

Article

# The loyalty imperative: Understanding the link between organizational culture and employee commitment

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**Abstract:** Organizational commitment (EOC) and employee loyalty are two critical constructs that contribute to organizational success. Understanding the intricate relationship between these factors is essential for organizations seeking to cultivate a loyal and committed workforce. This study delves into the mediating effect of EOC on employee loyalty, examining the mechanisms through which organizational culture fosters a loyal workforce. To investigate the mediating role of EOC, a sample of 300 employees from the Indonesian Port Corporation was surveyed. Path analysis, a statistical technique that assesses the strength and direction of relationships between multiple variables, was employed to test the study's hypothesis. The findings revealed a strong association between organizational culture, EOC, and employee loyalty. Organizational culture dimensions, particularly teamwork, respect for individuals, stability, attention to detail, and outcome orientation, were positively related to EOC and employee loyalty. Furthermore, EOC was found to mediate the relationship between organizational culture and employee loyalty, indicating that EOC plays a crucial role in shaping employee loyalty within a supportive organizational culture context. These findings underscore the importance of fostering EOC to enhance employee loyalty and organizational success. Organizations seeking to cultivate a loyal workforce should create a supportive organizational culture that promotes teamwork, respect for individuals, stability, attention to detail, and outcome orientation. By nurturing these cultural traits, organizations can foster a strong sense of EOC among their employees, increasing employee loyalty, productivity, and organizational growth.

**Keywords:** organizational commitment; loyalty; organizational culture; employee retention; Indonesia

## 1. Introduction

Research on organizational commitment conducted in diverse Asian national contexts has demonstrated that the conceptualization and antecedents of commitment vary across cultures. For instance, Ibrahim Alzamel et al. (2020) study of Malaysian nurses revealed that values emphasizing harmony, non-aggressiveness, and a relationship-based orientation were central to the Malaysian cultural ethos and predicted affective commitment (AC). Similarly, Ko et al. (2022) found that a warm and supportive organizational climate positively influenced affective commitment among Korean workers. Lee and Kim (2023) further asserted that loyalty and devotion are the defining characteristics of commitment for Korean workers. In contrast, Lee and Kim (2023) indicated that Korean subjects could not operationalize continuance commitment. These findings suggest that cultural values play a

significant role in shaping the understanding and expression of organizational commitment.

Chung et al. (2023) cross-cultural study highlighted the contrasting influences of individualistic and collectivistic values on organizational commitment. Freedom was found to positively correlate with commitment for Western workers, reflecting the emphasis on personal autonomy and achievement in individualistic societies. Conversely, seniority is entirely related to commitment among Asian workers, reflecting the importance of respect for tradition and social hierarchy in collectivistic cultures. Potik's (2023) psychoanalytical study on organizational commitment among Japanese employees demonstrated that the Japanese management system strongly promotes continuance commitment over affective commitment. Under this system, the high cost of job switching and the limited availability of alternative employment opportunities create a situation where employees remain with their current organizations without solid emotional attachment. These findings underscore the importance of considering cultural context when examining organizational commitment. The meaning and predictors of commitment are not universal but somewhat shaped by each culture's unique values and practices. Cross-cultural studies on organizational commitment have remained attractive, reflected with flowering investigations in various countries, including Canada (Sokal et al., 2021), Spain (Rodríguez-Rad and Sánchez del Rio-Vázquez, 2023), Belgium (Van Doninck et al., 2022), Australia (Afshari, 2021), Portugal (Vieira et al., 2023), China (To and Huang, 2022), Vietnam (Tran, 2022) and Thailand (Boonsiritomachai and Sud-On, 2021). In light of increasing globalization and the growing recognition of cultural influences on the workplace's social, cognitive, and attitudinal aspects, expanding research on organizational commitment to other cultural contexts is essential (Rajiani and Kot, 2020).

Indonesia's public administration and practices differ significantly from the countries above, particularly regarding recruitment, promotion, work environment, and political expectations (Satispi et al., 2023). This divergence may lead to contrasting perspectives and motivations regarding their employment among employees in Indonesia. Furthermore, the cultural orientations of those countries exhibit marked dissimilarities. In light of these substantial differences, it is plausible that the factors influencing organizational commitment among Indonesian employees differ from those observed in the Asian and Western countries.

