



The Effect of Remuneration and Work Culture on Employee Loyalty Mediated by Work Motivation in Civil Servants (PNS) Education Personnel at the University of Mataram

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Abstract

This study aims to determine the Effect of Remuneration and Work Culture on Employee Loyalty Mediated by Work Motivation which focuses on Civil Servants (PNS) Education Personnel at the University of Mataram. This type of research is associative quantitative involving 78 respondents. This research was collected using google form and analysed using the Smart-PLS application. The findings in this study concluded that remuneration and work culture have a positive and significant effect on employee loyalty. In addition, remuneration and work culture have a positive and significant effect on work motivation and work motivation has a positive and significant effect on employee loyalty. For the mediation role where work motivation is able to mediate the effect that remuneration and work culture have on employee loyalty.

Keywords: *Remuneration; Work Culture; Work Motivation; Employee Loyalty*

Introduction

The implementation of human resource management systems over the past 50 years has revolutionised the way organisations attract, motivate, deploy and lead human resources (Avey and Holley, 2024). As high-performing human resources (HR) are a critical asset for creating competitive advantage for organisations (Becker & Gerhart, 1996). Therefore, it is important for every organisation to maintain and retain their best human resources, one of which is by creating human resources who have high dedication and loyalty to the organisation (Istikhomah, 2018).

As an educational organisation or institution, it is also important for Mataram University to make efforts to retain their best human resources, in order to ensure themselves as a reputable and competitive educational institution through providing access to education for the Indonesian people, through the availability of education personnel with integrity and competitiveness, as well as having loyalty to the institution and supporting the process of achieving the organisation's vision.

Because employees who are more dedicated and loyal in supporting the internal and external interests of the organisation will bring benefits (Titisari, Susanto, & Permatasari, 2021). Iskandar and Mani, (2021) believe that employee loyalty can influence organisational efficiency and contribute to overall organisational goals.

Many factors influence employee loyalty, one of which is related to the provision of work rewards in the form of remuneration (Simamora, 2003). Duha and Dharma, (2023) state that when employees feel valued and considered important such as through remuneration, they are more likely to feel emotionally attached to the institution and want to remain part of it.

Some previous literature has discussed how remuneration affects employee loyalty to the organisation where they work, such as the research conducted by who concluded that, providing appropriate remuneration to employees will be a strong stimulus for the emergence of employees who are loyal to the organisation. However, in some different literature, such as that conducted by Riyanti *et al.* (2023) where remuneration is partially unable to increase employee loyalty to the organisation.

In addition to remuneration, work culture is an important part of employee loyalty. The level of employee compliance in the organisational environment shows the level of uptake of organisational culture as shared values and beliefs as an identity. This identity is useful for organisational members in order to encourage collective commitment, social system stability, and control of organisational members (Ardiansyah & Andri, 2017).

Some previous literature such as that conducted by Sofia *et al.*, (2024); Wibawa & Fauzan (2024); Amaliana & Tecolu (2023); and Nainggolan & Sihombing (2023) which shows the results that work culture has a positive and significant effect on employee loyalty. However, different findings are shown by Agmasari & Septyarini, (2023) which states that work culture has no significant effect on employee loyalty.

Finally, this study tries to involve work motivation as a mediating variable in the effect of remuneration and work culture on Employee Loyalty. This departs from the findings of several previous studies (Pratama *et al.*, 2024; Rahman *et al.*, 2023; Aji & Sulivyo, 2021; Purba & Ngatno, 2016; Putra & Gunawan, 2015; and Widyawati, 2014). which shows the existence of a relationship pattern between remuneration, work culture, loyalty and motivation.

Literature Review

Employee Loyalty

According to employee loyalty is a form of individual commitment that diligently gives his thoughts and time to realise organisational goals through his roles and responsibilities.

Remuneration

According to Gerhart & Milkovich (1990), remuneration includes all forms of benefits, both financial and non-financial.

Work Culture

Robbins (2006) states that work culture is built and maintained based on the philosophy of the founder or leader of the institution. This culture will be strongly influenced by the criteria used in hiring.

