



# The Role of Organizational Culture against Employee Loyalty in the Manufacturing Industry of Musical Instrument Assembly

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**Received:** 08 May 2020

**Accepted:** 29 June 2020

**DOI:** <https://doi.org/10.32479/irmm.10053>

## ABSTRACT

Organizational culture, an important aspect in a company to achieve its goals, as well as employee satisfaction within the company. Both of these aspects are determinants of employee loyalty. Given the importance of employee loyalty in the progress of the company, the determining aspects must have a positive influence on employee loyalty. The purpose of this study was to measure the effect of organizational culture variables and satisfaction on employee loyalty at musical manufacturing sector, Banten Province. This research using a quantitative approach with associative design methods. The population are employee at musical instrument manufacturing assembly at Banten Province with totally sample are 75 respondents by using purposive sampling. This research using data collection techniques through initial interviews and questionnaires distributed to respondents by using SEM PLS for the analysis technique. The results showed that organizational culture had a positive and significant effect on employee loyalty. Organizational culture had a positive and significant effect on job satisfaction, job satisfaction had a positive but not significant effect on employee loyalty. Job satisfaction has not significantly mediated between organizational culture on employee loyalty. From the field observations and interview to the employee, most of employee loyalty still low, due to many numbers of contract workers. Management companies must immediately increase the workforce into permanent workers so that they feel comfortable working in the company.

**Keywords:** Organizational Culture, Job Satisfaction, Employee Loyalty, Manufacturer Sector

**JEL Classifications:** L2, M14

## 1. INTRODUCTION

Achieving success in an organization can't be separated from the role of every human resource in the company, for that every organization or company that realizes the importance of quality human resources for the progress of the company, trying to manage well its human resources in order to be able to achieve targets target previously set within the company (Tumbelaka et al., 2016). Therefore, in an effort to support the achievement of company goals, each company should have to empower these human resources in order to become competitive resources (Ardiansyah, 2017). A company certainly wants to have employees who have good competence and high loyalty to the company. The problem faced by companies today is the level of competence and loyalty of an employee is not balanced. Employees who have good competence often have less loyalty to the company where he

works (Lumingkewas et al., 2019). Several studies have shown that the factor that most significantly contributes to organizational success is employee loyalty. A company that has loyal employees, will most likely show better performance and will often lead to more loyal consumers. Culture also has an important function for the company and influences the company's progress. Culture provides orientation to humans with regard to how to take action in certain situations (Rachmadita et al., 2011). Organizational culture is pervasive in organizational life and subsequently influences every organizational life. Therefore, organizational culture greatly influences the fundamental aspects of organizational performance. These aspects are the basis for monitoring employee behavior, the way they think, cooperate and interact with employees (Aryana and Winato, 2017). Employees have a willingness to work together which means they are willing to put themselves in effort, it is called loyalty. Loyalty is basically the loyalty, devotion and trust given or

shown to a person or institution, in which there is a sense of love and responsibility to try to provide the best service and behavior.

Some organizational behavior experts have tried to see how and what are the factors that can influence the desire of employees to leave the company or remain in the company where the employee works (Tumbelaka et al., 2016). A strong culture will show high agreement about the goals of the organization among its members. Unanimity towards goals will form organizational commitment, loyalty, and commitment, this condition will further reduce the tendency of employees to leave the organization (Robbins and Judge, 2016). Future more Vokic and Hernaus (2015) explaining job satisfaction experienced by employees can foster a sense of loyalty towards the company and cause love for the work owned by employees. Job satisfaction is one of the factors supporting employees to carry out their jobs well (Thanos, 2015). job satisfaction will be very helpful in the process of forming loyalty to the organization shaded by employees (Basalamah, 2012).

Implementation of human resource strategies in accordance with the vision, mission, and corporate strategy one of which is through the formation of an appropriate organizational culture in the company. The attitude formed by organizational culture is closely related to job satisfaction, namely the individual's general attitude towards his work (Herawan, 2015). According to the research of Larastrini and Adnyani (2019) that employees who are satisfied will continue to increase work loyalty to help achieve company goals, so job satisfaction can be an indicator in determining employee attitudes towards the company so that job satisfaction has a positive effect on employee loyalty, which means better job satisfaction employees, employee loyalty will increase.