The current Indonesian government, under President Joko Widodo, has placed significant emphasis on the development of a nationwide sea toll road network. This ambitious infrastructure project aims to connect the country's vast archipelago, facilitating the efficient transportation of goods and people across the islands. The success of this initiative hinges heavily on the commitment of employees within the Indonesian Port Corporation (IPC). As key stakeholders in the maritime sector, IPC employees play a crucial role in ensuring the smooth operation and expansion of seaports. Their dedication to their work, coupled with a strong sense of loyalty to the organization and the government's vision, is essential for the long-term sustainability of the sea toll road project.

A supportive organizational culture that fosters employee commitment (EOC) is vital for achieving this goal. By fostering teamwork, respect for individuals, stability,

attention to detail, and outcome orientation, the IPC can cultivate a strong sense of belonging among its employees, encouraging them to go above and beyond in their duties. This commitment, in turn, translates directly into efficient port operations, improved logistics, and ultimately, the success of the sea toll road initiative. Therefore, understanding the link between organizational culture, EOC, and employee loyalty becomes crucial in the context of the sea toll road project. By investing in building a supportive and empowering workplace environment, the IPC can ensure that its employees are fully engaged and committed to contributing to this national development project. This will not only benefit the organization itself but also contribute to the overall economic growth and prosperity of Indonesia.

Investing in the study of organizational commitment in Indonesia is crucial for several reasons. First, Indonesia is a rapidly developing country with a growing workforce and a burgeoning economy. Understanding the factors influencing organizational commitment among Indonesian employees can help organizations enhance employee engagement, reduce turnover, and improve organizational performance (Dewi et al., 2023). Second, Indonesia is a culturally diverse society with a rich history and traditions. Examining organizational commitment through a cultural lens can provide valuable insights into Indonesian employees' unique motivations and needs. Third, Indonesia is a member of the Association of Southeast Asian Nations (ASEAN), a regional economic bloc with a growing emphasis on human capital development. Research on organizational commitment in Indonesia can contribute to developing effective human resource management practices across the ASEAN region.

Assessing organizational commitment effectively requires evaluating an individual's willingness to remain with the organization and contribute their best efforts over time. In this context, the Exit, Voice, Loyalty, and Neglect (EVLN) framework developed by Hirschman provides a valuable conceptual tool for understanding the relationship between organizational commitment and responses to workplace behaviour (Yüce-Selvi et al., 2023). Hirschman's model, initially developed to explain consumer behavior, has gained widespread applicability across various disciplines (Bala, 2023). The EVLN theory posits four primary responses to dissatisfaction: exit (leaving the organization), voice (attempting to change the organization), neglect (ignoring the condition) and loyalty (passively accepting the situation) (Meriac et al., 2023).

Given the pivotal role of employees' organizational commitment (EOC) in organizational success, the present study provides practitioners valuable insights into enhancing EOC levels within their organizations. To achieve this objective, the study will expand upon the existing literature examining the contextual factors influencing EOC. Specifically, the study will delve into the association between cultural factors and the level of EOC among Indonesian employees working at the Indonesian Port Corporation (IPC), focusing on the dimension of loyalty out of the EVLN model. Drawing upon Chatman et al. (2022) Organizational Culture Profile (OCP) measure, the study will explore the relationship between EOC and the six dimensions of organizational culture: teamwork, respect for people, outcome orientation, innovation, stability, and attention to detail.

Organizational commitment has been defined in various ways, often emphasizing an employee's identification with and attachment to the organization's values and practices (Afshari, 2021; Boukamcha, 2022; Lee and Kim, 2023). Meyer and Allen's three-dimensional model of organizational commitment, comprising affective, continuance, and normative commitment, has gained widespread recognition (Bahuguna et al., 2022). This study focuses on affective commitment, as continuance and normative commitment are considered beyond the direct influence of management (Cesinger et al., 2022). Valéau (2022) also suggests that normative commitment may be an extension of affective commitment, given their high correlation and lack of discriminating validity. Hirschman's theory of Exit, Voice, Loyalty, and Neglect (EVLN) delineates four primary reaction alternatives. Within the context of the employment relationship, exit is defined as quitting the job or actively seeking alternative employment, voice as engaging in constructive attempts to improve working conditions, loyalty as passively waiting for improvement while maintaining support for the organization, and neglect as participating in behaviors such as lateness, absenteeism, and misuse of company time (Ali Akhmad et al., 2020). Kim et al. (2022) categorized exit and voice as active responses, with exit as destructive and voice as constructive. Conversely, they characterized loyalty and neglect as passive responses, with loyalty being constructive and neglect being destructive.

