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ORGANIZATIONAL CULTURE AND EMPLOYEE LOYALTY: MEDIATION IMPACT OF ORGANIZATIONAL COMMITMENT

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ABSTRACT

The company's success to adapt to an increasingly dynamic environment is largely determined by the commitment and organizational culture. This study examines the impact of mediation on organizational commitment between organizational culture and employee loyalty. Data were obtained from 236 respondents who were employees of state-owned enterprises and public service agencies, using structural equation modeling as a statistical tool to verify the relevance of key topics. Although it was found that organizational culture did not significantly predict employee loyalty, organizational commitment was able to mediate the fluidity between organizational culture and cartoon loyalty. In addition, it also proved that organizational commitment affects the organization's affective commitment, group commitment and job involvement. It was concluded that companies should a) focus on building an organizational culture that integrates firmness, collaboration and creativity; b) provide flexibility and opportunities to support employee development; and c) formulate policies to improve employee management effectiveness

INTRODUCTION

In line with the increasingly dynamic business environment, organizations are required to be more competitive, adaptive, and able to meet the increasing demands of business (Johnson, 2018), which is highly supported by organizational culture and employee loyalty (Song and Kolb, 2013).

Organizational culture plays a significant role in accelerating individual understandings and beliefs and shaping behaviors that are aligned with the strategy of achieving organizational goals (Bratianu, 2015; O'Donnell & Boyle, 2008). To anticipate the potential for high employee rejection of a change, it is necessary to adopt an organizational culture that requires high

organizational commitment (Found, 2015). Organizational commitment can be defined as an organizational ability to identify and accept organizational goals, covering all levels within the organization to the exclusion of specific individual interests (O'Donnell & Boyle, 2008; Patrick & Kumar, 2012) and has become a major factor in determining the success of corporate change and performance improvement strategies (Dobre, 2013).

In order for employees to meet the required qualifications, among others of being expert, committed, and able to grow positively, the company must be able to form a positive organizational environment (Kotter & Schlesinger, 2008) characterized by high levels of job satisfaction and organizational commitment and be proactive and cooperative with team spirit (Gupta & Pannu, 2013). Employees with a high group commitment tend to be more committed to their organization, have higher morale, lower turnover, and high productivity and performance (Anttila, 2014; Cohen, 2013; Mowday, Steer & Porter, 1982).

Although organizational culture, employee loyalty, and organizational commitment have been extensively researched, no research has been found that systematically integrates the three variables in public sector organizations to become a comprehensive knowledge study

LITERATURE REVIEW

Organizational Culture

Organizational culture is the beliefs, values, norms, attitudes, and common habits that determine business activity, hierarchy, and operations (Potter, 2003; Venon, 2001). It is considered as an important aspect in determining and controlling organizational behavior to achieve organizational goals (Fischer, Ferreira, Assmar & Amar, 2005; Moeljono, 2004). Organizational culture plays a significant role in building the paradigm of thinking and humanizing the business process that will produce a conducive working environment with high level of trust, communication skill, and organizational commitment (Spencer-Oatey, 2012).

Wallach (1983) categorized organizational cultures as bureaucratic, supportive, and innovative. A bureaucratic culture is reflected in the form of hierarchy, clear lines of authority, organized, systematic, with work segmentation. The flow of information and authority runs in a structured manner according to the hierarchy of power and control; and is oriented to other hierarchical strengths, concerns, attitudes, arrangements, structures, procedures, and hierarchical cultures. Innovative culture supports the establishment of a dynamic work environment with a high level of creativity, risk-taking, agility, and perseverance, to achieve higher performance. A supportive culture is reflected in the form of confidence level, the impetus to go forward, and orientation toward values of support, trust, justice, security, social, encouragement, relationships, and collaborative orientation.

Employee's Loyalty

Loyalty is a willingness to protect and save a person's physical and emotional well-being (Robbins & Coulter, 2007), the determination and ability to comply and implement the provisions with full awareness and responsibility (Siswanto, 2005), which is embodied in the form of daily

attitudes and behaviors as well as in the implementation of organizational tasks (Saydam, 2000).

Organizational Commitment

Employees can reflect on different forms of commitments simultaneously, for example in the form of internal organizational or working group relations (Meyer & Allen, 1997) as well as between work groups, professions, or organizations (Saha & Kumar, 2017) as an embodiment of a broader commitment perspective and depth (Cohen, 1993, 2003). Organizational commitment has an important role in shaping employee loyalty (Lee & Chen, 2005).