## 2. THEORITICALREVIEW

### 2.1. Organizational Culture

Organizational culture is a set of norms and values that are broadly shared and firmly held by organizations (O'Reilly and Chatman, 1996; Guiso et al., 2015). Many researchers have studied organizational culture as the basis for sustainable competitive advantage (Barney, 1986; Fareed et al., 2016). Schein (1990) considered it a social force that is largely invisible, but very strong Organizational culture is a pattern of basic assumptions created, discovered or developed by certain groups as learning to overcome the problems of external adaptation and internal integration that are official and well-implemented and are therefore taught to new members as an appropriate way to understand, think about and feel related to these problems (Schein, 2010). Organizational culture is a personality that exists in organizations, in many organizations the role of organizational culture is very prominent, because organizational culture will shape the character of the organization as members of the organization do their work (Widjaja, 2010).

According to Robbins and Coulter (2007) Organizational culture is a set of values, principles, traditions and ways of working that are shared and influence the behavior and actions of members of the organization. Based on the above definition it can be concluded that organizational culture is the basis of the organization regarding norms, shared values about how to do things in the organization.

Researchers using indicators of organizational culture as following Robbins and Judge (2016) include:

1. Innovation and risk taking
2. Team orientation
3. Result orientation
4. Leader behavior
5. Put forward the company's mission.

### 2.2. Job Satisfaction

According to Rivai (2014) said "according to its nature, human needs are very diverse, both types and variations, even humans have needs that tend to be unlimited." That is, the needs always increase from time to time and humans always try with all their abilities to satisfy those needs. Job satisfaction is basically something that is individual Rivai (2014). Every Individual has a different level of satisfaction according to the value system that applies to him. According to Handoko (2011) that job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings for his work that appears in a positive attitude towards work and everything that is encountered in the work environment. Job satisfaction is a pleasant emotional attitude and loves his work (Hasibuan, 2016). This research using indicators of job satisfaction following Herawan et al. (2015) as:

1. Satisfaction with the work itself
2. Satisfaction with rewards
3. Satisfaction with promotions
4. Satisfaction with supervision
5. Satisfaction with coworkers.

### 2.3. Employee Loyalty

Work loyalty of employees to an organization can lead to a sense of responsibility and create passion and enthusiasm for work. To be able to generate employee loyalty to the company, the company must make sure that employees feel the same way with the company (Nitisemito, 2014). With this same feeling, the progress and setbacks of the company will also be felt by the employees. Work loyalty means the willingness of employees with all abilities, skills, thoughts and time to participate in achieving company goals and keep company secrets and not take actions that harm the company as long as the person is still an employee. Hasibuan (2016) argues that loyalty or loyalty is one of the elements used in employee assessments that include loyalty to their work, position and organization. Employee loyalty can be defined as a psychological attachment or commitment to the organization and develops as a result of increased Job satisfaction. Job satisfaction results from a process of internal evaluation, and if an employee's expectation level is met or exceeded, then satisfaction grows Rajput et al. (2016).

Loyalty is determination and ability to wait, carry out and practice what is obeyed with full awareness and responsibility, determination and ability that must be proven in the attitudes and behavior of daily life and in the act of carrying out tasks Saydam (2012). Based on the description above can be concluded that work loyalty is a state of activity involving physical, psychological and social that makes individuals have the attitude to obey the rules that are determined, do and practice something that is obeyed

with full awareness and responsibility for personal identification of efforts to achieve company goals according to their expertise so as to increase company effectiveness and accompanied by strong devotion. This research using Employee loyalty indicators following Siswanto (2002) include:

1. Obey the rules
2. Responsibility to the company
3. Willingness to cooperate
4. Ownership
5. Personal relationship between employees

### 3. METHODOLOGY

#### 3.1. Framework Research and Hypothesis

Based on the formulation of the problem and literature review that has been explained before, the conceptual framework of the research can be described as Figure 1:

