

Revolutionary impact of Work Engagement and Organizational Culture on Employee Loyalty in the Port Sector

Deni Spartan, Kholilul Kholik, Yohny Anwar

Abstract

Employee loyalty is a strategic asset that is very important for the sustainability of the company's operations, especially in the port sector which has a vital role in the national economy. This study aims to analyze the influence of Work Engagement and Organizational Culture on Employee Loyalty at PT Pelindo Multi Terminal Lhokseumawe. The type of research used is quantitative research with a survey approach using questionnaires as a data collection instrument. The population in this study is all employees of PT Pelindo Multi Terminal Lhokseumawe with a sample of 40 respondents selected using certain sampling techniques. The data analysis techniques used were validity test, classical assumption test (multicollinearity and heteroscedasticity), multiple linear regression analysis, t test (partial), F test (simultaneous), and determination coefficient. The results of the study showed that all research instruments were declared valid and the regression model met classical assumptions. Partially, Work Engagement has a positive and significant effect on Employee Loyalty, as well as Organizational Culture which shows a more dominant influence on Employee Loyalty. Simultaneously, Work Engagement and Organizational Culture had a significant effect on Employee Loyalty with a contribution of 32.6%, while the rest were influenced by other factors outside the study.

Keywords: Work Engagement, Organizational Culture, Employee Loyalty.

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Introduction

PT Pelindo Multi Terminal (SPMT) as a subholding of PT Pelabuhan Indonesia (Persero) which focuses on the management of non-container terminals, operates 37 branches spread across Sumatra, Java, Kalimantan, and Sulawesi, and manages 3 subsidiaries, namely PT Pelabuhan Tanjung Priok (PTP), PT Indonesia Kendaraan Terminal Tbk (IPCC), and PT Terminal Curah Utama (TCU). In this context, employee loyalty is a strategic asset that determines the company's operational sustainability and competitiveness.

Employee loyalty is an employee's attitude and behavior that shows a long-term commitment to the organization, a willingness to put in the extra effort, and a desire to remain part of the organization. Employee loyalty is defined as trust and acceptance of the organization's goals and values, the willingness to use earnest efforts for the benefit of the organization, and the desire to maintain membership in the organization (Januarti & Bunyaanudin, 2006). Hasibuan (2011) defines employee loyalty as loyalty that is reflected by the willingness of employees to maintain and defend the organization inside and outside of work from irresponsible people. Loyalty is not just a physical presence, but includes psychological commitment, dedication, and readiness to contribute maximally to achieving organizational goals. (Yee et al., 2010) states that employee loyalty manifests in the form of: (1) a willingness to stay in the organization in the long term, (2) a willingness to recommend the organization to others, (3) a desire to work beyond standard expectations, and (4) pride in being a part of the organization. Loyal employees tend to have higher productivity, lower attendance rates, and contribute positively to the organization's reputation.

One of the concepts in human resource management that aims to make employees feel attached to the company is employee engagement (Ferine et al., 2023). Work engagement is a psychological construct that describes the positive mental state of employees characterized by vigor, dedication, and absorption at work (Schaufeli & Bakker, 2004). Work engagement is characterized by a high level of energy and a strong identification of work, where engaged employees put a lot of effort into their work because they are physically, cognitively, emotionally, and mentally fully involved in the performance of their roles. High work engagement encourages emotional attachment and commitment to the organization, which has a direct impact on increasing loyalty (Indrawati et al., 2021). Work engagement functions as a psychological foundation that encourages the formation of loyalty, where work engagement and loyalty are interconnected interchangeably (Pande & Ali, 2025). Employees who have a level of work engagement will have a greater commitment to the organization, where work engagement characterized by dedication, enthusiasm, and absorption has a positive relationship with employee loyalty (Suherdi et al., 2025). Employees who already have attachments to the company do not work just for salary or promotional purposes, but they work for the sake of maintaining the company's good name (Ferine et al., 2023; Kruse, 2012).

Organizational culture was built to overcome challenges in the past (Anwar, 2016). The importance of organizational culture in an organization should not be underestimated, because organizational culture plays a role in giving an identity to the organization (Cheung et al., 2011; Ferine et al., 2021). Organizational culture is a system of values, beliefs, assumptions, and norms shared by members of an organization that shape the identity and guide organizational behavior. (Schein, 2010) states that organizational culture is a collection of inherent and unconscious beliefs and norms that members accept that direct their behavior and provide the basis for a common understanding of their world. (Robbins & Judge, 2017) identifies seven key characteristics of organizational culture: (1) innovation and risk-taking, (2) attention to detail, (3) results orientation, (4) people orientation, (5) team orientation, (6) aggressiveness, and (7) stability. These characteristics form an organization's unique personality that sets it apart from other organizations and influences how employees behave and interact. Cameron and Quinn (2011) through the Competing Values Framework categorize organizational culture into four types: clan culture (focus on collaboration and human resource development), adhocracy

culture (focus on innovation and dynamism), market culture (focus on competition and achievement of results), and hierarchy culture (focus on control and efficiency). A positive organizational culture can create a pleasant work atmosphere, mutual respect, and support the achievement of common goals (Devi & Rizky, 2024).

