

Research Article

The Influence of Career Development, Organizational Culture, Motivation and Work Compensation on Employee Loyalty

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Abstract

This study aims to determine how employee loyalty is influenced by career development, organizational culture, motivation, and pay, while reviewing these relationships from an Islamic perspective. The study focused on 76 employees from the BNI Head Office (Pejompongan Building). Its uniqueness lies in combining Islamic principles emphasizing ethics, justice, and *maslahah* (public welfare) with traditional management approaches. While previous research has examined these factors, few have explored them through an Islamic lens. Data was collected via a questionnaire and analyzed using multiple linear regression. The findings revealed that (1) career development, (2) organizational culture, (3) motivation, and (4) compensation each have a positive and significant partial impact on employee loyalty. These results highlight that career growth opportunities, strong organizational values, meaningful motivation, and fair compensation are crucial for fostering loyalty. Managers who incorporate these four factors into their human resource strategies are more likely to build a loyal, motivated, and productive workforce. Consistent and comprehensive implementation of these aspects not only enhances employee satisfaction but also supports the company's long-term goals in alignment with ethical and socially responsible principles rooted in Islam.

Keywords: Career Development, Organizational Culture, Motivation, Work Compensation, Employee Loyalty.

JEL Classification: M12, J24, M28

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1. Introduction

The success of a company often depends on the employees it hires. A well-thought-out recruitment strategy can bring in quality employees who excel in their roles and contributions to their respective teams. Usually, quality employees have high loyalty characteristics. The characteristics of employee loyalty in the workplace are consistent with every decision made by employees to organize.

PT. Bank Negara Indonesia (Persero) Tbk always tries to make employees stay long. Losing employees or employee turnover in large numbers is a significant loss for the company. Not only will the company lose human resources, but it will also experience a decline in production and financial resources. The company must also spend extra money to recruit and train new employees.

Its significant position in the Indonesian banking industry and its initiatives to promote employee loyalty are the main reasons PT. Bank Negara Indonesia (Persero) Tbk was selected as the study's focus. As one of Indonesia's biggest and most well-known banks, BNI illustrates a large organization struggling with staff retention and loyalty. By focusing on BNI, the study can better understand how one specific bank manages employee turnover, loyalty, and retention critical to maintaining long-term success and operational efficacy. Given that this research is solely concerned with staff members at the BNI Head Office (Pejompongan Building), it does not seem to cover other Indonesian banks. By focusing on just one organization, the study can better examine the special procedures, tactics, and difficulties BNI faces regarding career advancement, organizational culture, motivation, remuneration, and human resource management all intended to preserve high levels of employee loyalty.

From 2019 to 2020, the number of incoming employees exceeded that of outgoing employees. The number of incoming employees in this period was quite large, and in 2020-2021, the number of incoming employees was also greater than the number of outgoing employees. In 2021-2022, the number of incoming and outgoing employees had a difference of 5 employees. Finally, in 2022-2023, the number of incoming employees exceeded that of outgoing employees. This study is supported by previous research, which states that career development shows an excellent classification value for employee loyalty (Yuniasih, 2022). This study is also supported by factors that influence employee loyalty.

The first factor that influences employee loyalty is career development. According to Bahri & Nisa (2017), career development is the process and activity of preparing an employee to occupy a position in an organization or company, which will be carried out in the future. Career development carried out by a company/organization is a formal approach to ensure people have the appropriate classification, abilities, and experience when needed.

Organizational culture, or deeply ingrained practices that can improve the efficacy of accomplishing the organization's vision, mission, and goals, is the next element affecting employee loyalty. Erlina Gentari (2022) defines organizational culture as a widely held belief, attitude, and value that emerges within an organization; put another way, culture is how we do things here.

The third factor that influences employee loyalty is motivation. According to Hendra (2020), motivation is a factor that drives someone to do a particular activity. Therefore, motivation is often interpreted as a factor that drives a person's behavior. Moreover, the last factor that influences employee loyalty is work compensation. According to Putra & Sriathi (2018), compensation includes financial rewards, as well as the benefits and services workers receive as part of their employment arrangement. Employee compensation is what they get in return for their services to the company (Putra & Sriathi, 2018).

Based on previous research (research gap), motivation is among the elements affecting employee loyalty. The study's findings indicated that motivation positively and significantly impacts employee loyalty (Dharmadi et al., 2023). This study, however, does not support the research. The study's findings demonstrated that employee loyalty is significantly impacted negatively by motivation (Willy et al., 2020). The aforementioned reasoning explains why research findings on the impact of employee loyalty and motivation vary. Because of this gap, researchers use it to get the most recent findings about the impact of motivation on employee loyalty.