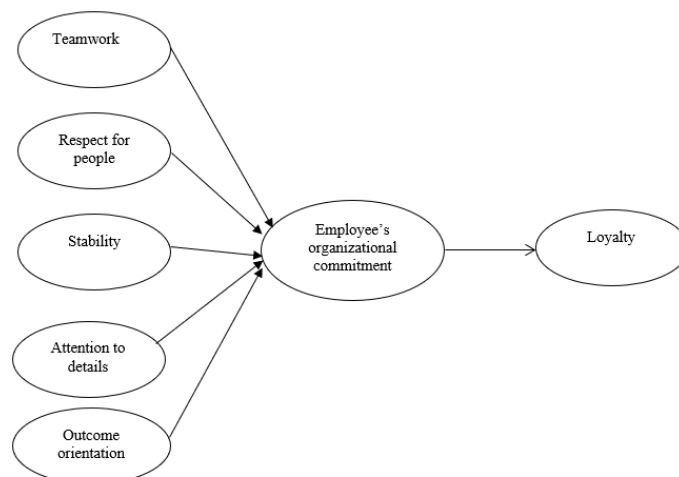
Zolduarrati et al. (2022) delve into the influence of societal and cultural factors on exchange relationships. They argue that individualistic and collectivistic cultural orientations shape an individual's propensity to adopt specific behavioral responses to perceived imbalances in the exchange relationship. Individualists prioritizing personal autonomy and independence are more likely to favour the active responses of exit and voice Hu et al. (2023). Exit, involving leaving the organization, appeals to individualists' desire for control over their circumstances. Voice, entailing constructive attempts to improve conditions, aligns with individualists' assertive nature and openness to change (McCarthy et al., 2020).

In contrast, collectivists, who emphasize group harmony and social cohesion, tend to gravitate towards the passive responses of loyalty and neglect (Ali Akhmad et al., 2020). Loyalty, characterized by passively waiting for improvement while maintaining support for the organization, aligns with their value for social harmony and avoiding conflict. Neglect, manifesting as lax behavior and disregard for organizational rules, offers a subtle yet effective means of expressing dissatisfaction without directly challenging the organization or its members (Sania et al., 2023). Rajiani and Kot (2020) specifically highlight the cultural context of Indonesia, a collectivistic society. In such a context, where maintaining social hierarchy and avoiding conflict is paramount, Indonesian employees are likelier to exhibit passive exchange behaviours like neglect and loyalty. These behaviours reflect the Indonesian tolerance and conflict avoidance values, which promote maintaining harmony within relationships.

In conclusion, the cultural context plays a significant role in shaping individuals' behavioral responses to perceived imbalances in exchange relationships. Individualists and collectivists exhibit distinct behaviour patterns, with individualists favoring active responses and collectivists favoring passive responses.