Work Motivation

Hasibuan (2019) defines work motivation as providing encouragement that produces a person's work enthusiasm, encouraging them to work collaboratively, effectively, and integrated with all their efforts to achieve satisfaction.

Conceptual Framework

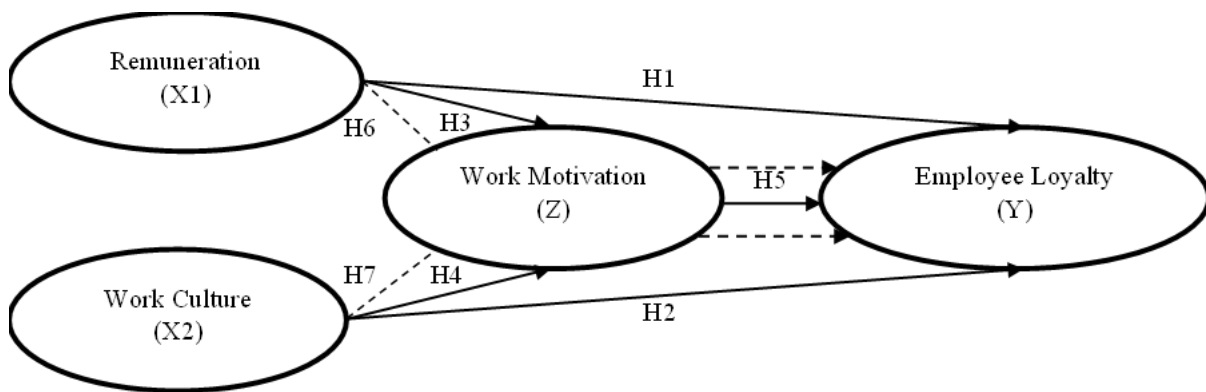


Figure 1. Conceptual Framework

Hypothesis

- H1: Remuneration has a positive and significant effect on employee loyalty
- H2: Work culture has a positive and significant effect on employee loyalty
- H3: Remuneration has a positive and significant effect on work motivation
- H4: Work culture has a positive and significant effect on work motivation
- H5: Work motivation has a positive and significant effect on employee loyalty
- H6: Work motivation mediates the effect of remuneration on employee loyalty
- H7: Work motivation mediates the effect of work culture on employee loyalty

Methods

The method used in this research is associative quantitative type (Creswell, 2014). This study involved 78 respondents who were education personnel civil servants at the University of Mataram. This research was distributed using a google form equipped with a Likert scale. The results of the respondents' answers were processed using the Smart-PLS application with the outer and inner model test stages. The following are the characteristics of respondents in this study:

Dominance of Respondent Characteristics

Table 1. Dominance of Respondent Characteristics

Characteristics	Description	Frequency	Percentage
Gender	Male	52	66,6%
Age	36-45 Years	26	33,3%
Education	Bachelor	65	83,33%
Period of Service	20-30 Years	38	48,71%

Based on the table above, it can be seen that of the 78 respondents, 52 people or 66.66% were dominated by women and aged 36-45 years as many as 26 people or 33.3%. The majority of respondents' education is bachelor as many as 65 people or 83.3% with a working period of 20-30 years as many as 38 people or 48.7%.

Results and Discussion

Outer Model Test

Discriminant Validity Test Results

Table 2. Average variance extracted value

Variables	Average Variance Extracted (AVE)
Remuneration	0.786
Work culture	0.836
Employee Loyalty	0.842
Work Motivation	0.846

Based on the table above, it can be seen that the average variance extracted (AVE) value of all variables is > 0.5 so that it can be declared valid.

Reliability Test Results

Table 3. Reliability values

Variables	Cronbach's Alpha	Composite Reliability	Rule of Thumb	Model Evaluation
Remuneration (X1)	0.981	0.982	> 0.70	Reliable
Work Culture (X2)	0.982	0.984		Reliable
Employee Loyalty (Y)	0.987	0.988		Reliable
Work Motivation (Z)	0.977	0.980		Reliable

Based on the table above, it can be seen that the constructs for all variables meet the reliability criteria. This is indicated by the *Cronbach's Alpha* and *composite reliability* values obtained from the SmartPLS estimation results with the resulting value being > 0.70 .

