

## The Influence of Work Culture and Organizational Commitment on Employee Loyalty at PT. Nawa Setia Perkasa

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### ABSTRACT

**Submitted:** 01-15, 2025  
**Purpose of the study** — This research aims to determine the partial or simultaneous influence between work culture and organizational commitment on employee loyalty at PT. Nawa Setia Perkasa.

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**Research method**— This type of research uses descriptive verification with a quantitative approach and is carried out using a questionnaire method. The sample for this research was 141 respondents using the Slovin formula. The analytical model used in this research is a multiple linear regression analysis model.

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**Result**— The results show that there is a partial influence of work culture on employee loyalty, a partial influence of organizational commitment on employee loyalty, and a simultaneous influence of work culture and organizational commitment on employee loyalty.

**Conclusion**— High work culture and organizational commitment have a positive effect on employee loyalty at PT Nawa Setia Perkasa, creating a supportive work environment and increasing employee loyalty. Weak work culture and organizational commitment can reduce employee loyalty due to a lack of strong organizational commitment and emotional investment from the company.

**Keywords:** *Work Culture, Organizational Commitment, Employee Loyalty.*



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### INTRODUCTION

Every organization has a crucial vision and mission and always wants to achieve its goals. This certainly requires an important contribution from human resources (HR). Because, HR is the main factor that drives the organization to achieve its goals. Therefore, there is a demand for employees as human resources in an organization to always develop, innovate, and

take proactive initiatives. In addition, the demand to always develop becomes a mandate amidst increasingly complex challenges in the era of globalization, tight competition, so that there are many choices for individuals to develop their careers in various business organizations (Winarto & Sianipar, 2020).

Tsani & Farlianto (2016) in their book state that HR plays an important role in business organizations. Where, HR is considered to play a crucial role in supporting the achievement of organizational goals. Therefore, in maximizing its human resources, organizations generally conduct searches and selections first before making these related human resources contribute to achieving organizational goals. This process certainly involves a series of steps such as recruitment, interview stages, training, and other selection processes for prospective employees.

Tsani & Farlianto (2016) also stated that the organization's efforts in the recruitment process are preventive efforts to avoid employees who have less potential to contribute to the organization. This is because if the organization has human resources that are less able to contribute, it will have an impact on achieving the organization's goals. More than that, recruitment efforts are also made to overcome employees to contribute in the short term. This means that the organization wants to use loyal and highly committed human resources so that they can help the organization achieve its goals effectively. Although the emphasis on the role of humans in an organization is shown, this certainly cannot ignore the importance of other factors that contribute to the overall dynamics of the organization. On the contrary, various elements in an organization support and complement each other, creating important synergies. Therefore, the existence of reliable resources (HR) who are able to face challenges is very important. They not only create job opportunities, but also fill a crucial role in maintaining the quality of the organization. The lack of quality human resources itself has been identified as one of the potential causes of the economic crisis or in other words, it certainly causes the emergence of human resource problems (Winarto & Sianipar, 2020).

HR issues are quite a critical obstacle for organizational management because the success of the organization in achieving its vision-mission or goals clearly depends on the human resources employed. More than that, also because someone plays an active role in determining plans, systems, processes, goals to be achieved by the organization. Organizational goals will not be successful without the role of employees even though the facilities and infrastructure are fully available in the organization. Organizational funding will also be useless if the active role of employees is not involved or employees do not show optimal performance.

(Winarto & Sianipar, 2020) emphasize that optimal performance from employees is one of the main keys to achieving organizational goals. To achieve this, companies need to be able to manage HR effectively, aiming to improve their work results. The quality of HR management by the organization can be seen from employee performance and the achievement of the company's goals itself. The implementation of an effective and efficient employee performance evaluation system can have a major impact on individual performance which in turn will affect the achievement of the organization's overall performance.