The study showed the relationship between organizational culture and employee loyalty with a correlation value of 0.932, which shows a very strong correlation between the two variables (Sinta, 2022). Organizational culture plays a role in increasing employee loyalty, as a positive and strong culture can provide motivation and support for employees to continue contributing to the organization (Subekti, 2024). Organizational culture has a direct effect on employee loyalty, and also affects employee loyalty through organizational commitment as a mediating variable (Rose, 2019). A strong organizational culture creates a conducive work environment, enhances a sense of belonging, and forms shared values that bind employees to the organization emotionally and psychologically.

Literature Review

2.1 Work Engagement

Work engagement is a positive mental condition related to work and is characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). The Job Demands-Resources (JD-R) theory explains that work engagement develops when job resources such as social support, autonomy, performance feedback, and career development opportunities are adequately available, thereby motivating employees to be fully involved in their roles (Bakker & Demerouti, 2007). This connectedness or attachment means that workers not only work for the company or simply carry out daily routines, but also have feelings of pleasure and pride when doing their jobs, as well as feeling comfortable in the work environment (Ferine et al., 2023; Prihutami et al., 2015).

2.2 Organizational Culture

Organizational culture is a system of shared meaning held by the members of an organization that distinguishes that organization from other organizations (Robbins & Judge, 2013). Schein identifies three levels of organizational culture: artifacts (visible organizational structures and processes), espoused values (stated strategies, goals, and philosophies), and basic underlying assumptions (unconscious but taken-for-granted beliefs, perceptions, thoughts, and feelings). A strong organizational culture creates implicit behavioral control, improves consistency of employee behavior, reduces ambiguity, and facilitates organizational coordination and control (O'Reilly & Chatman, 1996). Organizational culture serves as a framework that influences employee behavior and how they interact in the work environment (Ramadani & Rizky, 2024). Work culture is a habit that continues to repeat itself and becomes a value and lifestyle by a group of people in the organization followed by other individuals in the organization (Malau & Kholik, 2025; Torang, 2018). This culture is not only an operational guideline that directs what can and cannot be done, but also a socialization and adaptation mechanism for new members in understanding and internalizing organizational values (Syahfitri & Rizky, 2024).

2.3 Employee Loyalty

Employee loyalty is an employee's psychological commitment to the organization characterized by a strong trust and acceptance of the organization's goals and values, a willingness to go to great lengths in the interest of the organization, and a strong desire to maintain membership in the organization (Porter et al., 1974). Reichheld (1996) in Loyalty Effect states that employee loyalty creates a value creation cycle where loyal employees increase productivity, service quality, customer satisfaction, which ultimately increases the profitability of the organization. According to Saydam quoted in (Silaen et al., 2023), work

loyalty is the determination and ability to obey, implement, and practice something that is obeyed with full awareness and responsibility; a determination and ability that must be proven through daily attitudes and behaviors as well as in the performance of tasks.

Research Methodology

This study uses a quantitative approach with a type of causal associative research that aims to analyze the influence of work engagement and organizational culture on employee loyalty at PT Pelindo Multi Terminal. The research population is all permanent employees of PT Pelindo Multi Terminal Lhokseumawe which totals 40 people, and uses saturated sampling techniques where the entire population is used as a research sample to obtain comprehensive and representative data (Sugiyono, 2017). Primary data were collected through questionnaires with a Likert scale of 1-5 that measured work engagement using the Utrecht Work Engagement Scale (4 items), organizational culture using the Organizational Culture Assessment Instrument (5 items), and employee loyalty using the Organizational Commitment Questionnaire (3 items), while secondary data were obtained from internal company documents and literature studies. Before the main study, a validity test was conducted using the Pearson Product Moment (r -count $>$ r -table) and a reliability test using Cronbach's Alpha ($\alpha > 0.70$) to ensure that the research instrument was valid and reliable (Ghozali, 2018). The data analysis technique used descriptive statistics to describe respondent characteristics and variable answer distribution through means, standard deviations, and frequency tables, as well as inferential statistics using multiple linear regression with the help of SPSS software version 25 to test the influence of independent variables on dependent variables. Before the regression analysis, classical assumption tests were carried out including the normality test (Kolmogorov-Smirnov), the multicollinearity test ($VIF < 10$), the heteroscedasticity test (the Glejser test), and the linearity test to ensure that the regression model meets the BLUE criteria (Hair et al., 2019). Hypothesis testing was carried out with a significance level of $\alpha = 0.05$, where the hypothesis was accepted if the p -value was < 0.05 or t -calculated $>$ t -table which showed that there was a significant influence of work engagement variables and organizational culture on employee loyalty at PT Pelindo Multi Terminal (Sekaran & Bougie, 2016).