Inner Model Test

R-Square

Table 4. R-Square Test Results

	R Square	R Square Adjusted
Y	0.952	0.950
Z	0.903	0.901

Based on the table above, it can be seen that the *R-Square* value of Employee Loyalty is 0.952. These results indicate that the construct variables of Remuneration, Work Culture and Work Motivation on Employee Loyalty are 95.2%, while the remaining 4.8% is influenced by other factors that are not included in this research variable. From the results of the *R-Square* value of 95.2%, including in the strong category.

Path Coefficients Test Results (Boostrapping)

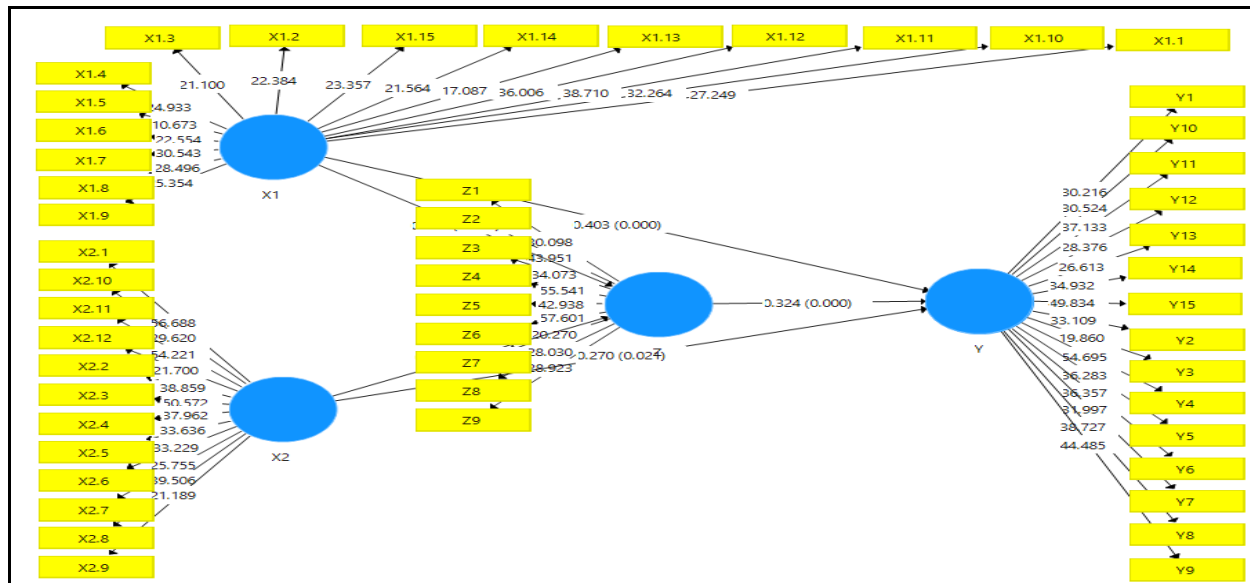


Figure 2. Boostrapping Path Coefficients

Hypothesis Test Results

The purpose of hypothesis testing is to statistically test the truth of a hypothesis or assumption statement and draw conclusions whether to accept or reject the hypothesis or assumption statement. In hypothesis testing, this study uses several criteria that must be met, namely the *original sample* value, *t-statistic* value and *probability* value through *Boostrapping* in PLS. The *t-statistic* value and *P-values* of each hypothesis in this study are shown in Table 5.