It is undeniable that there are many factors that influence the performance of individual employees in an organization. The most important factor is work culture. Work culture is a variety of basic values embedded in an organization. Where, these various basic values exist in the organizational environment and as important values to be practiced by human resources in the organization because in fact, work culture is useful for helping to achieve efficiency, effectiveness, and productivity of employee performance (Mulyapradana et al., 2020),

In addition to work culture factors, employee commitment also plays a significant role in influencing their performance. Employee commitment is a key element that positively influences their performance. There is evidence to suggest that the level of commitment has a significant impact as a result factor for an organization. The presence of less commitment from personnel can potentially harm the organization by producing less than optimal performance and higher budgets. Employees who have a high level of commitment tend to have a good track record of attendance, satisfactory performance, show loyalty to company policies, have a low employee turnover rate, and show high levels of satisfaction, productivity, and work motivation. So, this is expected to foster public confidence in the services provided by the organization (Putri, 2020)

PT. Nawa Setia Perkasa is a company that provides workforce management services to be distributed in the field of security services. Established in 2015 in Purwasari, Karawang, until now, PT. Nawa Setia has had quite a lot of employees, namely 217 employees, where some of these 217 employees are ready to be distributed to company partners to provide professional security services. However, after conducting observations at PT. Nawa Setia Perkasa, there is one thing that can be highlighted related to the problems faced by PT. Nawa Setia Perkasa. This is reflected in the problem of human resources (HR) which is projected at a high turnover rate (employee turnover rate) from year to year. The high turnover rate at PT. Nawa Setia Perkasa is shown in the following table:

Table 1. Annual Turnover Data of PT. Nawa Setia Perkasa 2020-2023

Year	Number of Employees		TurnoverRate
	Employees Entered	Employees Left	
2020	30	18	13,84%
2021	25	15	11,11%
2022	28	23	14,37%
2023	29	30	15,95%

Source: PT. Nawa Setia Perkasa 2020 to 2023

This high turnover rate is a serious problem that must be resolved and the causes must be sought. According to Holtom & Burch (2016), it shows a lack of employee engagement, which is caused by factors such as poor leadership, a toxic work environment, limited career development opportunities, or a misalignment with organizational values. A positive organizational culture, characterized by supportive leadership, a healthy work environment, broad growth opportunities, and recognition of employee contributions, can reduce employee turnover by fostering a sense of belonging and satisfaction among employees. In addition, work

commitment such as the desire to be involved in organizational activities or other things also causes high turnover for the organization. Furthermore, the mismatch of work culture is a fairly serious problem when it comes to the goals of a business organization. The mismatch of work culture with employee principles or perceptions can cause various problems. First, it can lead to poor team performance. An inappropriate work culture with the values believed by employees tends to disrupt teamwork so that there will be a mismatch in work style, difficulty in determining priority scales, the emergence of interpersonal conflicts, and the overall performance of the team is hampered. Second, it can hinder the achievement of organizational goals. This is because a culture that is not aligned with the values believed by employees can blur focus and hinder the achievement of set goals. Employees who are not involved or do not feel connected to the organizational culture may be less motivated to contribute optimally (Ellys & Ie, 2020).

Not only those two things. But it also causes another problem, namely the low level of employee retention. An inappropriate culture with various individual values can lead to employee dissatisfaction and ultimately impact employee retention. If employees feel they do not fit in with the organizational culture, they may look for opportunities elsewhere that are more in line with their personal values. This is a very dangerous problem because employees who leave the organization will tend to cause the organization to spend more budget on recruitment and training costs for new employees. In addition, this can also have a domino effect related to the organization's reputation. When an organization has a high turnover rate, this will make the public assume that the work culture in that place is very bad, which will reduce the level of public trust in the organization (Ellys & Ie, 2020). Then, organizational commitment refers to the degree of employee involvement, dedication, and loyalty to the organization where they work. When employees have a high degree of commitment, employees tend to be more attached to the company's vision, mission, and values, and feel strongly involved in their work and the overall goals of the organization. High work commitment is often identified by behaviors such as high dedication, hard work, proactive initiative, and strong loyalty to the company (Soelton, 2023) However, when commitment to the organization is low, employees tend to be less engaged and more susceptible to thoughts of leaving the company. One indicator of low organizational commitment is a high turnover rate. Turnover refers to the rate of employee turnover in an organization. When an organization experiences high turnover, it indicates that employees are repeatedly leaving the company to seek new job opportunities. This poses a serious problem because it can indicate that the work climate in the organization is very unstable (Soelton, 2023).