Results

4.1 Description of Research Object

PT Pelindo Multi Terminal Lokseumawe is one of the operational units of PT Pelindo Multi Terminal located at Lokseumawe Port, Aceh Province, which functions as a strategic logistics gateway at the northern tip of Sumatra Island. This terminal has a vital role in supporting the economic activities of the Aceh region and its surroundings, especially in handling general cargo, containers, and regional superior commodities such as plantation products, fisheries, and the needs of the oil and gas industry that is developing in the region. With a strategic geographical position facing the Strait of Malacca, Pelindo Multi Terminal Lokseumawe is the entry and exit point for the flow of goods to support inter-island and international trade connectivity, as well as play a role in logistics distribution for infrastructure development and meeting the needs of the people of Aceh. This terminal is equipped with dock facilities, stacking fields, modern loading and unloading equipment, and an integrated terminal management system to ensure smooth port service operations. In its operations, PT Pelindo Multi Terminal Lokseumawe implements strict occupational safety and port security standards, and is committed to developing the capacity of local human resources and preserving the maritime environment, in line with the government's efforts to increase the competitiveness of national ports and strengthen maritime connectivity as a support for Aceh's regional economic growth after regional reconstruction and rehabilitation.

4.2 Data Quality Test

Data quality testing on primary data with SPSS is an important stage to ensure that the research instrument used is valid and reliable before further analysis is carried out. Data quality testing generally includes a validity test by looking at the Corrected Item-Total Correlation value (an item is declared valid if > 0.30) and a reliability test using Cronbach's Alpha (a reliable instrument if the alpha value > 0.70).

Table 1. Validity Test

Variables	Item	r-count	r-table	Result
Work Engagement	X1.1	.841	.320	Valid
	X1.2	.880	.320	Valid
	X1.3	.785	.320	Valid
	X1.4	.869	.320	Valid
Organization Culture	X2.1	.785	.320	Valid
	X2.2	.824	.320	Valid
	X2.3	.720	.320	Valid
	X2.4	.804	.320	Valid
	X2.5	.837	.320	Valid
Employee Loyalty	Y1	.848	.320	Valid
	Y2	.764	.320	Valid
	Y3	.632	.320	Valid

Based on the results of the validity test in Table 1, all statement items on the variables Work Engagement, Organization Culture, and Employee Loyalty were declared valid because the r-count value of each item was greater than the r-table (0.320), so that the instrument was able to measure the research construct well. Thus, the entire item is worth using in further analysis.

Table 2. Reliability Statistics Test

Variabel	Cronbach's Alpha	N of Items	Results
Work Engagement	.897	4	Reliable
Organization Culture	.851	5	Reliable
Employee Loyalty	.794	3	Reliable

The results of the reliability test showed that all research variables (Work Engagement, Organization Culture, and Employee Loyalty) had a Cronbach's Alpha value above 0.70 so that they were declared reliable.

4.3 Classic Assumption Test

a. Normality Test

Normality testing is a test to ascertain whether the data is normally distributed so that it is suitable for use in parametric statistical analysis. The test can be done by means of the Kolmogorov-Smirnov, Shapiro-Wilk method, or by looking at histogram patterns and normal probability plots (P-P Plots).

Table 3. Kolmogorov-Smirnov One-Sample Kolmogorov-Smirnov Test

N	Unstandardized Residual	
	Normal Parameters ^{a,b}	Mean
		Std. Deviation
40		.0000000
		2.35281809

Most Extreme Differences	Absolute	.119
	Positive	.059
	Negative	-.119
Test Statistic		.119
Asymp. Sig. (2-tailed) ^c		.156
Monte Carlo Sig. (2-tailed) ^d	Sig.	.160
	99% Confidence Interval	
	Lower Bound	.151
	Upper Bound	.170

- 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.

The results of the Kolmogorov–Smirnov test showed an Asymp. Sig. value of 0.156 (> 0.05), so that the residual data was declared to be normally distributed. Thus, the regression model meets the assumption of normality and is suitable for further analysis.