The study conducted by Khan, Rashid and Vytialingam. (2016, p. 231) suggested a positive correlation between organizational culture and organizational commitment. The results of this study provided an indication that organizational culture is related to organizational commitment. The findings are consistent with a study by Silverthorne (2004) cited by Khan et al. (2016) who presented that the lowest level of commitment among the samples was derived from a bureaucratic culture and concluded that organizational culture played an important role in cultivating organizational commitment. Innovative and supportive cultures seem to have had a more impactful role in creating or encouraging organizational commitment among employees (Lok & Crawford, 2003; Messner, 2013 cited by Khan et al., 2016).

Affective organizational commitment.

The affective organization's commitment is an individual's emotional attitude toward his/her organization (Anttila, 2014) as a reflection of positive feelings toward the organization (Meyer & Allen, 1997) so that it becomes an important aspect of behavior.

Employees with an affective organizational commitment tend to be more involved in various activities within the organization. In contrast, employees who have a commitment at the normative level or oriented to high wages will tend to seek out certain types of work or are even always looking for jobs and companies that are able to provide high wages

Group commitment.

Group commitment is a relatively low level of commitment (Mete, Sökmen & Biyik, 2016) reflecting social interactions and attachments among group members (Malhotra & Mukherjee, 2004) or even between groups within companies (Dhurup, Surujlal & Kabongo, 2016), although initially employees identify more with the group than with the company.

Job involvement

Job involvement is a form of commitment and the realization of employees' psychological identification of their work (Blau, 1985). In many ways, the employee's commitment to his work is the job itself. Job involvement is the process of internalizing the virtues of work and comes at an early stage for employees to be more involved in their work (Lodhal & Kejner, 1965).

Theoretical Framework

Organizational culture and employee's commitment.

Loyalty is considered as an important attitude in every organization, which will be more meaningful when the business becomes global. Organizational culture has a key role in shaping employee loyalty, in line with its role in influencing employee behavior (Parish, Cadwallader & Busch, 2008), even able to predict a number of associations with employee loyalty formation. Organizational culture must naturally respect the way employees are given the freedom to establish their loyalty. Innovative culture helps to increase employee loyalty because a focus on innovation has been proven to have a significant effect on employee loyalty (Sanz-Valle, Naranjo-Valencia, Jimenez-Jimenez & Perez-Caballero, 2011).

To anticipate the growth rate of business, on a global, regional, and domestic scale, this research emphasizes the importance of the role of organizational culture in supporting the improvement of employee loyalty, as reflected in the following hypothesis.

H1: Organizational culture will be positively related to employee's loyalty

Employee's loyalty and commitment

The employee's involvement in his work will be formed within a company that really encourages and supports the interests of its employees (Senge, 1990) so that an employee will feel attached and develop a positive attitude toward the company where he works (Bambacas, 2010) for believing that through his work experience he will obtain knowledge and skills and employee attachment to his work.

In addition to organizations that are very concerned about the needs and appreciation of its employees, loyalty will also be built through group commitment among employees (Yadav & Agarwal, 2016) to work together to achieve targets set by the organization. The group's commitment will be established when there are good relationships, interactions, and collective work among employees. Highly committed group members will make every effort to maintain their unity with other members, especially when faced with external threats (Kukenberger, Mathieu & Ruddy, 2012). Employee commitment is also determined by the mastery of skills in the implementation of their duties and the optimal ability to identify the essence and benefits of their work.

This research is the answer to the lack of research on the impact of organizational commitment on employee loyalty, as reflected in the hypotheses as follows.

H2 (a, b, c) : The affective organizational commitment, group commitments and job involvement will have a positive impact on employee's loyalty

Organizational commitment as mediator

In general, the organization is very concerned with employee loyalty as a key condition in determining the success of its business. Raj and Srivastava (2013) argue that organizational commitment has a mediating effect on the interrelationships between organizational culture and human resource management that will shape employee loyalty. This is because organizational commitment will increase the trust and linkage of employees with the organization, which is reflected in the form of loyalty (Mehta, Singh, Bhakar & Sinha, 2010).