PT. Nawa Setia Perkasa as a security service provider, has a work culture that is almost identical to military education. There are three work cultures that are considered to be a plus point at PT. Nawa Setia Perkasa. First, a disciplined work culture that always prioritizes a perfect work ethic. Second, a hierarchical culture. Third, a zero tolerance culture. From the management side, this is considered a good culture because it is oriented towards the success

of the organization. However, employees do not necessarily have the same point of view as management.

A disciplined work culture that always prioritizes a perfect work ethic at PT. Nawa Setia Perkasa shows that PT. Nawa Setia Perkasa values high productivity. However, according to Hikmah Perkasa et al. (2023), a work culture that tends to be disciplined and prioritizes work ethic may disturb the proportion between work life and employee personal life so that for employees, this is not in accordance with the values they adhere to.

A hierarchical (top-down) work culture is a culture that emphasizes that authority and decisions are taken exclusively by top management without involving employees in decision-making procedures or providing opportunities to provide suggestions. In the eyes of management, this kind of work culture has a positive impact on the organizational climate because it reduces vertical and horizontal friction among employees. However, according to Arachim (2018), this hierarchical work culture is not suitable for employees who value collaboration, participation, and a sense of meaningful contribution who may feel unappreciated and less motivated in this kind of work culture.

A zero-tolerance work culture is a culture that emphasizes that mistakes or failures are not accepted and are punished harshly, perhaps with sanctions or outright dismissal. Although a focus on quality and accuracy of work can be considered positive, this culture can create an environment where employees are afraid to take risks or admit mistakes, which in turn can hinder innovation and personal growth (Sedarmayanti & Rahadian, 2018)

Previous research conducted by Rahayuni (2020) found that organizational commitment had a positive and significant effect on employee loyalty. Then, in previous research conducted by Astuti et al. (2022), the results obtained work culture has a positive and significant effect on employee loyalty. Then, in previous research conducted by Gaol (2024), the results obtained work culture and organizational commitment simultaneously have a positive and significant effect on work loyalty. From these three previous studies, the researcher found a research gap in the form of a focus on work culture problems where work culture in this study focused on organizational culture which has been continuously passed down hierarchically since PT. Nawa Setia Perkasa was established. Then, the researcher also found a research gap from the variables where the variables used by the researcher this time were organizational commitment variables. In addition, the problem of commitment in the workplace is also the reason why this study is justified. Commitment at PT. Nawa Setia Perkasa was examined further to explain the high turnover rate.

Based on the problems presented, the justification of the research is directed at exploration to answer the problem of how work culture and organizational commitment can have a significant effect on the high level of employee turnover at PT. Nawa Setia Perkasa. The objectives of this study are: 1. To analyze the effect of work culture on employee loyalty at PT. Nawa Setia Perkasa, 2. To analyze the effect of organizational commitment on employee loyalty at PT. Nawa Setia Perkasa, 3. To analyze the effect of work culture and organizational commitment on employee loyalty at PT. Nawa Setia Perkasa.

## **LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT**

### ***A. Literature Review Management***

According to G. Anwar & Abdullah (2018) management is the art of managing tasks through others. A manager is responsible for organizing and leading other individuals to achieve company goals. Etymologically, "management" is rooted in old French, namely management, referring to the art of organizing and running. Management can also be explained as the process of planning, coordinating, organizing, and controlling resources to achieve efficiency and effectiveness goals.

