The Influence of Organizational Culture on Employee Work Loyalty at the Secretariat of the Binjai City Regional House of Representatives

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Abstract

This study investigates the influence of organizational culture on employee work loyalty at the Secretariat of the Binjai City Regional House of Representatives (DPRD). Using a quantitative approach with a sample of 95 employees through a census (saturated sampling) technique, the research instrument's validity and reliability were confirmed through Pearson's correlation and Cronbach's Alpha tests, respectively. The reliability analysis yielded high Cronbach's Alpha values (0.889 for Organizational Culture and 0.925 for Work Loyalty), indicating strong internal consistency. Descriptive analysis revealed a highly positive perception for both variables, with a mean score of 4.38 for Organizational Culture and 4.34 for Work Loyalty, supported by low standard deviations (0.45 and 0.43). The core finding from the inferential analysis confirms a positive and statistically significant influence of organizational culture on work loyalty (p-value = 0.000). A simple linear regression analysis showed that organizational culture explains 71.3% of the variance in work loyalty (R2 = 0.713), while the t-test results (tcalculated = 15.208 > ttable = 1.661) provided conclusive evidence to reject the null hypothesis (H0). The study concludes that organizational culture is a significant determinant of work loyalty in this institutional context, suggesting that strengthening organizational values and fostering a conducive work climate are crucial strategies for boosting employee commitment and retention within the legislative support environment.

Keywords: *Organizational Culture, Work Loyalty, Public Sector*

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Introduction

The performance of public organizations in achieving goals and providing optimal services to the community is heavily determined by human resource factors [1]. In government agencies, success is measured not only by the achievement of work targets but also by the quality of service, accountability, and professionalism of employees in carrying out their duties [2][3]. Therefore, factors that can bind employees emotionally and professionally to the organization have become a strategic agenda that must be managed systematically.

The Secretariat of the Binjai City Regional House of Representatives (DPRD), as a supporting body for legislative functions, plays a crucial role in assisting the implementation of legislation, budgeting, and oversight tasks. Employees in this institution are required to have high dedication to face the dynamics of work demands and increasing public expectations. However, such dedication often depends on the extent to which employees feel attached and loyal to the organization they serve.

Work loyalty is a key variable reflecting the level of faithfulness, commitment, and attachment of employees toward the organization. Employees with high work loyalty tend to demonstrate strong dedication and a willingness to work harder for the benefit of the organization [4]. This loyalty also makes employees more responsible in performing their tasks and provides better resilience against work pressure within the government environment [5].

One of the fundamental factors shaping this work loyalty is organizational culture. Organizational culture reflects the values, norms, and habits adopted and consistently applied within the work environment [6]. A strong and positive organizational culture can encourage employees to work with discipline and responsibility, as they feel their personal values are aligned with the institution's values [7].

In the context of the Secretariat of the Binjai City DPRD, a positive organizational culture is expected to foster a sense of belonging and pride toward the institution. A conducive organizational culture serves as the foundation for creating a stable work environment, which ultimately strengthens employee loyalty. Conversely, if the organizational culture is weak or not deeply understood, the attachment of employees to the organization will decline.

Even though organizational culture is considered a significant determinant, employee work loyalty in the public sector is often influenced by how effectively these organizational values are internalized. Good communication within the organization also plays a role in strengthening loyalty because it creates a sense of being valued and trusted [8]. This indicates that loyalty is the result of a complex interaction between individuals and the value system existing within their organization. However, based on phenomena observed at the Secretariat of the Binjai City DPRD, there are still indications that organizational values have not been fully understood or consistently implemented by all employees. Discrepancies in the understanding of work norms have the potential to hinder the creation of a solid work environment, which in turn may affect the stability of employee work loyalty in the long run.

This gap between theory and practice is supported by various previous studies showing that the influence of organizational culture on work loyalty can vary depending on the organizational context. These differing research results indicate a research gap that needs further investigation, especially in legislative support institutions which have unique work characteristics compared to other government agencies. Based on the description above, this research focuses on analyzing the influence of organizational culture on employee work loyalty at the Secretariat of the Binjai City DPRD. The results of this study are expected to provide a theoretical contribution to the development of human resource management in the public sector and serve as a practical consideration for management in strengthening work culture to enhance sustainable employee loyalty.