Until now, there has been no evidence on the influence of mediation from employee commitment in the interrelationship between organizational culture and employee loyalty. The study of the effect of such mediation will prove the opinion of Baron and Kenny (1986) that variables can act as mediators if they are able to meet the requirements: a) a significant degree of variation in mediator-predicted due to various levels of independent variables; b) significant variations in the dependence of variables induced by mediator-predicted; and c) the significant relationship previously reviewed among the independent variables becomes less significant because of the presence of a predictable mediator. In contrast, a variable that is not able to meet these requirements cannot be included in the test.

This study aims to study the impact of organizational culture on employee loyalty through organizational commitment, as reflected in the following hypothesis:

H3: Organizational commitment will mediate relationships between organizational culture and employee’s loyalty

Figure 1 below shows the hypothesized model based on the theoretical framework.



Figure 1. Hypothesis Model

where: OC = Organizational Culture
 OC = Organizational Commitment
 LO = Employee’s Loyalty

MATERIALS AND METHODS

The Sample and Survey Method

The sample consists of respondents who are the managerial cadres of four large companies, State-Owned Enterprises, and various government agencies, all of which are tasked to provide services to the public, such as the population, health, and licensing agency. The sample selection adopted the convenience sampling technique.

The survey was conducted based on a cross-sectional design, requiring participation from all parties based on the convenience, willingness, interest, and availability of respondents to provide quality responses (Teddlie & Yu, 2007).

Furthermore, the questionnaire is distributed to employees of the selected organizations but does not disclose the name of the organization in response to anonymity requests. The principle of anonymity is applied to the voluntary participation of employees in the organization.

Profile of respondent shown in table 1 below:

Table 1. Profile of Respondent

DEMOGRPHICS	FREQUENCY	PERCENTAGE
Gender	Man	54
	Women	46
Ages	<= 30	36
	31-40	36
	41-50	16
	>50	12
Education	<= High School	49
	Undergraduale	45
	>= Graduate	6
Management Level	Junior	79
	Middle	15
	Top	6

Respondents were asked to answer all questions, with an estimated maximum of 25 minutes to complete the entire questionnaire. The completed questionnaires were then collected within five days of the questionnaire being distributed.

Measurement

Organizational culture

Based on the methods developed by Wallach (1983), the organizational culture is measured by seven measurement items, including “the traditions of the organization are preserved and maintained,” using the five-point Likert scale, from “strongly agree” to “strongly disagree.”

Employee’s loyalty

Based on the methods developed by Bontis, Crossan and Hulland. (2002), employee loyalty is measured by 10 measurement items, including “I will make an extra effort to advance the company,” using the five-point Likert scale, from “strongly agree” to “strongly disagree.”

Affective organizational commitment

Based on the three-factor model developed by Meyer and Allen (1997), the affective organizational commitment is measured by six measurement items, including “I feel there is an emotional attachment between me and the organization,” using the five-point Likert scale, from “strongly agree” to “strongly disagree.”

Group commitment

Based on the methods developed by Ellemers, de Gilder, and van den Heuvel (1998a), group commitments were measured by six measurement items, including “I am ready to do additional work today because it benefits my work team,” using a five-point Likert scale from “strongly agree” to “strongly disagree.”

Job Involvement

Based on the method developed by Kanungo (1982), job involvement is measured by four measurement items, including “I am very personally

involved in my work,” using the five-point Likert scale, from “strongly agree” to “strongly disagree.”

Statistic Tool and Techniques used in Data Analysis

The hypothesized model, derived from an analytical review, was prepared recursively to avoid problems associated with statistical identification (Hair, Black, Babin, Anderson & Tatham, 2006) and was able to demonstrate perfect conformity with the data, undergoing statistical testing using Hierarchical Regression analysis.

In the data analysis, SPSS version 20 was used to obtain descriptive statistics, develop correlation matrices, and calculate Cronbach alpha values. By testing the hypothesis model, which was executed in sequence, a conclusion can be obtained as a result of the analysis.

Data Analysis

Table 2 shows the mean, standard deviation, reliability, and intercorrelation of all data as follows.