Every organization needs to carry out various management functions effectively and efficiently in order to achieve predetermined goals. It has been stated that various management functions usually have four main activities: planning, organizing, leading, and controlling. However, various additional activities include forecasting, decision making, staffing, gathering, assembling, motivating, reporting. Various management functions from Joseph (2020), describe the sequence of activities that managers usually carry out.

#### **Human Resource Management**

Based on (Hillmann & Guenther, 2021) human resource management (HRM) is part of management that includes various aspects: planning, organizing, directing. HR focuses on managing individuals who have the readiness, willingness, and expertise to participate in stakeholder goals. HR examines the well-being of people in an organization to ensure they can work effectively and contribute positively to the success of the organization. HR is a system that involves various functions, policies, activities, such as recruitment, selection, development, compensation, retention, evaluation, promotion.

#### **Work Culture**

Work culture is a concept that underlies attitudes, habits, and motivations that are reflected in the daily lives of groups of people. The various values adopted by the culture lead to behavior, beliefs, aspirations, views, and actions that are reflected in work activities. Thus, culture sets standards related to what is allowed or not, and functions as a guide.

Work culture is a set of social values and behavioral patterns related to the mind and character of employees when carrying out their duties in a company. Based on Made et al. 2021 The work culture indicators from this study use:

##### **1. Work Discipline**

Work discipline is an important element in creating a productive and efficient work environment. Discipline ensures that employees are responsible for their tasks and work in accordance with applicable regulations.

##### **2. Mutual Respect**

Mutual respect is an attitude and behavior that shows respect for the opinions, feelings, and contributions of others in the workplace.

### 3. Collaboration

Collaboration is key to achieving organizational goals more efficiently. Good cooperation allows employees to share tasks, support each other, and solve problems together. This creates a strong and cohesive team, increases efficiency, and helps achieve better results.

### 4. Openness

Openness in an organization is essential to building trust and good relationships between employees and management. Openness allows for a freer exchange of ideas, faster problem solving, and higher innovation.

Work culture has a significant influence on employee work loyalty. A positive and supportive work culture can increase employee engagement and commitment to the organization. Research shows that a good work culture contributes directly to increased employee loyalty. When employees feel appreciated, supported, and recognized by the company, they tend to be more motivated to stay working and give their best to the organization. An inclusive and fair work culture creates an environment where employees feel comfortable and satisfied, which in turn reduces turnover rates and increases employee retention (Saputra et al., 2024).

### ***Organizational Commitment***

Commitment has a significant impact on someone who is able to identify requests and feels motivated to carry them out, even when the source of encouragement is absent. This shows that commitment is rooted in individual attitudes influenced by the environment. (Nurlaeni & Winarno, 2023) There are reasons underlying the implementation of similar commitments to fulfill obligations, responsibilities, and promises that limit the freedom to act as desired. Through commitment, a person is expected to prioritize his promises for the benefit of the organization rather than personal interests.

Organizational commitment is an internal drive for employees to remain part of the organization. This commitment affects attitudes and actions when working in an organization, showing loyalty to the organization in order to achieve goals (Meutia & Husada, 2019). There are indicators of organizational commitment (1) Employee involvement (2) Trust in the organization (3) Loyalty to the organization (Meutia & Husada, 2019). In the journal Jamaludin et al. (2023) Organizational commitment can be called a strong psychological attachment of employees, indicated by strong loyalty and acceptance of the goals and various norms of the organization. Also includes the willingness to participate significantly in order to achieve organizational goals and a strong desire to maintain a position as part of the group.

Organizational commitment in an individual and group does not occur suddenly, but is based on various factors that cause the commitment to emerge. Based on A. A. Anwar & Mangkunegara (2019), there are 3 (three) pillars of commitment creators, as follows:

1. A sense of affiliation to the organization, namely the individual's ability to understand and identify themselves in the organization. Belief in the contribution given in their work has value for the organization. Feeling comfortable with the organizational environment and having full

support from the organization through a clear mission, various company values, and various norms.