Literature Review Organizational Culture

Organizational culture is defined as a collective set of values, beliefs, and norms developed and shared by members of an organization, serving as a guideline for thinking, behaving, and interacting both internally and with external parties [9]. It is reflected in daily work patterns, implemented policies, and the way an organization responds to challenges and changes [10]. This culture is not formed instantaneously but evolves through a long-term process influenced by shared experiences, history, and the pivotal role of leadership in consistently communicating core values [11][12]. A strong and positive culture fosters a conducive environment that enhances motivation and performance, whereas a weak culture may trigger internal conflict and high turnover [13]. Furthermore, a culture that upholds professionalism and integrity significantly boosts the organization's public credibility and ensures high-quality service oriented toward stakeholder satisfaction [14][15].

To measure the effectiveness of this culture, several key indicators are utilized, as identified by Oktariza et al. [16]. First, innovation and risk-taking reflect the organization's encouragement for employees to generate creative ideas and take measured risks for organizational progress. Second, an outcome orientation emphasizes the achievement of specific targets and results as the primary basis for performance evaluation. Third, a people orientation describes the organization's focus on employee welfare, providing necessary support, and rewarding contributions to create a supportive work environment. Finally, an attention to detail indicates the degree to which the organization stresses precision and accuracy, ensuring that employees perform tasks meticulously and produce high-quality outputs that meet established standards.

Work Loyalty

Work loyalty is defined as a form of individual faithfulness and commitment toward an organization, manifested through attitudes, behaviors, and a willingness to remain and provide the best contribution [17][18]. It reflects an emotional and professional bond that drives optimal task execution and the protection of the institution's reputation [5]. This loyalty is deeply rooted in a sense of belonging and trust toward the organization, where employees demonstrate compliance with regulations and a readiness to work beyond minimal requirements [19]. As a reciprocal relationship, loyalty is strengthened when the organization provides a conducive environment, fair treatment, and adequate support [20]. High loyalty not only ensures organizational stability through low turnover and disciplined productivity but also represents a long-term professional and moral attachment shaped by leadership quality and job satisfaction [21][22].

To operationalize this concept, several key indicators are used to measure employee loyalty [23]. These include the ability to remain with the organization and a willingness to work overtime to complete tasks. Loyal employees are also characterized by their commitment to maintaining business secrets and actively promoting the company to customers and the general public. Furthermore, high loyalty is evidenced by adherence to regulations without strict supervision and the willingness to sacrifice personal interests for the benefit of the organization. Finally, loyal employees contribute to organizational growth by offering suggestions for improvement and demonstrating a strong spirit of cooperation and helpfulness toward their colleagues.

Conceptual Framework and Hypothesis

The conceptual framework of this study positions Organizational Culture as the independent variable (X) and Work Loyalty as the dependent variable (Y) as shown on the following fiqure.

The hypothesis is:

Ha : Organizational Culture has a positive and significant effect on Employee Work Loyalty at the Secretariat of the Binjai City Regional House of Representatives.

Ho : Organizational Culture does not have a positive and significant effect on Employee Work Loyalty at the Secretariat of the Binjai City Regional House of Representatives.

Research Methodology

This study employed a quantitative research approach to examine the effect of organizational culture on employee work loyalty at the Secretariat of the Binjai City Regional House of Representatives (DPRD). The population in this study consisted of 95 employees working at the Secretariat of the Binjai City DPRD. Considering the population size, the study applied a saturated sampling technique (census), in which the entire population was used as the research sample [24]. Thus, all 95 employees served as respondents to ensure comprehensive and representative findings.

Primary data were collected through a structured questionnaire distributed to the respondents [25]. The questionnaire items were developed based on the theoretical indicators of organizational culture and work loyalty previously discussed. Respondents provided their answers on a Likert scale ranging from strongly disagree (1) to strongly agree (5). Secondary data were also gathered from institutional reports and relevant documentation to support the analysis.

The data were analyzed using quantitative statistical methods with SPSS version 26.0. Several steps were performed. First, validity testing was conducted to ensure that the questionnaire items accurately measured the intended variables. An item was considered valid if the correlation coefficient (rcount) exceeded the critical value (rtable). Reliability testing used Cronbach's alpha, where a value greater than 0.70 indicated acceptable reliability of the instrument. Second, the simple linear regression model used in this study was expressed as: $Y=a+bX+e$, Where: Y = Work Loyalty, X = Organizational Culture, a = Constant, b = Regression Coefficient, e = Error term.