Understanding these cultural nuances is crucial for organizations seeking to manage employee relationships and foster a positive work environment effectively. The intricate relationship between employee organizational commitment (EOC) and organizational culture is characterized by a complex interplay of factors influencing employee attitudes and behaviors (Naveed et al., 2022). A supportive organizational culture that fosters teamwork, respect for individuals, outcome orientation, innovation, stability, and attention to detail is pivotal in shaping employee EOC (Chatman et al., 2022). Teamwork, characterized by collaboration, mutual support, and shared goals, cultivates a sense of belonging and shared purpose among employees, fostering a sense of commitment to the organization's success (Berraies and Chouiref, 2022). Respect for people, demonstrated through valuing individual contributions, providing support, and fostering a positive work environment, enhances employee loyalty and dedication to the organization (Pham et al., 2023). Outcome orientation, emphasizing clear expectations, providing resources, and recognizing achievements, instills employees' sense of accomplishment and satisfaction, strengthening their commitment to the organization's objectives (Pham et al., 2023). Innovation, encouraging creativity, problem-solving, and new ideas, empowers employees to contribute meaningfully, fostering a sense of ownership and engagement (Mustafa et al., 2022). Stability, providing a predictable and secure work environment, reduces stress and anxiety, and enhances employee EOC (Woo and Kang, 2021). Attention to detail, emphasizing quality and precision, sets high standards for performance, encouraging employees to take pride in their work and contributing to their commitment to the organization's success (Hadlington, 2020). In essence, organizational culture, through its various dimensions, serves as a catalyst for employee EOC. By cultivating a culture that values teamwork, respect, outcomes, innovation, stability, and attention to detail, organizations can foster a loyal, engaged, and committed workforce, driving organizational success.

While typically linked to higher EOC, innovation may not hold true in Indonesia's paternalistic environment, where hierarchy and face-saving discourage risk-taking (Halim et al., 2022). Therefore, this dimension is excluded from the model. The preceding discourse culminates in the formulation of the subsequent theoretical framework:



**Figure 1.** Research model, adopted from Chatman et al. (2022).

The intricate relationship between organizational culture, employee organizational commitment (EOC), and employee loyalty is characterized by a complex interplay of factors that influence employee attitudes and behaviors, as indicated by **Figure 1**. Through its various dimensions, organizational culture serves as a catalyst for employee EOC. A supportive organizational culture fostering teamwork, respect, outcomes, innovation, stability, and attention to detail cultivates employees' sense of belonging, empowerment, and satisfaction, fostering a solid commitment to the organization's success. EOC, in turn, mediates the relationship between organizational culture and employee loyalty. As employees become more committed to the organization, they are more likely to exhibit loyal behavior (Lavelle et al., 2022), such as prioritizing organizational interests, contributing to organizational well-being, promoting organizational reputation, and resisting external pressures (Suárez-Albanchez et al., 2022). This enhanced EOC strengthens the positive influence of organizational culture on employee loyalty, creating a virtuous cycle of mutual reinforcement. Therefore, organizations seeking to cultivate a loyal and committed workforce should create a supportive organizational culture that fosters teamwork, respect, outcomes, innovation, stability, and attention to detail. Organizations can drive organizational excellence through a loyal and dedicated workforce by nurturing a strong sense of EOC among their employees.

Therefore, the following hypothesis is formulated regarding the correlation between organizational culture, the degree of EOC, and loyalty in Indonesian organizations:

Hypothesis 1: Teamwork positively affects employees' organizational commitment.

Hypothesis 2: Respect for people positively affects employee's organizational commitment.

Hypothesis 3: Stability positively affects employees' organizational commitment.

Hypothesis 4: Attention to details positively affects employee's organizational commitment.

Hypothesis 5: Outcome orientation to details positively affects employees' organizational commitment.

Hypothesis 6: Employees' organizational commitment mediates teamwork, respect for people, outcome orientation, innovation, stability, and attention to detail to loyalty.

## **2. Materials and methods**

A survey was conducted from June to October 2023 among 300 non-randomly selected employees of the Indonesian Port Corporation in Surabaya. The sample size meets the SEM assumption's minimum requirement of five times the number of variables (37 indicators) (Hair et al., 2020). To measure employee organizational commitment (EOC), a nine-item scale adapted from Baird and Harrison (2017) was used. Participants rated their agreement with each statement on a seven-point scale, with higher (lower) scores indicating a more significant (lower) level of EOC.

The organizational culture was assessed utilizing the seven original dimensions of the Organisational Culture Profile (OCP) introduced by O'Reilly et al. (1991). The original edition continues to be utilized by numerous scholars, for example,

Wang et al. (2023), Badi (2023), and Park and Park (2022). Seventeen OCP items were chosen to represent the five first-order cultural dimensions of interest: teamwork, respect, outcomes, stability, and attention to detail. The instruments utilized for assessing loyalty are questionnaires that were created by Naus and Iterson (2007). Components of loyalty measurement include confidence in the organization’s decision-making process and problem-solving capabilities, assurance that the situation will be resolved amicably, an optimistic outlook on the future, and a positive outlook on the situation.