Hypothesis

- H1: Organizational culture has a positive effect on employee loyalty
- H2: Organizational culture has a positive effect on job satisfaction
- H3: Job satisfaction has a positive effect on employee loyalty

#### 3.2. Population and Sampling

This research using the causality method according to Ferdinand (2014), causality research has determined to find an explanation in the form of cause-effect relationships between several concepts or variables or also some strategies developed in management. Population is a generalization area that consists of objects and subjects that have certain qualities and characteristics determined by researchers to draw conclusions (Sugiyono, 2015). The population in this study were all employees working at musical manufacturing sector at Banten Province, amounting to 350 employees. The sample is a subset of the population, consisting of several members of the population by using probability sampling technique (Sugiyono, 2015).

Whereas in determining respondents using the type of probability simple random sampling is taking members of the sample from a population that is done randomly without regard to strata that exist in that population (Sugiyono, 2015). The sample to be used in this study was determined using the formula (Ferdinand, 2014). Minimum sample are Number of indicators  $X 5 = 15 X 5 = 75$  respondents. Then the number of samples used in the study was a total of 75 respondents.

Measurement of variables using interval scale, which is a measuring tool that can produce data that has a range of values that have meaning and is able to produce measurements that allow calculation of averages, standard deviations, statistical test parameters and correlations (Ferdinand, 2014). The research using semantic differential technique where there is a sequence of scales from 1 (Strongly Disagree) to 10 (Strongly Agree), by considering the habitual mindset of Indonesian people who are familiar with numbers 1–10, so it will be easier for respondents to provide an assessment of the questions to be asked (Indriantoro and Supomo, 2002).

### 3.3. Analysis Technique Data

Data analysis techniques used in this study used Structural Equation Modeling (SEM) PLS based on components or variants. PLS is an alternative approach that shifted from the covariant-based SEM approach to variant based (Sholihin and Ratmono, 2013). PLS model can identify non-linear relationships between latent variables and correct the path coefficient values based on the relationship. Non parametric emphasizes more on the originality of the data being processed so that it does not require an assumption classic test.

### 4. RESULTS AND DISCUSSION

SEM PLS used for this study to find out the relationship between the variables of organizational culture, job satisfaction and employee loyalty. The results of the analysis of the outer model as Figure 2:

Based on the picture 2 show that loading factors for the construct of organizational culture, job satisfaction and employee loyalty are above 0.7 that represent all of variable have good validity for the indicators (Hair et al., 2014).

Furthermore, the measurement of reliability can be done by looking at the value of Composite Reliability and Average Variance Extracted (AVE). If the Composite Reliability value between constructs and the indicators gives good results, that is above 0.70 and AVE above 0.5. The results of composite reliability and AVE can be seen in Table 1 below.

Table 2 shows the results of CR and AVE of each construct are good value. Refers to Hair et al., (2017) states the results of composite reliability each constructs are good and can be used in the analysis process to show whether there is a relationship between each construct, because the results obtained have values

Figure 1: Research framework

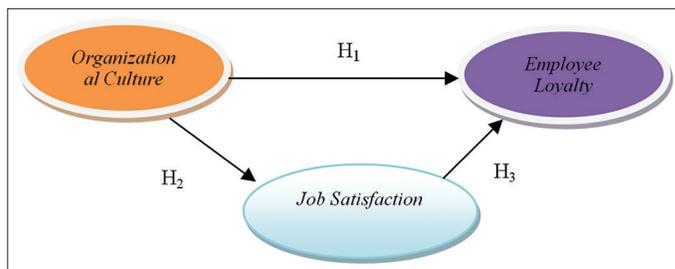


Table 1: R-square

Variable	R-square
Job satisfaction	0.411
Employee loyalty	0.387

Table 2: Composite reliability and AVE

Variable	CR	AVE
Organizational culture	0.925	0.712
Job satisfaction	0.913	0.678
Employee loyalty	0.957	0.815