2. Literature Review and Hypothesis

Employee Loyalty

Putra and Sriathi (2018) stated that loyalty is using human resources, skills, technology, and

management so that employees can work optimally for the company. According to Purba (2017), indicators of employee loyalty are obedience to regulations, responsibility to the company, willingness to cooperate, sense of belonging, interpersonal relationships, and liking for work.

Career Development

Bahri & Nisa (2017) career development is the process and activity of preparing an employee to occupy a position in an organization or company, which will be carried out in the future. According to Kudsi et al. (2018), career development indicators are work performance, organizational loyalty, mentors and sponsors, opportunities for growth, and management support. Career development aims to help achieve individual and company goals, according to (Aisy, 2019): It helps achieve individual and company goals, Shows employee welfare relationships, and helps employees realize their potential abilities.

Organizational culture

Hendra (2020) is a shared system owned by each member of an organization, which can distinguish the company from other companies. Ikhsan (2021) identifies self-awareness, assertiveness, personality, performance, and team orientation as indicators of corporate culture. According to Erlina Gentari (2022), organizational culture is a widely held opinion, attitude, and value that emerges within an organization; put another way, culture is how we do things here. Stated differently, strongly ingrained organizational behaviors can boost the efficacy of achievement. Organizational culture directs employee behavior to improve workability, commitment, and loyalty, as well as volunteering to help coworkers and respecting the regulations that apply in the company.

Work motivation

According to Hendra (2020), motivation comes from the basic word motive, which means the drive for a reason or reason for someone to do something. According to Hutomo et al. (2018), indicators of motivation include driving force, willingness, expertise, skills, responsibility, obligation, and goals.

Work Compensation

Employees receive compensation for their contributions to the organization (Putra & Sriathi, 2018). According to (Maryani et al., 2020), several indicators of work compensation include salary, wages, incentives, allowances, and facilities.

Research Concept Framework

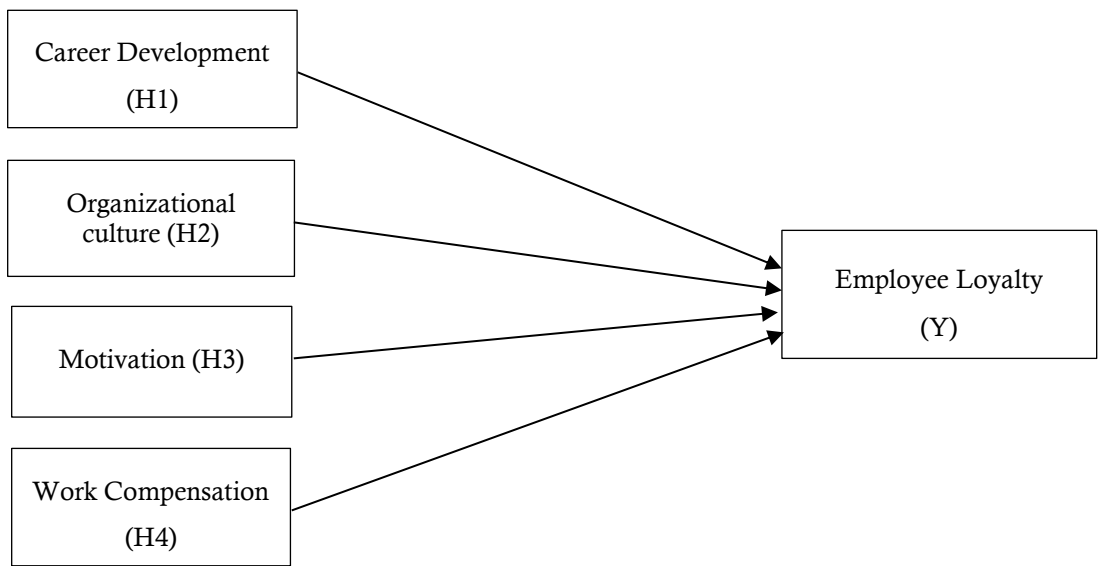


Figure 1. Research Concept Framework

This research concept framework examines how corporate culture, motivation, career growth, and pay affect employee loyalty. Employee commitment to the company and satisfaction are raised by effective career development. Enhancing loyalty requires a positive corporate culture incorporating helpful interactions and shared ideals. High-motivation workers are more committed to the company and more productive, which is influenced by favorable work environments and recognition. If workers receive competitive compensation that acknowledges and rewards their achievements, they are more likely to feel valued and stick with the company. These four components affect employee loyalty, lowering attrition and boosting corporate effectiveness.