Table 5. Hypothesis Test Results

Hypothesis	Influence between Variables	Original Sample	t-Statistics	P Values	Description
H1	Remuneration has a positive and significant effect on employee loyalty	0.403	4.188	0.000	Proven
H2	Work culture has a positive and significant effect on employee loyalty	0.270	2.320	0.021	Proven
H3	Remuneration has a positive and significant effect on work motivation	0.437	3.081	0.002	Proven
H4	Work culture has a positive and significant effect on work motivation	0.527	3.880	0.000	Proven
H5	Work motivation has a positive and significant effect on employee loyalty	0.324	3.898	0.000	Proven
H6	Work motivation mediates the effect of remuneration on employee loyalty	0.142	2.223	0.027	Proven
H7	Work motivation mediates the effect of work culture on employee loyalty	0.171	3.020	0.003	Proven

Based on the table above, it can be seen that all hypotheses are proven to have a positive and significant effect because the t-statistic value is entirely $> t$ table 1.96 and the p values are < 0.05 .

Discussion

The Effect of Remuneration on Employee Loyalty

The results of hypothesis testing (H1) show that remuneration has a positive and significant effect on employee loyalty with a positive original sample value of 0.403 with a t-statistic value of 4.188 $> t$ table value of 1.96 and a P-value of 0.000 < 0.05 . This means that Hypothesis (H1) is accepted. This shows that, remuneration has a positive and significant effect on employee loyalty, where based on the research findings, employees have felt that remuneration is in accordance with the output they provide to the organisation, where the most dominant indicator is Rewards. This encourages a sense of satisfaction, feels valued, and is considered, which then encourages a sense of belonging from employees and then creates loyalty to the organisation.

According to remuneration includes all forms of benefits, both financial and non-financial. A similar opinion is expressed by which states that remuneration is the reward received by employees in recognition of their contribution to the organisation. Walker in Pandey and Khare, (2012) that employees who are satisfied with their organisation's treatment will become loyal when they see their organisation as the right place because it is considered to offer opportunities to learn, grow, and at the same time provide a suitable career path for them. The findings of this study are in line with and validate some of the results of previous studies conducted by whose research results show that remuneration has a positive and significant effect on employee loyalty.

The Effect of Work Culture on Employee Loyalty

The results of hypothesis testing (H2) show that, Work Culture has a positive and significant effect on Employee Loyalty with a positive original sample value of 2.270 with a t-statistic value of $2.320 > t$ table value of 1.96 and a P-value of $0.021 < 0.05$, meaning that Hypothesis (H2) is accepted. where based on the research findings a positive work culture, especially those related to a culture of mutual respect and cooperation, is one of the strong drivers of employee loyalty to the organisation. Harena conducive work culture supports the productivity process in it which at a certain level will encourage positive feelings and affect the affection dimension of employees who then create loyalty and consider the organisation is the right place for employees' careers.

According to Nawawi, (2003) defines Work Culture as a habit that is carried out repeatedly by employees in an organisation. Meanwhile, Kenna and Beech (2000) define work culture as a set of values that are always accepted as true, which helps someone in the organisation to understand which actions are acceptable and which actions are unacceptable. A good work culture will encourage employee loyalty. In line with what was conveyed by Aljayi, Fjer, Guennioui, and Tamek, (2016) stated that the ability of organisations to manage their human resources, one of which is through the creation of a positive work culture, will benefit the organisation and become an early antecedent for the emergence of employee loyalty to their organisation. Furthermore, Suryatni *et al.*, (2023) stated that organisational culture sometimes changes through interactions between various parties, such as between employees and employees, or employees and their organisations, which will affect how loyal employees are to their organisations. According to employee loyalty is a form of individual commitment that diligently gives his thoughts and time to realise organisational goals through his roles and responsibilities. The findings of this study are in line with and validate some of the results of previous research conducted by Saputra *et al.*, (2024); Wibawa & Fauzan (2024); Amaliana and Tecoalu (2023); and Nainggolan & Sihombing (2023) which show the results that work culture has a positive and significant effect on employee loyalty.