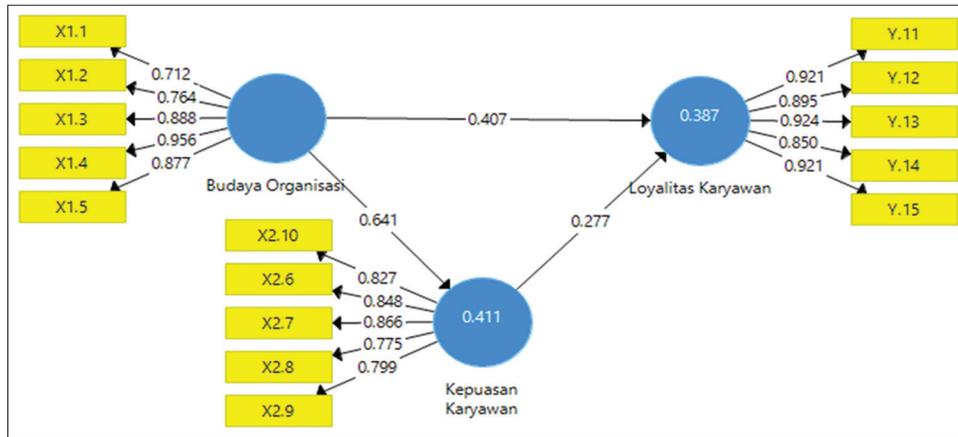
**Table 3: Inner test result**

Correlation	Original Sampel (O)	Sampel Mean (M)	Standar Deviation	T Statistic	P Values
Organizational Culture– Job Satisfaction	0.641	0.646	0.095	6.751	0.000
Organizational Culture – Employee Loyalty	0.407	0.398	0.163	2.506	0.013
Job Satisfaction – Employee Loyalty	0.277	0.263	0.147	1.878	0.061

**Table 4: Indirect effect**

Correlation	Original sample (O)	Sample mean (M)	Standard deviation	T statistic	P-values
Organizational Culture --Job Satisfaction ---Employee Loyalty	0.177	0.176	0.109	1.624	0.105

**Figure 2: Outer model result**



>0.70 and AVE >0.5. From the results above, all variables have composite reliability values >0.70 and AVE >0.5, which means that they have good reliability and average variance extracted values and can be used for further research processes.

Table 1 shows the R-square value for the job satisfaction obtained at 0.411 and for the employee loyalty obtained at 0.387. That indicate 41.10% of Job Satisfaction Variables can be influenced by organizational culture, while 38.7% of employee loyalty are influenced by organizational culture and job satisfaction.

Based on Table 3, hypothesis testing can be explained that: The relationship between organizational culture on the employee loyalty shown path coefficient is 0.641 while the  $t = 6.751$  greater than 1.960 and  $P = 0.002$  smaller than the probability 0.05 means the relationship is significant and the first hypothesis accepted.

The results of the relationship between organizational culture on job satisfaction shown path coefficient 0.407 while the  $t = 2.506$  greater than 1.960 and  $P = 0.000$  smaller than the probability 0.05 means the relationship is significant and the second hypothesis accepted.

The results of the relationship between job satisfaction on employee loyalty shown path coefficient 0.277 while the  $t = 1.8878$  is smaller than 1.960 and  $P = 0.000$  is smaller than probability 0.05 means the relationship is significant and the third hypothesis cannot be accepted.

**4.1. Mediation Effect**

The indirect effect of training variables and achievement motivation on performance through competencies in Table 4 as follows:

Based on Table 4, path coefficient value is 0.177 while  $t = 1.624$  smaller than 1.960 and the  $P = 0.105$  greater than 0.05, thus indicated the positive relationship but not significant influence of organizational culture on employee loyalty through job satisfaction.