To assess the reliability of the analyses, Cronbach’s alpha coefficients were calculated, exceeding the recommended minimum threshold of 0.60 (Bonett and Wright, 2014). Descriptive statistics characterized the participants’ understanding of the variables (Hair et al., 2020). Factor analysis was then implemented, retaining loadings above 0.50 within the model (Hair et al., 2020). A probability of 0.05 was used to assess the significance of direct and indirect effect pathways.

Determining mediation involves assessing the statistical significance of coefficients derived using equations (Hayes, 2009). Mediation analysis has gained traction recently, with researchers typically employing implicit or explicit procedures (Rasoolimanesh et al., 2021). Implicit methods involve inferring the mediation effect using a single inferential test (Hayes, 2009). While criticized for being outdated (Bullock and Green, 2021), this model’s simplicity persists in social studies (Satispi et al., 2023; Zhou et al., 2022). Analyses using implicit methods cease when any path lacks statistical significance. Therefore, the model must incorporate teamwork, respect, outcomes, stability, and attention to detail in EOC.

### 3. Results

The analysis of the respondents’ demographic profiles revealed that the majority (70%) were male, 45% were aged 35 years or older, 70% had higher education, and 50% had held positions in the port administration for ten years. These findings suggest that the sample population predominantly consists of experienced individuals with a solid knowledge base and skill set.

A substantial portion (40%) of the sample had been with their respective organizations for five years or more, indicating that the sample consists of individuals with significant expertise. Only a tiny percentage (1.66%) had worked for less than five years, suggesting that the sample is not primarily composed of recent graduates. The demographic profiles of the respondents provide valuable insights into the characteristics of the sample population. This data can be used to assess the generalizability of the study findings to the broader Indonesian port administration community. **Table 1** exhibits the mean of every variable.

**Table 1.** Variable means.

Items	Mean	Std. Deviation
tolerance	3.823	1.929
socially responsible	4.496	1.794
team-oriented	3.696	1.789
collaboration	4.956	1.841

**Table 1.** (Continued).

<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
Teamwork overall average	4.242	1.838
fairness	5.376	1.428
respect individual rights	5.709	1.385
people-oriented	6.380	1.202
Respect for people's overall average	5.821	1.338
security of employment	4.623	1.488
stability	5.253	1.803
predictability	6.596	0.797
Stability overall average	5.490	1.645
being careful	6.486	0.863
paying attention to detail	5.250	1.503
being precise	6.350	1.063
Attention to details overall average	6.028	1.283
Being precise	6.350	1.063
Being competitive	5.083	1.874
Achievement oriented	5.806	1.571
High-performance expectation	5.203	1.953
Results-oriented	5.639	1.561
Outcome orientation overall average	5.616	1.604
Proud to tell people who I work for	4.753	1.802
Feeling like leaving this employment	5.869	1.460
Not willing to help organization	4.913	2.076
Reluctant to change to another employer	5.073	1.668
Feeling part of the organization	4.860	1.891
Applying some effort to the organization	4.893	2.096
Refusing to leave job because of a better offer	5.203	1.767
Not to advise a close friend to join my organization	4.920	1.791
Determined to make a contribution	5.236	1.805
EOC overall average	5.080	1.817
Trusting the decision-making process	4.930	1.846
Trusting the organization	5.483	1.816
Remaining confident	5.870	1.397
Happy ending	5.566	1.583
Hoping for improvement	5.564	1.582
Loyalty overall average	5.482	1.644

Teamwork within the organization revealed moderate employee perceptions (overall mean score = 4.242), with collaboration (mean score = 4.956) and social responsibility (mean score = 4.496) being valued more highly than tolerance (mean score = 3.823) and team orientation (mean score = 3.696). The standard deviations for the items ranged between 1.789 and 1.929, suggesting a relatively low level of



response variability. Respect for people within the organization revealed moderate employee perceptions (overall mean score = 5.821), with people orientation (mean score = 6.380) being valued more highly than fairness (mean score = 5.376) and respect for individual rights (mean score = 5.709). The standard deviations for the items ranged from 1.202 to 1.428, suggesting a moderate level of response variability.