Table 2. Descriptive Statistic and Correlation between Latent Variable and Realibility Coefficient on Diagonal

VARIABLE	MEAN	STANDARD DEVIATION	LO	OC	AC	GC	JI
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
LO	3.90	.49	.83	.31	.47	.45	.42
OC	3.89	.53	.31	.82	.33	.21	.30
AC	3.88	.47	.47	.33	.71	.54	.54
GC	3.70	.58	.45	.21	.54	.76	.63
JI	3.80	.56	.42	.30	.54	.63	.69

Notes:

* All significant on $p < 0,1$

OC = Organizational Culture

LO = Loyalty

AC = Affective Organizational Commitment

GC = Group Commitment

JI = Job Involvement

Because, as presented in Table 2 above, the value for the Cronbach alpha is well above the recommended threshold of 0.60, the reliability of the measurement is considered valid (Hair et al., 2006). In addition, the correlation bivariate results among the latent variables showed standard residuals greater than 4 as thresholds according to Hair et al. (2006).

Because all indicators had loading factors greater than 0.5 and residuals less than 2.5, they were considered for further analysis.

RESULTS AND DISCUSSIONS

Analysis Result

Analysis used multiple regression analysis by placing loyalty (LO) in the regression equation as the dependent variable, organizational culture (OC) as the independent variable. Furthermore, the three dimensions of organizational commitment, namely affective organizational commitment

(AC), group commitment (GC), and job engagement (JI) are incorporated into the regression equation.

The results of the analysis for the overall model are illustrated in table 3 below.

Table 3: Result of Hierarchical Multiple Regression Analysis

	Dependent variable: Loyalty (LO)	
	Std Beta Step 1	Std Beta Step 2
Independent variable:		
Organizational culture (OC)	.31***	.15**
Moderating variables:		
Affective Commitment (AC)		.24***
Group Commitment (GC)		.22***
Job Involvement (JI)		.10
R ²	.31	.55
Adj R ²	.09	.29
R ² Change	.09	.20
Sig. F Change	.00	.00

*p < .1, **p < .05, and ***p < .01

As shown in Table 3 above, a variant of employee loyalty was generated at 31 percent.

Two other variables were positive and significantly correlated with creative performance, with the magnitude of each influence: a) enjoyable activity ($\beta = .28$, $p < .01$), and b) openness to experience ($\beta = .17$, $p < .01$). In addition, organizational culture is positively associated with employee loyalty ($\beta = .23$, $p < .01$). Hence, hypothesis H1 is accepted.

Two of the three dimensions of organizational commitment show a significant relationship with employee loyalty with the magnitude of each influence: a) affective organizational commitment ($\beta = .24$, $p < .01$), b) group commitment ($\beta = .22$, $p < .01$), and c) job involvement ($\beta = .10$, $p > .05$). Hence hypotheses H2 (a) and H2 (b) are accepted, while H2 (c) is rejected.

Referring to the Baron and Kenny method (1986), of the three dimensions of organizational commitment, the total effect of mediation for all pathways is only significant on affective commitment (AC) and group commitment (GC). These results confirm the mediation effect of the two dimensions of the commitment to the relationship between culture and employee loyalty. Index conditions, VIF, and tolerance, which poses potential multicollinearity problems. Hence, hypotheses H1 and H2 are accepted, except for H2 (c). Therefore, the steps of the Baron and Kenny method (1986) can confirm the mediation effects of AC and GC.

Analysis using multiple regression analysis, by placing loyalty (LO) on regression equation as dependent variable, organizational culture (OC) as independent variable. Furthermore, the three dimensions of organizational commitment, namely affective organizational commitment (AC), group commitment (GC) and job engagement (JI) are incorporated into the regression equation.

Discussion

The results show that organizational culture can predict employee loyalty, in line with the results of research by Boon and Arumugam. (2006). Although at the beginning of empirical evidence, there is a biased relationship between organizational culture and employee loyalty due to differences in the participation of respondents among senior employees with juniors, the results of this study can be one of the strategies for strengthening and researching materials to build loyal employees. Furthermore, companies need to be aware that the gap in the seniority level and position within the company will affect the solidarity of the working group because of differences in individual group perspectives that will impact on employee loyalty and performance in each working group.

Because organizational culture is highly dynamic and potentially leads to differences and even hostilities between employees, companies must be able to detect and improve potential employee resistance by helping employees stay focused on the right things and carry out cautious actions in relation to every wrongdoing. The process must be accomplished continuously based on commitment and focus on the development and learning of new things so that the company fully becomes a company that is oriented to the problem and the process of completion.

