management of a good work environment is one of the strategic efforts for the Jember Regency Regional Secretariat to maintain and increase the work motivation of ASN in a sustainable manner.

Compensation is an important factor that affects employee loyalty in long-term commitment to the organization, especially in the General Section of the Jember Regency Secretary. Proper and adequate compensation not only meets the financial needs of employees, but also serves as a reward for their contributions, which encourages motivation, satisfaction, and a sense of belonging to the organization. Therefore, the analysis of compensation indicators provides a clear picture of how compensation plays a role in strengthening employee loyalty.

Work motivation affects work loyalty at the Jember Regency Regional Secretariat

Employee work loyalty is a form of organizational commitment that arises from a sense of attachment and satisfaction with their work and work environment. In the context of government bureaucracy, employee loyalty is an important factor that determines the smooth implementation of duties and the effectiveness of public services. This study shows that work motivation has a significant effect on employee loyalty at the Jember Regency Regional Secretariat. Highly motivated employees tend to show loyalty to the agency, carry out their duties sincerely, and have a strong desire to contribute to achieving organizational goals.

The results of the study show that responsibility is the main indicator that reflects motivation while strengthening the work loyalty of Jember Regency Regional Secretariat employees. Employees who have a high sense of responsibility show discipline, consistency, and results-orientation, and view work as a form of personal commitment to the organization and society. In addition, work performance has a significant effect on loyalty, because

employees who are oriented towards achieving optimal performance tend to be more proud and have strong emotional ties with the agency. Opportunities to advance through training, education, or promotions also increase loyalty, as employees feel valued and have clear career prospects. Recognition of performance, both in the form of formal awards and direct appreciation from the leadership, provides a positive emotional boost and a sense of pride that strengthens the relationship between employees and the institution. Meanwhile, challenging work also contributes to maintaining the spirit and sense of belonging, as it encourages employees to continue learning, innovating, and adapting. Overall, the five indicators of responsibility, work achievement, opportunities to advance, recognition, and job challenges play a major role in fostering motivation and strengthening employee loyalty to the Jember Regency Regional Secretariat.

Overall, the results of this study conclude that high work motivation, which is reflected in responsibility, achievement, desire to advance, appreciation for performance, and interest in challenges, contributes significantly to increasing the loyalty of Jember Regency Regional Secretariat employees. These findings are in line with research conducted by (S. B. Utomo, 2022), (Suparno et al., 2023), (Silaen et al., 2023) and (Rustandi & Anbar Nankus, 2024), which states that work motivation has a positive and significant relationship with employee loyalty, especially in the government sector. Research by (Mulia Sari & Andri, 2023), (Rahmawati et al., 2024) and (Alif et al., 2024) It also supports these results, that intrinsic motivations such as responsibility and opportunities for growth play an important role in fostering a sense of belonging to the organization. Thus, increasing work motivation can be used as an important strategy for the Jember Regency Regional Secretariat to maintain the loyalty of the state civil servants who are dedicated and highly committed to public services.

Compensation affects work loyalty at the Jember Regency Regional Secretariat, through work motivation as a variable intervener

Work loyalty is an important aspect that reflects an employee's emotional attachment, commitment, and willingness to serve their organization sustainably. In the context of government, the loyalty of ASN is not only reflected in the length of the service period, but also in the desire of employees to fully contribute to the achievement of the agency's goals. One of the factors that is believed to have an important role in forming such loyalty is compensation, both in financial and non-financial form. However, employee loyalty is not formed directly, but also through psychological variables such as work motivation. Therefore, this study examines how compensation can directly and indirectly affect work loyalty through work motivation as an intervening variable.