Research Hypothesis

The Influence of Career Development on Employee Loyalty

According to Khairunissa and Juli Ratnawati (2021), career development is the process and activity of creating a formal strategy that the firm uses to make sure that employees have the necessary skills and competence so that their careers advance and their level of loyalty to the company increases. Career development has a good and significant impact on employees, according to a study by Yuniasih (2022), Cornelia (2017), Purnamasari & Sintaasih (2019), Willy Rizky Utami & Dwiatmadja (2020), and Febrian et al. (2020).

H1: Career development has a positive and significant effect on employee loyalty.

The Influence of Organizational Culture on Employee Loyalty

Culture is a collection of attitudes, values, and beliefs that can be adjusted to promote employee involvement, define the organization's objectives and strategic direction, and continuously define and improve its values and beliefs to help it grow more (Hutomo et al., 2020). The rules and ideals that guide members' behavior are known as the organization's culture (Hendra, 2020). Employees with strong adaptation abilities will help coworkers feel at ease and can increase their loyalty to the organization. Considering the findings of studies carried out by Ayunda et al. (2022), Manikotama et al. (2022), Sinaga & Kasmirudin (2022), Madhya Rahmah et al. (2022), and Koroh et al. (2023) show that organizational culture has a positive and significant effect on employee loyalty.

H2: Organizational culture has a positive and significant effect on employee loyalty.

The Influence of Motivation on Employee Loyalty

Motivation is a condition that encourages or makes someone do activities directly or consciously (Hendra, 2020). A high level of employee motivation will result in high loyalty. Research conducted by Dharmadi et al. (2023), Tamansiswa et al. (2018), and University (2023) shows that motivation has a positive and significant effect on employee loyalty.

H3: Motivation has a positive and significant effect on employee loyalty.

The Influence of Work Compensation and Employee Loyalty

Compensation is key to making members act according to the organization's wishes (Tamansiswa et al., 2018). According to research, providing fair work compensation makes workers feel more at ease working for the organization when it aligns with their performance. Employee loyalty increases with the amount of remuneration that employees perceive. Work compensation has a favorable and significant impact on employees, according to research findings by Mahri (2021), Ma'ruf (2021), Purba (2017), Ernas et al. (2021), and Fazrin & Yusuf (2021).

H4: Work compensation has a positive and significant effect on employee loyalty.

3. Data and Method

Types of research

This study uses quantitative research. A quantitative approach handles problems systematically and scientifically, aiming to obtain knowledge based on valid data/information (Sihotang, 2023). This quantitative research determines the influence of Career Development, Organizational Culture, Motivation, and Work Compensation on Employee Loyalty.

Method of collecting data

This study employed primary data as its data type. The attitudes, traits, and perceptions of the staff

at the BNI headquarters (Pejompongan Building) comprise the primary data in question. After completing the given questionnaire, employees who participated in this survey submitted the data source directly. Employees at the BNI headquarters (Pejompongan Building) were given surveys using Google Forms as part of the data collection process in order to gather the necessary information. Multiple linear regression analysis is the data analysis technique employed in this investigation using the Statistical Product and Service Solutions (SPSS) program.

This approach guarantees that the study can quantify how each component influences employee loyalty when combined with data gathered via surveys (questionnaires). Because it is a popular and effective statistical analysis tool that yields dependable findings for regression models, the Statistical Product and Service Solutions (SPSS) program was selected. Additionally, using this approach, the researcher can evaluate the direction and strength of the variables' associations, test each variable's relevance, and use the data to predict employee loyalty. This methodology enables the study to offer statistically sound and significant insights for organizational decision-making.

Population and Sample

The study's population consisted of BNI headquarters personnel. In order to choose sample members who would best meet the study's goals, purposive sampling was employed in conjunction with random sampling. The study's sample was 76 employees of BNI's head office.

4. Results

Reliability Test

Table 1. Test Results Reliability

No	Variables	Cronbach Alpha	N of Item	Information
1	Career Development	0.782	10	Reliable
2	Organizational culture	0.901	11	Reliable
3	Motivation	0.831	9	Reliable
4	Work Compensation	0.939	10	Reliable
5	Employee Loyalty	0.860	12	Reliable

Source: Processed data (2024)

Based on As, as can be observed from the above table, Cronbach's alpha value for the employee loyalty variable (Y) is 0.860. The Cronbach's alpha value for the motivation variable is 0.831; the organizational culture variable is 0.901; the career advancement variable is 0.782; and the work compensation variable is 0.939. Every variable is regarded as trustworthy because all of the variables above have a Cronbach's alpha value > 0.60.