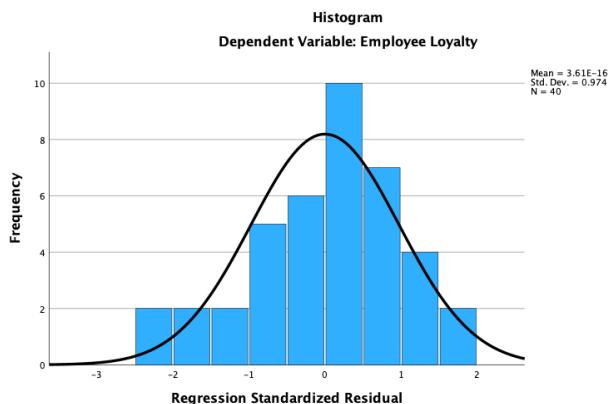


Figure 1. Histogram Normality Test

Based on Figure 1 (Histogram Normality Test), the histogram pattern forms a curve that is close to the normal distribution, characterized by a symmetrical distribution of data and follows the shape of a bell.

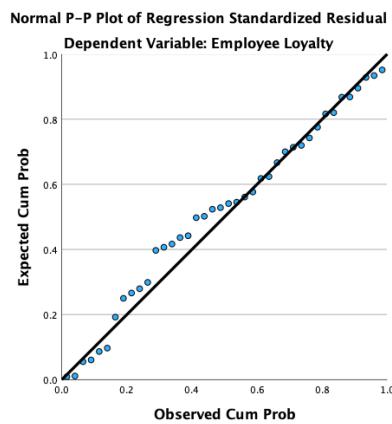


Figure 2. Normal P-Plot

Based on Figure 2 (Normal P-P Plot), the residual points are spread along a diagonal line so that they show a linear pattern. This condition confirms that the residual data is normally distributed and the assumption of normality in the regression model has been met.

b. Multicollinearity Test

The multicollinearity test is a test to find out whether there is a high correlation between independent variables in the regression model so that it can interfere with the

accuracy of the analysis results. The test was carried out by looking at the Tolerance (must > 0.10) and Variance Inflation Factor (VIF) values (must < 10) on the SPSS output.

Table 4. Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1	Work Engagement	.994 1.006
	Organization Culture	.994 1.006

a. Dependent Variable: Employee Loyalty

Based on table 4. The results of the multicollinearity test showed that there was no problem of multicollinearity in the regression model, because the Tolerance value of the two independent variables (Work Engagement and Organization Culture) of 0.994 was greater than 0.10 and the VIF value of 1.006 was less than 10.

c. Heteroscedasticity Test

The heteroscedasticity test is a test to see if there is a residual variance disparity at each level of an independent variable in a regression model. The test can be done through the Glejser test, the Park test, or by observing a pattern on a scatterplot, where the model is declared heteroscedasticity free if the dots are spread randomly.

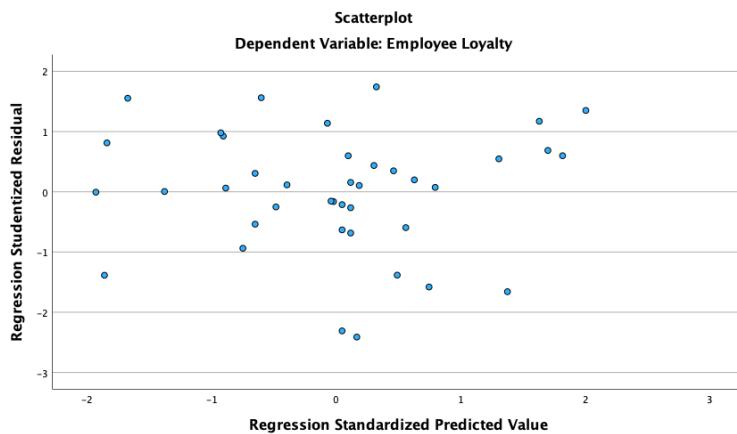


Figure 3. Scatter Plots

Based on figure 3. On top of that, the results of the heteroscedasticity test using scatter plots show that the data points are randomly spread above and below the number 0 on the Y axis without forming a definite clear pattern. This indicates that heteroscedasticity does not occur in the regression model, so the homogeneity assumption is fulfilled and the model is feasible.