An assessment of perceived employment security within the organization revealed moderate employee confidence (overall mean score = 5.490), with predictability (mean score = 6.596) being valued more highly than security of employment (mean score = 4.623) and stability (mean score = 5.253). The standard deviations for the items ranged from 0.797 to 1.803, suggesting a moderate level of response variability. Attention to detail within the organization revealed high employee commitment to accuracy and thoroughness (overall mean score = 6.028), with being careful (mean score = 6.486) and being precise (mean score = 6.350) being valued more highly than paying attention to detail (mean score = 5.250). The standard deviations for the items ranged from 0.863 to 1.503, suggesting a moderate level of response variability. Outcome orientation within the organization revealed a moderate perception of focus on achieving results (overall mean score = 5.616), with precision (mean score = 6.350) valued more highly than other aspects of outcome orientation. The standard deviations for the items ranged from 1.603 to 1.953, suggesting a relatively low level of response variability.

Organizational culture, defined as a system of shared values and norms that define appropriate attitudes and behaviors for organizational members, was assessed using nine items. The mean scores for the items were 4.753 (proud to tell people who I work for), 5.869 (feeling like leaving this employment), 4.913 (not willing to help the organization), 5.073 (reluctant to change to another employer), 4.860 (feeling part of the organization), 4.893 (applying some effort for the organization), 5.203 (refusing to leave the job because of a better offer), 4.920 (not to advise a close friend to join my organization), 5.236 (determined to make a contribution). EOC's overall average is 5.080. The standard deviations for the items ranged from 1.460 to 2.096, indicating a moderate level of response variability.

Loyalty, defined as the faithfulness and allegiance of employees to their organization, was assessed using five items: trusting the decision-making process, trusting the organization, remaining confident, having a happy ending, and hoping for improvement. The mean scores for the items were 4.930, 5.483, 5.870, 5.566, and 5.564, respectively. The overall mean for loyalty was 5.482. The standard deviations for the items ranged from 1.397 to 1.846, indicating a moderate level of response variability. The scores suggest a moderate level of loyalty among employees within the organization.

There is no universally applicable threshold for an "acceptable" standard deviation score, as what is considered acceptable may vary depending on the specific field of study, the nature of the data, and the research objectives. In social studies, it is expected to observe standard deviations ranging from low to high. Increasing the sample size is recommended to reduce this disparity and enhance the precision of the findings (Thoemmes and Kim, 2011).

The operationalization and validation of the study's instrument are presented in

**Table 2.** The instrument’s validity was assessed using Principal Component Analysis (PCA), which revealed that all factor loadings exceeded the recommended 0.50 threshold value (Hair et al., 2020). This indicates that the items on the instrument accurately measure the intended constructs, supporting the validity of the measurement approach. Furthermore, the instrument’s reliability was evaluated using Cronbach’s alpha coefficient for each observed variable, with all values exceeding the established thresholds. This demonstrates the instrument’s high internal consistency and reliability, implying that the items within each construct are highly correlated and consistently measure the same underlying concept, further reinforcing the instrument’s overall reliability.