Multiple Linear Regression Test

Table 2. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	7,496	3,128		<,001
Career Development	0.530	0.096	0.606	<,001
Organizational culture	0.341	0.135	0.408	,001
Motivation	0.497	0.149	0.439	,001
Work Compensation	0.304	0.91	0.150	,001

Source: Processed data (2024)

Based on Table 2 above, the constant value is positive, indicating that if the values of the career development, organizational culture, motivation, and work compensation variables are equal to 0,

then employee loyalty will have a value of -7.496.

Employee loyalty will rise in tandem with career growth, as indicated by the career development variable's positive regression coefficient value of 0.530. This implies that employee loyalty will rise by 0.530 for every unit increase in career development.

The organizational culture variable's regression coefficient value is 0.341, indicating a positive value. This implies that employee loyalty will rise by 0.341 for every unit increase in company culture.

The regression coefficient value of the motivation variable shows a value of 0.497 or a positive value, which means that employee loyalty will also increase if motivation increases. This means that every time motivation increases by one unit, employee loyalty will increase by 0.497.

Employee loyalty will rise in tandem with an increase in work compensation, as indicated by the work compensation variable's regression coefficient value of 0.304, which is positive. This implies that whenever there is a rise in work compensation by one unit, employee loyalty increases by 0.304.

Normality Test

Table 3. Normality Test Results

<i>Kolmogorov-Smirnov Test</i>			
N	<i>Asymp.Sig (2-tailed)</i>	<i>Alpha Standard</i>	Information
76	0.100	0.05	Normal

Source: Processed data (2024)

The Sig. (2-tailed) value is 0.100, according to the data in Table 3 above. Since the residual data is usually distributed, H₀ is likely accepted. This is because of the value *Sig.(2-tailed)*0.100>0.05.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Model	<i>Collinearity Statistics</i>		
	<i>Tolerance</i>	<i>VIF</i>	Information
Career Development	0.508	1,969	There is no multicollinearity
Organizational culture	0.267	3,748	There is no multicollinearity
Motivation	0.402	2,486	There is no multicollinearity
Work Compensation	0.394	2,538	There is no multicollinearity

Source: Processed data (2024)

Table 4 above shows that the variables related to job remuneration, organizational culture, motivation, and career development had VIF values less than 10 and tolerance values greater than 0.10. Consequently, multicollinearity does not occur in any of the study's independent variables or is not correlated between one independent variable and another.

Heteroscedasticity Test**Table 5. Heteroscedasticity Test Results**

<i>Coefficients</i>		
Model	Sig.	Residual
<i>(Constant)</i>	0.111	0.05
Career Development	0.186	0.05
Organizational culture	0.044	0.05
Motivation	0.928	0.05
Work Compensation	0.893	0.05

Source: Processed data (2024)

The independent variables of career development, organizational culture, motivation, and job pay have significant values of 0.186, 0.044, 0.928, and 0.893, respectively, according to Table 5 above. Since these values are higher than 0.05, there are no signs of heteroscedasticity in the data utilized in this investigation.

Partial Test (t-Test)**Table 6. Partial Test Results (t-Test)**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	7,496	3,128		8,791	<,001
Career Development	0.530	0.096	0.606	5,501	<,001
Organizational culture	0.341	0.135	0.408	2,529	,001
Motivation	0.497	0.149	0.439	3,341	,001
Work Compensation	0.304	0.91	0.150	2,145	,001

Source: Processed data (2024)

According to the analysis results above, Table 6 illustrates how career development affects employee loyalty. The Career Development variable has a t-count value of 5.501 > t table of 1.99394. With a significance value of <,001 <0.05, career growth (H1) has a positive and substantial impact, as Ho is rejected and Ha is accepted influence on employee loyalty.

Organizational Culture's Effect on Employee Loyalty The organizational culture variable has a t-count value of 2.529 > t table of 1.99394, according to the analysis's findings above. Ho is rejected, and Ha is accepted when the significance value is 0.001 <0.05, indicating that corporate culture (H2) significantly and favorably affects employee loyalty.

The Influence of Motivation on Employee Loyalty Based on the results of the analysis above, it can be seen that the motivation variable has a t-count value of 3.341 > t table of 1.99394. While the significance value is 0.001 <0.05, Ho is rejected, and Ha is accepted, meaning motivation (H3) positively and significantly influences employee loyalty.