2. Enthusiasm for work, namely understanding the various motivational factors that regulate task design, leadership quality, and the expertise of managers and supervisors in increasing employee commitment through ongoing attention, granting authority, and providing adequate opportunities and space for employees to apply skills and expertise optimally.

3. The significance of belonging, this refers to the condition of employees feeling fully accepted as an integral part and key element of the organization.

Organizational commitment has a significant influence on employee work loyalty. Employees who have a high commitment to the organization tend to show greater loyalty, which is reflected in their desire to remain with the organization, willingness to contribute more, and support for the goals and values of the organization. Research by Maspuatun et al (2022) shows that organizational commitment has a positive and significant effect on employee work loyalty. This is because employees who feel emotionally attached, feel morally obligated, and realize the ongoing benefits of their membership in the organization are more likely to act in the interests of the organization and maintain positive working relationships.

### ***Employee Loyalty***

Sakban et al. (2019), stated that employee work loyalty involves various roles and participation of each member, contributing thoughts and time to achieve organizational goals. Meanwhile, Carolina Yasmine & Wijaya (2024), stated that employee work loyalty is reflected in commitment to the company, influenced by a number of internal factors of the organization or individual. From this definition, it can be interpreted that employee work loyalty is a condition and activity that involves physical and social relationships that result in a person having a strong sense of belonging, and responsibility and willingness to contribute to efforts to achieve organizational goals.

According to Onsardi (2018), the benefits of employee work loyalty are creating an attitude of commitment and more profitable cooperation, fulfilling the needs of more profitable cooperation, fulfilling HR planning needs, and supporting employees to retain them in the company.

The indicators used in this study include Wilianto (2019):

- a) Compliance
- b) Responsibility
- c) Dedication
- d) Integrity

### ***B. Hipotesys Development***

#### ***Relationship Between Work Culture, Organizational Commitment, and Employee Loyalty***

A strong and positive work culture has a significant influence on employee loyalty. When organizational values, norms, and work practices create an environment that supports and



values individual contributions, employees will feel more motivated and excited to stay with the company. For example, research at PT Peln (Persero) Sorong Branch showed that a positive organizational culture, which involves integrity, excellent service, continuous learning, and concern for employee safety and health, directly contributes to increased employee loyalty (Muhammad et al., 2024).

In addition, organizational commitment also plays an important role in increasing employee loyalty. Organizational commitment refers to the extent to which employees feel bound and have a sense of responsibility towards the goals and values of the organization. Employees who are highly committed tend to be more loyal and dedicated, showing a desire to continue working for the company. When employees feel strongly attached to their organization, their loyalty increases, which in turn reduces turnover rates and increases employee retention.