Third, the t-test was applied to determine whether organizational culture significantly affected work loyalty. The hypothesis was accepted if the tcount was greater than the ttable value or if the significance level (p-value) was below 0.05. Finally, the coefficient of determination (R2) measured how much variance in work loyalty could be explained by organizational culture. Values ranged from 0 to 1, with values closer to 1 indicating a stronger influence of the independent variable. This methodological approach enabled the study to empirically test the hypothesized relationship between organizational culture and work loyalty, providing both statistical and practical insights for public sector organizations, specifically within the legislative support environment.

Results Descriptive Analysis

The initial step in the descriptive analysis was to examine the key summary statistics for the two primary composite variables. This provided a high-level overview of the data and its general characteristics.

Table 1. Descriptive Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Culture (OC)	95	3.75	5.00	4.38	0.45
Work Loyalty (WL)	95	3.50	5.00	4.34	0.43

Source: Analysis of provided data, N=95

Based on the descriptive analysis of the data, both the Organizational Culture and Work Loyalty variables showed highly positive results. The composite Organizational Culture variable, with a mean score of 4.38, indicated that respondents held a very favorable perception of the values and norms implemented within the Secretariat of the Binjai City DPRD. Similarly, the composite Work Loyalty variable, with a mean of 4.34, suggested that employees' commitment and faithfulness to the organization were rated as very good. These high average scores for both variables underscored a strong positive sentiment among the respondents.

Furthermore, the low standard deviation values for both variables (0.45 for Organizational Culture and 0.43 for Work Loyalty) were significant. These small values indicated that the data points were closely clustered around the mean, demonstrating a high degree of consistency in the responses. In other words, there was very little variability in how the respondents perceived both the organizational culture and their own loyalty. The results suggested that these two factors were perceived consistently and positively across the sample of 95 employees.

To provide a more nuanced understanding, the analysis was extended to the individual items that constituted each composite variable. This granular examination allowed for the identification of specific strengths and potential areas for improvement within the organization.

Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient (rcount) by comparing the score of each individual item to the total score of its respective variable. The critical rtable value for a sample size of N=95 at a 5% significance level (two-tailed) was approximately 0.201. An item was considered valid if its rcount was greater than rtable.

The analysis confirmed that all 12 questionnaire items (OC1-OC4 and WL1-WL8) were valid. The correlation coefficients for each item with their respective composite variable scores were found to be well above the critical rtable value (0.706 to 0.917), indicating that each item effectively measured the variable it was intended to measure. Reliability was assessed using Cronbach's Alpha, a measure of internal consistency. An instrument was considered reliable if its Cronbach's Alpha value was greater than 0.60 [26].

Table 2. Reliability Results

Variable	Cronbach's Alpha	Benchmark	Result
Organizational Culture (OC)	0.889	> 0.60	Reliable
Work Loyalty (WL)	0.925	> 0.60	Reliable

Both the Organizational Culture and Work Loyalty scales yielded Cronbach's Alpha values well above the 0.60 benchmark. The Organizational Culture scale achieved a Cronbach's Alpha of 0.889, while the Work Loyalty scale achieved a value of 0.925. These values indicated that the scales were highly reliable and consistent in measuring their respective variables. The analysis confirmed that the research instrument was both valid and reliable. All questionnaire items effectively measured their respective variables, and the scales demonstrated a high degree of internal consistency. The data was therefore suitable for further statistical analysis, such as regression testing.

Regression Analysis Simple Linear Regression

A regression analysis was conducted to evaluate the effect of Organizational Culture on Employee Work Loyalty at the Secretariat of the Binjai City Regional House of Representatives (DPRD). The analysis used the composite scores for both variables derived from the provided data of 95 respondents.

Table 3. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	0.810	0.233	–	3.470	0.001
Organizational Culture	0.806	0.053	0.845	15.208	0.000

Dependent Variable: Work Loyalty

Based on the analysis, the regression equation can be expressed as: Y=0.810+0.806X. The regression coefficient (B) for the Organizational Culture variable was 0.806. This indicated that for every one-point increase in the Organizational Culture score, Work Loyalty was expected to increase by 0.806 points, assuming other factors remained constant. The significance value (p-value) of 0.000, which was less than the 0.05 significance level, confirmed a significant and positive relationship between the two variables.