**Table 2.** Validity and reliability measurement.

Construct	Items	Factors Loading	Cronbach Alpha
Teamwork	1. My organization demonstrates a high level of tolerance for diverse viewpoints and opinions.	0.720	0.804
	2. My organization is committed to facilitating the success of its personnel.	0.722	0.806
	3. My organization exhibits a robust sense of camaraderie among its personnel, fostering a collective identity as a cohesive team.	0.744	0.805
	4. My organization promotes collaboration among employees to attain organizational objectives effectively.	0.690	0.802
Respect for people	1. My organization has established clear policies and procedures to ensure fairness and to resolve any issues or complaints.	0.693	0.802
	2. My organization is dedicated to maintaining and protecting employees’ rights.	0.747	0.804
	3. My company makes an effort to understand and meet the needs of its employees from various backgrounds.	0.770	0.804
Stability	1. I am confident in my job security with this organization, even during economic instability.	0.774	0.802
	2. My company is a steady and dependable employer.	0.784	0.812
	3. I am aware of the performance goals and evaluation standards in my organization.	0.778	0.812
Attention to details	1. When I am confused, I seek clarification from my supervisor or colleagues.	0.768	0.808
	2. I identify and disclose any flaws or discrepancies in my or others’ work.	0.772	0.808
	3. I carefully follow directions and rules to ensure that my work meets expectations.	0.662	0.807
Outcome orientation	1. Employees are encouraged to double-check their work and seek feedback to improve precision.	0.749	0.809
	2. Employees are encouraged to benchmark their performance against industry standards and competitors.	0.782	0.813
	3. Employees are updated on the progress of achieving organizational goals.	0.788	0.815
	4. Employees are provided the training and resources needed to achieve high performance standards.	0.786	0.817
	5. Employees are rewarded for their contributions to achieving results.	0.769	0.807
EOC	1. I am proud to be able to tell people who it is I work for.	0.691	0.805
	2. I sometimes leave this employment for good.	0.589	0.801
	3. I am not willing to help the organization.	0.709	0.805
	4. Even if my organization were not doing well financially, I would be reluctant to change to another employer.	0.671	0.803
	5. I feel that I am a part of the organization.	0.593	0.808
	6. In my work, I am applying some effort not just for myself but for the organization as well.	0.702	0.807
	7. The offer of a slight increase in remuneration by another employer would not seriously make me think of changing my job.	0.722	0.804
	8. I would not advise a close friend to join my organization.	0.736	0.803
	9. I am determined to contribute for the good of my organization.	0.519	0.807

**Table 2.** (Continued).

Construct	Items	Factors Loading	Cronbach Alpha
Loyalty	1. I trust the decision-making process of the organization without my interference.	0.749	0.802
	2. My organization can solve any organizational problems.	0.782	0.800
	3. I remain confident that the situation will be taken care	0.788	0.798
	4. In the end, everything will work out fine.	0.786	0.810
	5. I hope to wait for better times.	0.769	0.808

The instrument's ability to meet the requirements of validity and reliability indicates that it effectively measures the intended components. The condensed outcome of the path analysis is presented in **Table 3**.

**Table 3.** Summary of path relationship among construct.

Constructs	Estimate	t-test	Sig.	Conclusion
<i>Teamwork</i> → <i>EOC</i>	0.297	3.472	0.001	Significant
<i>Respect for people</i> → <i>EOC</i>	0.296	4.964	0.000	Significant
<i>Stability</i> → <i>EOC</i>	0.153	2.607	0.004	Significant
<i>Attention to details</i> → <i>EOC</i>	0.142	2.582	0.005	Significant
<i>Outcome orientation</i> → <i>EOC</i>	0.236	3.067	0.001	Significant
<i>EOC</i> → <i>Loyalty</i>	0.730	18.445	0.000	Significant
$R = 0.785, R^2 = 0.617$				

The obtained t-test values of 3.472 and 4.964, accompanied by highly significant significance levels of 0.001 and 0.000, respectively, substantiate the research hypotheses. The first hypothesis, positing a positive correlation between teamwork and organizational commitment among port administration employees, receives empirical validation. Similarly, the second hypothesis, proposing a positive association between respect for people and organizational commitment, is strongly supported by the statistical evidence.

The reported t-test value of 2.607, coupled with a significance level of 0.004, robustly supports the third hypothesis. This hypothesis asserts a positive link between perceived employment security and the organizational commitment of port administration employees, a connection strongly substantiated by the statistical findings. The recorded t-test value of 2.582, aligning with a significance level of 0.005, strongly supports the fourth hypothesis. This hypothesis posits a positive connection between attention to detail and the organizational commitment of port administration employees, a relationship firmly backed by statistical evidence. The t-test value of 3.067, complemented by a significance level of 0.001, bolsters the fifth hypothesis unequivocally. This hypothesis proposes a positive relationship between outcome orientation and the organizational commitment of port administration employees, a linkage strongly upheld by the statistical findings.

The analysis affirms the sixth hypothesis, establishing that organizational commitment (EOC) significantly mediates the relationship between teamwork, respect, outcomes, stability, attention to detail, and employee loyalty. The notable t-test value of 18.445, coupled with a p-value of 0.000, underlines the crucial role of EOC in explaining the positive influence of these factors on employee dedication

and retention. It is evident that EOC directly correlates with loyalty (estimate = 0.730) and acts as a pivotal mechanism through which teamwork, respect, outcomes, stability, and attention to detail positively impact employee loyalty.