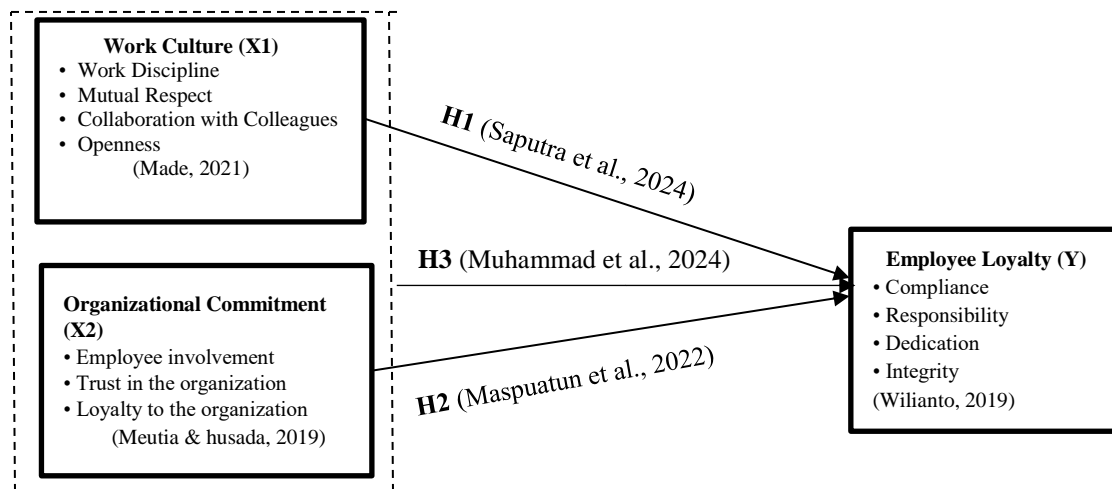


Figure 1: Framework of Thought

Based on the Hypothesis of the framework of thought, it is determined as follows where there is a relationship between work culture and work commitment on employee loyalty described below:

- H1. There is a partial influence of work culture on employee loyalty at PT. Nawa Setia Perkasa.
- H2. There is a partial influence of organizational commitment on employee loyalty at PT. Nawa Setia Perkasa.
- H3. There is a simultaneous influence of work culture and organizational commitment on employee loyalty at PT. Nawa Setia Perkasa.

## METHOD

This study uses quantitative descriptive. To find samples, researchers use multiple linear regression analysis models to determine the number of samples to be studied. And data collection using questionnaires. Population is a generalization area that includes objects and subjects with certain quantities and characteristics determined by research so that they can be studied and conclusions drawn. The population in this study is PT. Nawa Setia Perkasa as many as 217 employees. The sample is part of the number and characteristics of the population. Samples obtained from the population need to be very representative. The sample in this study was by distributing questionnaires to employees of PT. Nawa Setia Perkasa totaling 141 employees using the Slovin formula. The sampling technique is a technique for taking samples in order to determine the sample to be used in the study. The sampling technique used through statistical calculations is using the Slovin formula which will determine the sample size of the population that has been seen in total. This study uses observation, interviews, and questionnaire distribution. The questionnaire is used to understand the respondents' opinions. In this case, respondents only need to respond to questions by choosing options from the available alternative answers. The questionnaire was given to respondents directly to employees of PT. Nawa Setia Perkasa.

The data sources in this study use primary data and secondary data. Primary data were obtained directly based on a survey conducted at PT. Nawa Setia Perkasa, where the company is the object of this study. Primary data can be obtained from observations, interviews, and questionnaires. Meanwhile, secondary data is supporting data obtained from research such as the history and profile of PT. Nawa Setia Perkasa. The analysis technique in this study is by using multiple regression analysis.

## RESULTS AND DISCUSSION

### A. RESULTS

#### *Validity Test*

This validity test is used as a tool to measure whether the instrument is valid or not. Through observation,  $r$  count is greater than  $r$  table.

**Table 2.** Validity Test Results

Variable	Statement	Total Person Correlation	R Table	Status
Work Culture (X1)	X1.1	0.386	0.165	Valid
	X1.2	0.422	0.165	Valid
	X1.3	0.438	0.165	Valid
	X1.4	0.37	0.165	Valid
	X1.5	0.377	0.165	Valid
	X1.6	0.393	0.165	Valid
	X1.7	0.457	0.165	Valid
	X1.8	0.432	0.165	Valid
	X1.9	0.425	0.165	Valid
	X1.10	0.389	0.165	Valid

Variable	Statement	Total Person Correlation	R Table	Status
Organizational Commitment (X2)	X2.1	0.568	0.165	Valid
	X2.2	0.389	0.165	Valid
	X2.3	0.392	0.165	Valid
	X2.4	0.418	0.165	Valid
	X2.5	0.431	0.165	Valid
	X2.6	0.507	0.165	Valid
	X2.7	0.389	0.165	Valid
	X2.8	0.488	0.165	Valid
	X2.9	0.456	0.165	Valid
	X2.10	0.415	0.165	Valid
Employee Loyalty (Y)	Y.1	0.497	0.165	Valid
	Y.2	0.368	0.165	Valid
	Y.3	0.447	0.165	Valid
	Y.4	0.425	0.165	Valid
	Y.5	0.427	0.165	Valid
	Y.6	0.476	0.165	Valid
	Y.7	0.378	0.165	Valid
	Y.8	0.428	0.165	Valid
	Y.9	0.425	0.165	Valid
	Y.10	0.365	0.165	Valid

Source: Processed Researcher Results SPSS 27, 2024

Based on the research table above, it is obtained from each item of the variable statement that it is declared valid. Because the calculated r is greater than the value of the table r.