**4.2. Relationship of Organizational Culture to Employee Loyalty**

Based on the first hypothesis proposed in this study, increasement organizational culture in the musical manufacturing sector will be increase the employee loyalty. The results show that the relationship between organizational culture and employee loyalty has a positive and significant effect and the hypothesis accepted. This is aimed at the better implementation of organizational culture that is promoted by employees, the higher the attitude of employee loyalty. This research in line with Asriandi et al. (2018), Sahal et al. (2013) and Sugiyarto (2017) that organizational culture has a positive and significant effect on employee loyalty also the influence of organization culture has a positive and significant effect on employee loyalty. Todays bottom line driven economy threatens to diminish the partnership relationship between agency and client and employer and employee (Pantello, 1998). Organizations strengthening their potential employee candidates’ and their employees’ desire to continue working in those organizations is associated with the perception of attraction felt for the organizations. Properties organizations have, opportunities they can and cannot offer their employees and the impressions make in employees’ inner world can influence the attraction of an organization in positive or negative ways (Güler and Basım, 2015; Lambert et al., 2017; Lievens et al., 2005; Nolan and Harold, 2010; Stockman et al., 2017).

Organizational culture is a set of values, principles, traditions and ways of working that are shared and influence the behavior and actions of members of the organization (Robbins and Coulter, 2007). The lack of understanding of organizational culture by employee will only reduce the motivation of the employees themselves, but the better the organizational culture of the company inherent in every employee that is implicated in the attitude of work activities, better work motivation from there also employee loyalty will arise little by little as motivation remains good. A conducive organizational culture will develop a sense of belonging to the organization and its working groups and the company.

#### 4.3. Relationship of Organizational Culture to Job Satisfaction

The second hypothesis proposed in this study shown increasement organizational culture will increase the job satisfaction. The results show relationship between organizational culture and job satisfaction have a positive and significant effect and hypothesis can be accepted. This shows that the driving force of human resources is the existence of motivation, job satisfaction will increase.

This is in line with research conducted by Herawan et al. (2015); that Organizational Culture in this study has a significant effect on job satisfaction. This research in line with Primasheila et al. (2017) that a positive and significant effect between organizational culture and job satisfaction of employees of PT Telkom Palembang regional office. This research also in line with (Tanwar and Prasad, 2016; Pawirosumarto et al., 2016; Lee et al., 2018; Carvalho et al., 2018; Petkovska et al., 2019) where organizational culture is very important in increasing job satisfaction because organizational culture that provides a sense of comfort at work and high trust will encourage increased work behavior through cohesiveness between individuals and the commitment of the company's employees.

#### 4.4. Relationship between Job Satisfaction and Employee Loyalty

The third hypothesis indicates that the relationship of job satisfaction and employee loyalty has a positive relationship but not significant effect, so third hypothesis rejected. This shows that job satisfaction does not increase employee loyalty in the musical instrument manufacturing assembly.

The result different with Alyani and Djastuti (2017); Basalamah (2012) and Esmaeilpour and Ranjbar (2017) that job satisfaction has a significant effect on employee loyalty. This means that the results of this study employee job satisfaction variables do not make employees loyal. Based on observations and research in the field, researchers can state that the loyalty of employees at musical manufacturing assembly are low due to many workers are contract and not permanent status.

#### 4.5. Organizational Culture Relations to Employee Loyalty through Job Satisfaction

The results of the mediation testing hypothesis show that the relationship between organizational culture and employee loyalty through job satisfaction has a positive and not significant effect. This shows that the organizational culture in the company, job

satisfaction variable as an intervening variable does not increase employee loyalty in the musical manufacturing sector.

## 5. CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

Organizational culture has a positive and significant effect on employee loyalty. Organizational culture has a positive and significant influence on job satisfaction. Job satisfaction has a positive and not significant effect on employee loyalty. Organizational culture has a positive and not significant effect on employee loyalty through job satisfaction.

This study has implications for managers and control holders in the company to be able to increase the job satisfaction of existing human resources by using existing indicators in the form. By increasing this satisfaction, it would be able to improve organizational performance, in the end will increase the employee loyalty. Another implication is related to the organizational culture that can be used as a predictor for company managers which in this study are described in indicators.

Organizational culture shared by the musical manufacturing sector is maintained well. While the employee loyalty still low, due to the large number of contract workers. Management companies must immediately increase the workforce into permanent workers so that they feel comfortable working in the company.

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