The Effect of Remuneration on Work Motivation

The results of testing the hypothesis (H3) Remuneration has a positive and significant effect on Work Motivation with a positive original sample value of 0.437 with a t-statistic value of $3.081 > t$ table value of 1.96 and a P-value of $0.002 < 0.05$. This means that Hypothesis (H3) is accepted. Where based on the research findings, it shows that through the provision of rewards and incentives in accordance with what employees expect for their contribution, it encourages them to be more motivated to work and provide their best performance. Where through the provision of remuneration it provides a sense of financial stability for employees which in turn will increase the work motivation of employees.

According to Astari *et al.*, (2022) providing the right remuneration will make employees feel valued according to their abilities. According to remuneration includes all forms of benefits, both financial and non-financial. Maharani *et al.*, (2021) that the remuneration function can provide encouragement and responsibility to employees in achieving organisational goals. Through the provision of appropriate remuneration, it can be the best way to motivate employees (Agustin *et al.*, 2023). According to This finding validates several previous research results conducted by Agustin *et al.*, (2023); Maharani *et al.*, (2021); and Astari *et al.*, (2022) which state that Remuneration has a positive and significant effect on Work Motivation.

The Effect of Work Culture on Work Motivation

The results of hypothesis testing (H4) show that Work Culture has a positive and significant effect on Work Motivation with a positive original sample value of 0.527 with a t-statistic value of $3.880 > t$ table value of 1.96 and a P-values of $0.000 < 0.05$. This means that Hypothesis (H4) is accepted. Based on the research findings, it shows that the conduciveness of work culture has created a work environment and social relations within it to be harmonious such as a culture of cooperation and a sense of shared

responsibility in the process of achieving the goals and vision of the organisation has encouraged employees to be more motivated to contribute and their optimal performance.

According to Nawawi, (2003) defines Work Culture as a habit that is carried out repeatedly by employees in an organisation. Meanwhile, Kenna and Beech (2000) define work culture as a set of values that are always accepted as true, which helps someone in the organisation to understand which actions are acceptable and which actions are unacceptable. Norawati, (2022) states that organisations that have a conducive work culture and support employee effectiveness, will encourage employees to be more motivated to work and complete their tasks and jobs. The results of this study validate and support the findings of previous research by Giantari and Riana, (2017); and Firanti *et al.*, (2021) found that work culture can increase work motivation. A good organisational culture will affect the environment in the organisation and stimulate the motivation of organisational members.

The Effect of Work Motivation on Employee Loyalty

The results of testing the hypothesis (H5) Work Motivation has a positive and significant effect on Employee Loyalty with a positive original sample value of 0.324 with a t-statistic value of $3.898 > t$ table value of 1.96 and a P-values value of $0.000 < 0.05$. This means that Hypothesis (H5) is accepted. Based on the research findings, it shows that employees who have strong motivation at work are in line with increasing employee loyalty to the organisation. This is because employees feel that they are in the right organisation that supports career development and values them.

Suggests that work motivation is the desire to do, accompanied by readiness to give maximum effort to achieve organisational goals. According to Wibowo (2014), motivation is the desire to act. The existence of motivation can stimulate employees to move more energy and thoughts in realising institutional goals, or in other words, high work motivation will create loyal employees. In line with what was conveyed by Stephen (2010). that motivation affects loyalty, this means that the desire to live happily, the desire to be able to have something, the desire to get awards, the conditions of the work environment and good supervision will provide a spirit of work that affects the level of employee loyalty to the institution. The findings of this study validate and support the findings of previous research conducted by Pratama & Saputro (2024); Rahman *et al.*, (2023); and Aji & Sulivyo (2021) which show that work motivation has a positive and significant effect on employee loyalty.