### Reliability Test

**Table 3.** Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work Culture (X1)	.744	10
Organizational Commitment (X2)	.778	10
Employee Loyalty (Y)	.886	10

Source: Processed Results of SPSS 27 Researchers, 2024

Based on the results of the reliability test, the value of each questionnaire obtained a Cronbach's alpha greater than 0.6 so that the variable can be categorized as reliable.

Normality Test

**Table 4. Results of the Normality Test  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		141	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	1.82425701	
Most Extreme Differences	Absolute	.125	
	Positive	.105	
	Negative	-.125	
Test Statistic		.125	
Asymp. Sig. (2-tailed) <sup>c</sup>		.610	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.000	
	99% Confidence Interval	Lower Bound	.000
		Upper Bound	.000

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Processed Results of SPSS 27 Researchers, 2024

Based on the results of the normality test, it is understood that the significance value is  $0.610 > 0.05$ , so the conclusion is that the residual value is normally distributed.

Multiple Regression Analysis Partial t-Test

**Table 5. Partial t-Test Results**

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	T	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	6.116	3.004		2.036	.044
	WORK CULTURE	.423	.081	.363	5.191	.000
	ORGANIZATIONAL COMMITMENT	.437	.064	.476	6.796	.000

a. Dependent Variable: EMPLOYEE LOYALTY

Source: Processed Results of SPSS 27 Researchers, 2024

Based on the results in the coefficients table, the calculated t value is  $5.191 > t$  table 1.977 and the significance value (sig.)  $0.000 < 0.05$ , so the conclusion is "Work Culture (X1) has a significant effect on Employee Loyalty (Y). And based on the results in the coefficients table, the

calculated t value is  $6.796 > t$  table  $1.977$  and the significance value (sig.)  $0.000 < 0.05$ , so the conclusion is "Commitment (X2) has a significant effect on Employee Loyalty (Y).

### Simultaneous F Test

**Table 6.** F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	602.362	2	301.181	89.209	.000 <sup>b</sup>
	Residual	465.908	138	3.376		
	Total	1068.270	140			

a. Dependent Variable: EMPLOYEE LOYALTY

b. Predictors: (Constant), KOMITMEN ORGANIZATION, WORK CULTURE

Based on the output results in the annova table, the calculated F value is  $89.209 > F$  table  $3.06$  and the significance value is  $0.00 < 0.5$ , so the conclusion is "Work Culture (X1) and Work Commitment (X2) have a significant effect on Employee Loyalty (Y).

### Determination Coefficient

**Table 7.** Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.564	.558	1.837

a. Predictors: (Constant), ORGANIZATIONAL COMMITMENT, WORK CULTURE

Source: Processed Researcher Results SPSS 27, 2024

Based on the output results in the model summary table, the Adjusted R Square value (determinant coefficient) is  $0.558$ , meaning the influence of the independent variable (X) on the dependent variable (Y) is  $55.8\%$ .

## B. DISCUSSION

### *The Influence of Work Culture on Employee Loyalty*

The results of this study indicate that a strong work culture positively and significantly influences the level of employee loyalty. This means that the stronger the work culture, the higher the level of employee loyalty created. Conversely, if the work culture is weak, the level of employee loyalty also tends to be low. This is in line with the research of Saputra et al. (2024) which revealed that work culture has a positive and significant effect on employee loyalty. The reason why work culture has a positive effect on employee loyalty is because a positive culture will develop an employee environment that feels respected, supported, and made part of a

strong team. This explains the reason that the work culture at PT Nawa Setia Perkasa is relatively weak so that employee loyalty there is quite lacking. Employees may not feel supported or appreciated as part of a strong team for several reasons. For example, because of differences in values and perspectives that cause employees not to feel supported (by being too disciplined) or with a top-down work culture that causes vertical line employees not to feel like they are part of a strong team.