The regression analysis revealed a significant and strong positive relationship between Organizational Culture and Work Loyalty. The regression coefficient (B=0.806, t=15.208, p=0.000) suggested that a stronger organizational culture led to substantially improved employee loyalty. Furthermore, the standardized beta coefficient (Beta=0.845) indicated that the effect of the organizational culture variable on work loyalty was very strong. This finding supported the idea that strengthening the values, norms, and work climate within the Secretariat of the Binjai City DPRD positively impacted employees' commitment and their willingness to stay and contribute effectively to the organization.

Coefficient of Determination (R^2)

The coefficient of determination (R2) was calculated to measure the proportion of variance in Work Loyalty that could be explained by Organizational Culture. **Table 4.** Coefficient of Determination

Model	R	R2	Adjusted R2
1	0.845	0.713	0.710

The analysis results showed that the R2 value was 0.713, which meant that 71.3% of the variance in Work Loyalty could be explained by Organizational Culture. The remaining 28.7% of the variance was influenced by other factors not included in this research model, such as compensation, work environment, or individual career development.

The correlation coefficient (R=0.845) indicated a very strong positive relationship between the two variables, which was consistent with the statistically significant regression results. This finding confirmed that Organizational Culture had a substantial positive contribution to work loyalty within the context of the Secretariat of the Binjai City DPRD.

Hypothesis Testing (t-Test)

The hypothesis testing was performed using a t-test to determine whether the independent variable (Organizational Culture) had a positive and significant influence on the dependent variable (Work Loyalty).

Table 5. t-Test Result

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	0.810	0.233	–	3.470	0.001
Organizational Culture	0.806	0.053	0.845	15.208	0.000

Dependent Variable: Work Loyalty

The calculated t-value (tcount) for the Organizational Culture variable was 15.208. This value was compared to the critical t-value (ttable) for the degrees of freedom (df), calculated as N−k−1, where N=95 and k=1. Therefore, df=95−1−1=93. For a one-tailed test with a significance level of α=0.05, the critical t-value was approximately 1.661. Since the calculated t-value (15.208) > the critical t-value (1.661), the null hypothesis (H0) was rejected and the alternative hypothesis (Ha) was accepted.

Furthermore, the significance value (p-value) for the Organizational Culture variable was 0.000. Since the p-value (0.000) < the significance level α (0.05), the null hypothesis (H0) was rejected. Based on the t-test results, it could be concluded that organizational culture had a positive and significant influence on employee work loyalty at the Secretariat of the Binjai City Regional House of Representatives (DPRD). This finding supported the idea that a strong and positive organizational culture acted as a critical driver that translated into higher levels of commitment and loyalty among employees within the organization.

Conclusion

Based on a comprehensive analysis of the research data, this study successfully addresses its primary objective of investigating the effect of organizational culture on employee work loyalty at the Secretariat of the Binjai City Regional House of Representatives (DPRD). The descriptive analysis revealed a prevailing positive sentiment among employees regarding both the existing organizational culture and their own work loyalty, with high mean scores (4.38 and 4.34, respectively) and low standard deviations signaling a strong and uniform perception. Furthermore, the validity and reliability tests confirmed that the research instrument was wellsuited for measuring these constructs, ensuring the integrity and trustworthiness of the collected data. Most importantly, the inferential analysis provided conclusive empirical evidence that organizational culture has a positive and statistically significant influence on work loyalty. The regression analysis and hypothesis testing unequivocally demonstrated that a direct and strong relationship exists between these two variables (t=15.208,p=0.000). The regression coefficient indicates that improvements in organizational culture are associated with substantial gains in employee loyalty (B=0.806). The coefficient of determination (R2) suggests that organizational culture explains 71.3% of the variance in work loyalty, confirming its position as a dominant determinant among the factors affecting employee commitment in this institution.

In conclusion, this study validates the premise that organizational culture is not merely a set of internal norms but a strategic asset that directly contributes to enhanced employee work loyalty. The findings support the notion that by prioritizing the strengthening of organizational values and a conducive work climate, the Secretariat of the Binjai City DPRD can tangibly improve the dedication and retention of its human resources. This is critical for maintaining organizational stability and ensuring the effective support of legislative functions in the long term.

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