4.4 Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	3.320	3.378	.983	.332
	Work Engagement	.330	.117	.372	2.822
	Organization Culture	.452	.119	.502	3.807

a. Dependent Variable: Employee Loyalty

Based on the results of multiple linear regression analysis in Table 5, the regression equation was obtained: $Y = 3.320 + 0.330X_1 + 0.452X_2$, which means that Employee Loyalty (Y) is positively influenced by Work Engagement (X_1) and Organizational Culture

(X₂). The value of the Work Engagement coefficient of 0.330 indicates that every one unit increase in Work Engagement will increase Employee Loyalty by 0.330, with a significance of 0.008, so that the effect is declared significant. Meanwhile, the Organizational Culture coefficient of 0.452 with a significance of < 0.001 indicates that organizational culture has a stronger influence than Work Engagement on increasing loyalty, where every one increase in organizational culture will increase employee loyalty by 0.452. Overall, this regression model proves that both independent variables make a positive and significant contribution in shaping employee loyalty in the port sector of PT Pelindo Multi Terminal Lhokseumawe.

4.5 Hypothesis Tests

Hypothesis testing is a testing process to determine whether the conjecture or statement put forward in the research (hypothesis) is statistically proven. In regression analysis using SPSS, hypothesis tests are carried out through a t-test to see the influence of each independent variable partially on the dependent variable, an F test to see the influence of independent variables simultaneously, and a significance value (Sig.) of < 0.05 and regression coefficient to conclude whether the hypothesis is accepted or rejected.

Table 6. Partial Test (t)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	3.320	3.378		.983	.332
Work Engagement	.330	.117	.372	2.822	.008
Organization Culture	.452	.119	.502	3.807	<.001

a. Dependent Variable: Employee Loyalty

The results of the t-test (partial) showed that Work Engagement had a positive and partially significant effect on Employee Loyalty with a t-count value of 2.822 and a significance value of 0.008 < 0.05, which means that the accepted hypothesis that Work Engagement individually has a significant influence in increasing employee loyalty of PT Pelindo Multi Terminal Lhokseumawe. Meanwhile, Organization Culture also had a positive and partially significant effect on Employee Loyalty with a t-count value of 3.807 and a significance value of < 0.001 (less than 0.05), which shows that Organizational Culture individually has a very significant influence on employee loyalty, even stronger than Work Engagement based on the comparison of t-count values and the level of significance.

Table 7. Simultaneous Test (F)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	121.881	2	60.940	10.444	<.001 ^b
Residual	215.894	37	5.835		
Total	337.775	39			

a. Dependent Variable: Employee Loyalty

b. Predictors: (Constant), Organization Culture, Work Engagement

The results of the simultaneous test (F) in Table 7 show that the value of F is 10.444 with a significance of < 0.001, which means it is smaller than 0.05. This confirms that Work Engagement and Organization Culture together have a significant effect on Employee Loyalty. Thus, the regression model used was declared feasible, and the two

independent variables were proven to be able to explain the variation in changes in employee loyalty at PT Pelindo Multi Terminal Lhokseumawe.

4.6 Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) is a measure that shows how much of an independent variable is capable of explaining the variation of dependent variables in a regression model. The R^2 value ranges from 0 to 1, where getting closer to 1 means the model has stronger explanatory ability, while a low value indicates that the independent variable is only able to explain a small percentage of the variation in the dependent variable.

Table 8. Coefficient of Determination (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.361	.326	2.416

a. Predictors: (Constant), Organization Culture, Work Engagement
b. Dependent Variable: Employee Loyalty

Based on Table 8, the Adjusted R Square value of 0.326 shows that 32.6% variation in Employee Loyalty change can be explained by Work Engagement and Organization Culture. Meanwhile, the remaining 67.4% was influenced by other variables outside of this research model, so that although the contribution was moderate, the two variables were still proven to have a significant role in shaping the loyalty of PT Pelindo Multi Terminal Lhokseumawe employees.

Conclusion

The results of the study "Revolutionary Impact of Work Engagement and Organizational Culture on Employee Loyalty in the Port Sector of PT Pelindo Multi Terminal Lhokseumawe show that the two independent variables have a positive and significant relationship with employee loyalty. Work Engagement has been shown to have a significant effect with a positive coefficient, which means that the higher the level of employee engagement in work, the more their loyalty to the company increases. Meanwhile, Organizational Culture also shows a more dominant influence, which shows that the values, norms, work practices, and systems applied in the port's work environment have a greater role in forming employees' emotional and psychological bonds to the company. Simultaneously, these two variables contribute significantly to influencing employee loyalty, as can be seen from the significant results of the F test. An Adjusted R Square value of 32.6% indicates that the combination of Work Engagement and Organizational Culture explains more than one-third of the variation in employee loyalty. Thus, this study confirms that developing a strong organizational culture and increasing employee involvement is a strategy in strengthening employee loyalty in the port sector of PT Pelindo Multi Terminal Lhokseumawe.

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