This study shows that compensation has a positive and significant influence on the work loyalty of Jember Regency Regional Secretariat employees, both directly and indirectly through work motivation as an intermediate variable. A fair, proportionate, and transparent compensation system not only rewards employee contributions, but also fosters a sense of appreciation, satisfaction, and motivation to contribute more to the organization. Directly, compensation such as salaries, benefits, bonuses, incentives, and awards strengthen loyalty because it creates a sense of security, pride, and trust in the fairness of the organization. Indirectly, effective compensation increases work motivation, which encourages employees to work harder, achieve targets, and show high dedication to the agency. The motivations that emerge are not only financial, but also include intrinsic drives such as responsibility,

belonging, and the need for recognition, which strengthen the employee's emotional attachment to the institution. These findings are in line with Herzberg's two-factor theory, where compensation as an extrinsic factor reduces dissatisfaction, while motivation as an intrinsic factor increases satisfaction and commitment. Thus, it can be concluded that the loyalty of Jember Regency Regional Secretariat employees grows from a synergistic combination of decent compensation and strong work motivation, which together build long-term dedication and loyalty to the organization.

In line with these findings, various previous studies have also shown similar results. (Saputra, 2021), (Fitri et al., 2023) and (Deivi & Heryanda, 2025) found that proper compensation increases employee loyalty through increased work motivation, as rewards for performance foster a sense of satisfaction and organizational spirit. Research by (Mulia Sari & Andri, 2023), (Utari & Muliyani, 2024) and (Reners et al., 2024) It also reinforces this conclusion, stating that compensation that matches employees' contributions and needs can increase motivation and strengthen emotional attachment to the workplace. Thus, this study emphasizes the importance of fair, transparent, and work-oriented compensation management as an effective strategy in building employee loyalty within the local government.

The work environment affects work loyalty at the Jember Regency Regional Secretariat, through work motivation as a variable intervening

The performance of a government organization is highly determined by the level of loyalty and work motivation of its employees. Work loyalty is not only related to the length of the service period, but rather to emotional attachment, a sense of responsibility, and a commitment to continue to contribute to the progress of the agency. In the context of the Jember Regency Regional Secretariat, high employee loyalty is an important foundation in maintaining the quality of public services and the stability of institutional performance. One of the factors that plays an important role in forming this loyalty is a conducive work environment. A comfortable, clean, and harmonious work environment will create a positive atmosphere for employees. However, in forming employee loyalty, psychological factors are also needed in the form of work motivation that function to strengthen the relationship between the conditions of the work environment and the level of employee commitment to the agency.

The results of the study show that the work environment has a positive and significant influence on the work loyalty of Jember Regency Regional Secretariat employees, both directly and indirectly through work motivation as a mediating variable. A conducive work environment includes physical aspects such as cleanliness, comfort, lighting, and adequate facilities, as well as social aspects such as effective communication, harmonious relationships, and leadership support proven to be able to increase employees' sense of comfort, enthusiasm, and emotional attachment to the organization. Directly, a positive work environment fosters a sense of pride and a pleasant work experience that strengthens loyalty, while indirectly, a good environment fosters internal work motivation that encourages discipline, responsibility, and an orientation to performance. This motivation then becomes a psychological bridge between satisfaction with the work environment and commitment to continue serving the agency. Employees who feel cared for, accepted, and supported by good facilities and working relationships show higher enthusiasm in carrying out their duties and show loyal behavior to the organization. Thus, work motivation plays an important role as a

catalyst that transforms the comfort of the work environment into long-term loyalty for employees at the Jember Regency Regional Secretariat.

The findings of this study support Herzberg's two-factor theory, which explains that work environment factors are included in the *Hygiene Factors* which reduces dissatisfaction and creates stability, while work motivation as a motivator factor encourages increased employee satisfaction and loyalty. These results are also in line with research conducted by (Faris et al., 2022), (Nathania et al., 2023), (Novianti et al., 2024) and (Sri et al., 2024) who found that a conducive work environment significantly increases employee motivation and loyalty in the public sector. Similarly, research (Susanto & Erdiansyah, 2024) shows that motivation has a strong mediating role in bridging the influence of the work environment on employee loyalty. (Mulia Sari & Andri, 2023), (Hidayatullah, 2023), and (Suparno et al., 2023) corroborating these results by concluding that a healthy and harmonious work environment is able to foster intrinsic motivation and ultimately increase organizational loyalty. Therefore, in the context of the Jember Regency Regional Secretariat, efforts to increase employee loyalty must be directed through the creation of a comfortable and harmonious work environment that can encourage the growth of work motivation as the main psychological encouragement in building employee commitment and loyalty to the agency.