The Mediating Role of Work Motivation on the Effect of Remuneration on Employee Loyalty

The results of hypothesis testing (H6) that Work Motivation is able to moderate the effect of Remuneration on employee loyalty positively and significantly the original sample value is positive at 0.142 with a t-statistic value of $2.223 > t$ table value of 1.96 and a P-value of $0.027 < 0.05$. This means that Hypothesis (H6) is accepted. Based on the research findings, it shows that the remuneration received by an employee for their performance and dedication to the organisation, especially those related to the dimensions of rewards and incentives, will be a stimulant for employees and motivate employees to continue to contribute to the achievement of the goals and targets of the organisation or agency. Employees will feel that what they have given to the organisation or agency has been appreciated in accordance with what they expect. Strong motivation will then encourage employees to continue to be involved, play a role, be dedicated, and excel in productive processes that aim to benefit the organisation or agency. This will then create loyalty from employees to the organisation where they work because they feel they have a strong bond with the members and the organisation or agency where they currently work.

According to remuneration includes all forms of benefits, both financial and non-financial. A similar opinion is expressed by which states that remuneration is the reward received by employees in recognition of their contribution to the organisation. According to Robbins, (2009) Motivation is a drive from within and outside by showing seriousness in working to achieve a desired goal. Furthermore, Simamora *et al.*, (2016) suggest that motivation is a factor that encourages a person to carry out a certain

activity, motivation is often defined as a factor driving a person's behaviour. According to Hasibuan, (2019) employee loyalty is loyalty that is reflected in the totality of a person in carrying out his duties and responsibilities and a person's willingness to protect and maintain his company from all threats that come.

The Mediating Role of Work Motivation on the Effect of Work Culture on Employee Loyalty

The results of hypothesis testing (H7) show that Work Motivation is able to moderate the effect of Work Culture on employee loyalty positively and significantly. The original sample value is positive at 0.171 with a t-statistic value of $3.020 > t$ table value of 1.96 and a P-value of $0.003 < 0.05$. This means that Hypothesis (H7) is accepted. Based on the research findings, it shows that a good work culture will create conduciveness, effectiveness, and efficiency for employees in doing work and support the employee productivity process. Through a good work culture, employees will be more motivated to continue working and be involved in the process of achieving organisational goals and targets. Specifically, the research findings show that the work culture related to collective culture such as cooperation and a strong sense of responsibility that exists in the work environment of education personnel of Mataram University has motivated employees to stay and become part of the organisation and agency, and feel that the relationships and bonds that exist in it greatly affect their work motivation. These conditions, in turn, will make employees show their loyalty to the organisation or institution where they work.

According to Nawawi, (2003) defines Work Culture as a habit that is carried out repeatedly by employees in an organisation. Meanwhile, Kenna and Beech (2000) define work culture as a set of values that are always accepted as true, which helps someone in the organisation to understand which actions are acceptable and which actions are unacceptable. According to Schein, (1991) states the function of work culture which is essentially as follows: To solve the problem of internal integration, To speak, To communicate, As an internal agreement or consensus, As power and its rules, Organisational member relationships, such as rewards and sanctions. According to Robbins, (2009) Motivation is a drive from within and outside by showing seriousness in working to achieve a desired goal. Stephen (2010) defines loyalty as a person's loyalty to something that is not only physical loyalty, but more on non-physical loyalty such as thoughts and attention. Employees with strong loyalty tend to work better in teams or individually. They are more likely to work together, share knowledge, and provide support to each other (Yunanda *et al.*, 2013).

Conclusion

Based on the discussion above, the conclusions in this study are as follows:

1. Remuneration has a positive and significant effect on employee loyalty. This means that the more appropriate remuneration received by employees will increase loyalty at work.
2. Work culture has a positive and significant effect on employee loyalty. This means that the better the work culture in an agency, the more loyal its employees will be.
3. Remuneration has a positive and significant effect on work motivation. This means that the more appropriate the remuneration provided, the stronger the work motivation.
4. Work culture has a positive and significant effect on work motivation. This means that the better the work culture of the institution, the stronger the work motivation.
5. Work motivation has a positive and significant effect on employee loyalty. This means that the stronger the motivation, the more loyal the employee loyalty.
6. Work motivation is able to mediate the effect of remuneration on employee loyalty. This means that remuneration on employee loyalty through work motivation.

7. Work motivation is able to mediate the effect of organisational culture on loyalty. This means that the better the work culture, the better employee loyalty through work motivation.

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