#### ***The Influence of Organizational Commitment on Employee Loyalty***

The results of this study indicate that a strong commitment positively and significantly influences the level of employee loyalty. This means that the stronger the organizational commitment, the higher the level of employee loyalty created. Conversely, if organizational commitment is weak, the level of employee loyalty also tends to be low. This is in line with research by Sopali et al. (2021)), which revealed that organizational commitment has a positive and significant effect on employee loyalty. The reason why organizational commitment has a positive effect on employee loyalty is because organizational commitment motivates employees to contribute to the work and organization they are in. This then encourages employees to remain loyal because there is an emotional and psychological investment for them to help the success of the organization. This explains the reason that organizational commitment at PT Nawa Setia Perkasa is relatively weak so that employee loyalty there is quite lacking. Employees may not feel involved in every organizational decision and tend to be unmotivated so that there is no psychological investment to feel attached to the organization.

#### ***The Influence of Work Culture and Organizational Commitment on Employee Loyalty***

The results of this study show that work culture and organizational commitment have an effect of 55.8% on employee loyalty. This indicates that factors such as various values, various norms, and various practices shape the work culture of the organization, along with the level of individual commitment to their work, significantly influence how loyal employees are to the company they work for. Although its influence does not cover all variations in employee loyalty levels, it shows that work culture and organizational commitment play an important role in creating bonds between employees and the organization. Therefore, good interpretation and management of work culture and organizational commitment can be key factors in fostering employee loyalty, which in turn can contribute to the long-term success of the organization (Mantovani et al., 2022).

## **CONCLUSION**

Based on the conclusion of the results of this study, a strong work culture and high organizational commitment have a positive and significant effect on employee loyalty at PT. Nawa Setia Perkasa. This shows the importance of paying attention to work culture factors and organizational commitment in building employee loyalty. A positive work culture creates a supportive, respected, and strong work environment, which in turn increases employee loyalty. Conversely, a weak work culture can lead to low employee loyalty due to lack of support and

involvement. Strong organizational commitment motivates employees to contribute maximally to their work and organization, which then increases the level of employee loyalty. Conversely, weak organizational commitment can reduce employee loyalty due to lack of emotional and psychological investment.

There are significant implications for human resource management (HRM) and business organization leaders in designing strategies to increase employee loyalty and increase long-term business organization resistance. The study revealed that there was an influence of work culture and organizational commitment simultaneously on work loyalty with a percentage of 55.8%. This shows that it is very important for business organizations to pay attention to factors such as norms, values, and practices that shape the work culture of the organization itself, which then also results in individuals having a personal commitment to the desire to contribute to the organization where they work.

On the other hand, management must be able to strengthen a positive work culture as a manifestation of a positive organizational culture. This is because a strong and positive work culture has a significant impact on employee loyalty. Therefore, it is clear that corrective steps are needed that are focused on constructing an inclusive, supportive, and fully motivating work culture for employees. Also, management must be able to identify whether the core values they want to instill in the organizational culture are in line with organizational practices and are able to support the positive values believed in by employees. In this case, for example, encouraging employee participation in decision making, providing constructive feedback, and creating an open and transparent work environment.

Also, organizational commitment needs to be strengthened. The commitment of organizational members (employees) to the organization is an important factor in forming loyalty. Management must be able to ensure that employees feel involved in the vision, mission, and goals of the organization. Therefore, management can do things like encouraging two-way communication between management and employees, providing opportunities for employees to voice their opinions, and providing recognition and appreciation for their contributions can help increase the level of organizational commitment. In addition, organizations should also always provide clear training and career development so that they can help motivate employees to be more committed to the organization.

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