CONCLUSION

Based on the results of the analysis, several conclusions can be drawn as follows:

1. Compensation affects job loyalty
   The results of the study show that compensation has a positive and significant effect on the work loyalty of Jember Regency Regional Secretariat employees. Compensation provided fairly, proportionately, and in accordance with employee responsibilities and performance is able to foster a sense of satisfaction and pride, thereby increasing employee loyalty and attachment to the agency.
2. Work environment affects work loyalty
   The findings of the study show that a conducive, comfortable, and harmonious work environment significantly increases employee work loyalty. A clean work environment, good relationships between employees, and effective communication with leaders create a positive work atmosphere that makes employees feel at home and committed to continue to contribute to the Jember Regency Regional Secretariat.
3. Compensation affects work motivation
   The results of the study show that proper compensation in accordance with the employee's workload has a positive effect on increasing work motivation. Employees who feel valued and get the rewards they deserve will have a stronger drive to work disciplined, achieve, and show high responsibility in every task undertaken.
4. Work environment affects work motivation
   Research proves that the work environment has a positive and significant effect on employee work motivation. A comfortable working atmosphere, good social relations, and adequate facilities foster enthusiasm, belonging, and intrinsic encouragement for employees to work harder and more productively.
5. Work motivation affects job loyalty

The results of the analysis show that work motivation has a positive and significant effect on employee loyalty. Employees who are highly motivated, whether due to responsibility, recognition of performance, or a desire to excel, will show loyal, dedicated, and highly committed to the organization.

6. Compensation affects job loyalty through work motivation as an intervening variable
   This study found that work motivation plays a role as a mediating variable that strengthens the effect of compensation on job loyalty. Fair and transparent compensation increases employee motivation to excel, and this motivation further fosters loyalty to the agency. In other words, good compensation not only has a direct impact on loyalty, but also indirectly through increased work motivation.
7. The work environment affects work loyalty through work motivation as an intervening variable
   Research shows that work motivation also mediates the relationship between the work environment and employee loyalty. A work environment that is comfortable, harmonious, and supportive of work activities is able to foster high work motivation, and this motivation will strengthen employees' commitment and loyalty to the organization. This emphasizes that creating a conducive work environment is an important strategy to build employee loyalty through increased work motivation.

Suggestions

Based on the results of this study, the following suggestions can be proposed:

1. For Regional Governments (Jember Regency Regional Secretariat)
   It is recommended that agencies continue to develop fair, transparent, and performance-oriented compensation policies. The compensation provided should be able to reflect the responsibilities, achievements, and contributions of each employee, so as to foster work spirit and continuous loyalty. In addition, the provision of non-financial awards such as moral appreciation, performance charters, or promotions also needs to be strengthened to maintain the intrinsic motivation of ASN.
2. Related to Improving the Work Environment
   The work environment needs to be continuously improved to make it more comfortable and conducive. This can be done by improving work facilities, optimizing office layout, and forming a positive work culture based on collaboration and mutual respect between employees. Leaders are also expected to maintain open, fair, and supportive communication in order to create a harmonious work atmosphere and increase employee motivation and satisfaction.
3. For the Next Researcher
   Further research is suggested to expand the variables studied, for example by adding leadership factors, job satisfaction, or organizational commitment as mediating or moderation variables. In addition, studies can be conducted on other government agencies or the private sector to obtain a more comprehensive comparison and enrich understanding of the relationship between compensation, work environment, motivation, and employee loyalty.

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