How Work Compensation Affects Employee Loyalty The job pay variable has a t-count value of 2.145 > t table of 1.99394, according to the analysis's findings above. Ho is rejected, and Ha is accepted when the significance value is 0.001 <0.05, indicating that work compensation (H4) positively and significantly influences employee loyalty.

5. Discussion**The Influence of Career Development on Employee Loyalty**

Ho is rejected, and Ha is accepted since Table 6 shows that the career development variable has substantial and positive results. This implies that employee loyalty to the organization will rise if it

expands career development options. This study supports Yuniasih's (2022) research, which demonstrates that career growth factors significantly and favorably impact employee loyalty. According to Willy Rizky Utami & Dwiatmadja (2020), career development factors have a positive and significant impact on employee loyalty, and other study supports Cornelia's (2017) statement that they have a positive and significant impact on staff loyalty.

Research by Noe (2017) supports this, highlighting that employee engagement, which in turn promotes higher loyalty, is significantly increased by career development initiatives. Employees are more likely to stay committed and work for a company longer if they perceive a clear route for professional progress, according to a 2018 study by Martin and Horne. According to another supporting paper by Lee and Lee (2019), organizations that invest in career development retain top talent and enhance overall organizational performance through increased employee engagement.

The Influence of Organizational Culture on Employee Loyalty

Ho is rejected, and Ha is accepted since Table 6 shows that the organizational culture variable has significant and favorable results. This implies that employees are more content and devoted to the company when organizational culture fosters a favorable work environment. This study supports research by Ayunda et al. (2022) that demonstrates the positive and significant impact of organizational culture variables on employee loyalty, as well as other studies by Manikotama et al. (2022) and Koroh et al. (2023) that demonstrate the positive and significant impact of organizational culture variables on employee loyalty.

The Influence of Motivation on Employee Loyalty

Ho is rejected, and Ha is accepted, as Table 6 shows that the motivation variable has significant and favorable results. This indicates that workers are more inclined to stick with a company if they perceive a balance between their personal and professional lives. According to Dharmadi et al. (2023), the motivation variable has a positive and significant effect on employee loyalty, and Tamansiswa et al. (2018), the motivation variable, has a positive and significant effect on employee loyalty. These findings are consistent with research by Wahyu & Lod (2021), which also shows that the motivation variable positively and significantly affects employee loyalty.

The Influence of Work Compensation on Employee Loyalty

Based on Table 6, it is obtained that the work compensation variable has favorable and noteworthy outcomes. Hence Ha is accepted while Ho is denied. This indicates high loyalty since competitive pay can help retain staff and lower turnover. This study is consistent with research by Mahri (2021) that indicates the work compensation variable has a positive and significant impact on employee loyalty, Purba (2017) that also indicates the work compensation variable has a positive and significant impact on employee loyalty and Ernas et al. (2021) that indicates the work compensation variable has a positive and significant impact on employee loyalty.

6. Conclusion

Based on the analysis of the research findings and discussion, it can be said that work compensation has a positive and significant impact on employee loyalty, organizational culture has an impact on employee loyalty, motivation has an impact on employee loyalty, and career development has an impact on employee loyalty to a partial extent. Loyalty at the BNI Head Office (Pejompongan Building). By incorporating these key elements—organizational culture, motivation, and compensation—into management strategies, businesses can establish a workplace that encourages employee loyalty and inspires them. Supervisors who can comprehend and implement this change will see improvements in employee productivity, employee turnover, and, ultimately, the achievement of better organizational goals. Building employee loyalty involves more than just financial difficulties; it also entails creating mutually beneficial and cooperative relationships.

The study's findings suggest that employee loyalty is greatly influenced by motivation, company culture, career growth, and pay. Organizations should improve career development options to guarantee workers a clear advancement route, strengthening their loyalty to the company. A

supportive corporate culture that encourages inclusivity, cooperation, and respect is essential to retaining loyal employees. Additionally, motivating employees through recognition and a supportive work environment, combined with competitive compensation packages, strengthens their loyalty. Managers should integrate these elements into a cohesive strategy to maximize these effects, ensuring that career development, culture, motivation, and compensation align with the organization's goals. By doing so, organizations can create a dedicated, engaged workforce that contributes to long-term success.

Recommendation

Based on the results and conclusions that have been put forward in this study, the suggestions for career development, organizational culture, motivation, and work compensation on employee loyalty are that companies can provide training such as soft skills and hard skills training, provide an appreciation for employee performance to increase employee work enthusiasm. Companies can provide bonuses based on employee target achievement individually or as a team. This can motivate employees to work harder and achieve better results.

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