The model in this study reflects a collective problem-solving process in which employees must learn from the process of acquiring knowledge, improving skills, demonstrating loyalty, and improving the ability to solve critical problems. This will support the establishment of effective cooperation among employees based on a strong sense of attachment and group commitment as employees can identify with the company, particularly in terms of effectiveness, mental satisfaction, and employee engagement, in line with research by Bambacas (2010) and Kukenberger et al. (2012) that group commitment has a significant impact on organizational commitment.

The results also show that affective commitment cannot explain the individual commitment to the organization because of the existence of the nature of collective work, where social ties will be more strongly formed among employees with the group. Group commitment will have a sustained effect on organizational commitment, employee loyalty, and employee engagement with work. Employees will be more likely to position themselves as a person who actively helps colleagues in completing their work, which also reflects the team morale.

The results of this study indicate that a good organizational culture will improve the interests of employees, with the impact of increasing employee loyalty to the company, among others, in the form of acceleration of knowledge and ability of employees in solving problems that occur in their job.

Referring to Baron and Kenny's (1986) opinion that in the study there must be a significant association between a) the independent variable with the mediator variable; b) mediator variable with yield variables; and c) independent variables with yield variables; this study proves that all of these associations are significant. It has to be concluded that the role of organizational commitment mediation is well and positive as with Raj and Srivastava's (2013) research results.

Cultures that believe in, support, and care about the interests of employees are often preferred. This assistance is provided by them in the form of increasing employee loyalty. Baron and Kenny (1986) suggest that three relationships should be significant, i.e., between independent variables with mediator variables, between mediator variables and yield variables, and between independent variables and yield variables. It turns out that this study proves that all three relationships are significant so that the mediation played by organizational commitment is tested positively and in accordance with similar research done previously (Raj & Srivastava, 2013). However, the role of mediation is not fully implemented because the organizational culture does not have a significant impact on loyalty so that there is no mediation function of the commitment to behavior.

CONCLUSIONS

Implication

The results of this study have many implications in advancing public sector management in Indonesia, among others that the organization must integrate innovative factors and bureaucracy in the right proportion so that employees remain satisfied and record high performance, especially in their job preference. The company will be enabled to implement a flexible work system, both in time and with authority, with specific workplace specifications enabling innovative new skills and higher and more sustainable competitive advantages over its competitors. Companies must constantly evolve to build an organizational culture that supports innovation as an improvement over standardized management that is inconsistent with the dynamic developments facing the company.

This study proves the existence of high organizational commitment at the upper and middle managers' level over renewal strategies within the company. This is in line with the role of organizational culture, which not only determines employee loyalty but is able significantly to determine the employee's affective commitment, as mentioned by Harris and Mossholder (1996) that organizational culture is able to reduce employee dissatisfaction and produce positive results. In addition, the results of this study provide an improvement over previous research, which proved an increase in learning within the company as well as assisting in identifying the existence and commitment of employees to their work (Silverthorne, 2004).

To develop a strong affective organizational commitment, cognition, knowledge, and active participation are required to generate high productivity and positive behavior. Because the implications of this study are that it is not mandatory for all employees to have an affective organizational commitment to group commitments, companies must ensure that employees are committed to their respective working groups. Furthermore, the company should implement policies that support it, among others by enacting a system of large-scale dissemination, rewarding achievement, optimizing working hours because longer hours are not directly producing productivity improvement, as well as the determination of flexible working hours, especially for employees with personal responsibility to their respective families.

There are three strategies that can be implemented by public sector companies to build a competitive workforce in the industry. First, by

creating an organizational structure with decentralized tasks and authority so that each work unit can work optimally and play an active role in framing its organizational policies and solve problems that are encountered. Second, by holding interactive communication sessions where the work unit can discuss technical, welfare, and general matters that will impact on the formation of group commitments (and subsequent to the formation of organizational commitments) that will have a positive impact on productivity and performance improvement. Third, by ensuring that senior employees recognize, support, and guide junior employees so as to achieve optimal performance in work units and companies.

Limitation and Recommendation for Further Research

Although this study is believed to be the first study in Indonesia placing organizational commitment as a mediator between organizational culture and employee loyalty, making it very useful for managers and employees of the public business sector, still there are various limitations that need to be addressed by a) research using multiple samples from different types of organizations; b) research to determine the extent to which organizational commitment is able to mediate the relationship between culture and job satisfaction; c) research to test the extent to which organizational commitment can serve as a moderate variable; and d) implementation in a broader range of sectors such as the food industry, health care, and communications.

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