#### **4. Discussion**

The findings that organizational culture, EOC, and employee loyalty are strongly linked are consistent with the collectivist values prevalent in Indonesian society. This finding aligns with previous studies conducted in other Asian collectivist countries (Lee and Kim, 2023); Chung et al., 2023; Tran, 2022; and Boonsiritomachai and Sud-On, 2021). Collectivism emphasizes group harmony, interdependence, and mutual respect, making organizational culture a crucial factor in fostering employee commitment and dedication, contributing to employee loyalty (Pham et al., 2023).

Several aspects of organizational culture align with collectivist values and contribute to employee loyalty in the Indonesian context. Teamwork: Collectivist cultures emphasize collaboration and cooperation, making teamwork a highly valued aspect of organizational culture. In Indonesia, teamwork fosters a sense of belonging and shared purpose, enhancing employee commitment and loyalty. Respect for people: Respect for others is a core tenet of collectivist cultures. In Indonesian workplaces, treating colleagues fosters a positive and supportive work environment, increasing employee satisfaction and loyalty. Stability: Collectivist cultures value stability and predictability. In Indonesia, a stable organizational culture provides employees with a sense of security and belonging, which contributes to their commitment and loyalty to the organization. Attention to detail: Attention to detail reflects a commitment to excellence and quality, valued aspects of collectivist cultures. In Indonesian workplaces, attention to detail demonstrates the organization's care for its employees and its dedication to providing high-quality products or services, fostering employee pride and loyalty. Outcome orientation: Collectivist cultures emphasize collective achievement and shared success. In Indonesia, an outcome orientation motivates employees to contribute to the organization's goals, fostering a sense of belonging and commitment and enhancing employee loyalty.

Furthermore, the finding that EOC mediates the relationship between organizational culture and employee loyalty highlights the importance of EOC as a critical mechanism through which a supportive organizational culture promotes employee retention and dedication. Collectivist values emphasize strong social ties and group loyalty, making EOC a crucial factor in fostering employee attachment to the organization. Therefore, the findings that organizational culture, EOC, and employee loyalty are strongly linked are aligned with the collectivist values and cultural norms that shape workplace dynamics in Indonesia. By fostering a supportive organizational culture that aligns with collectivist values, organizations can effectively enhance employee engagement, dedication, and overall organizational loyalty.

The observation that organizational commitment is most strongly influenced by cooperation and respect for individuals is consistent with the collectivist cultural

norms prominent in Indonesian society (Rajiani and Kot, 2020). Collectivism significantly emphasizes promoting group cohesion, interdependence, and mutual respect. Consequently, it recognizes the pivotal role of collaboration and respect for individuals in cultivating employee engagement and dedication. Prior research has also indicated the significance of teamwork and the value placed on individuals in bolstering organizational commitment within collectivist societies. An investigation by Ibrahim Alzamel et al. (2020) showed a positive association between collaboration, respect for individuals, and organizational commitment among employees in Malaysia. A study by To and Huang (2022) showed that Chinese employees' organizational commitment was significantly influenced by collaboration and respect for individuals. Within the Indonesian setting, the significance placed on collaboration and reverence for individuals is further strengthened by the "gotong royong," an indigenous custom characterized by reciprocal assistance and cooperation within local communities. The cultural value emphasized here is the significance of collaboration and the respectful treatment of others, which fosters a sense of inclusion and dedication within organizational contexts. Hence, the discovery that cooperation and respect for individuals exert the most substantial impact on organizational commitment in Indonesia aligns with the collectivist beliefs and cultural norms that determine the dynamics of the workplace in the nation. Organizations can effectively boost employee engagement, dedication, and overall organizational commitment by cultivating a culture that promotes teamwork and respect.

In collectivist societies like Indonesia, employee loyalty is strongly influenced by organizational culture. Cultivating a supportive culture that aligns with collectivist values, such as teamwork, respect for individuals, stability, attention to detail, and outcome orientation, can foster employee organizational commitment (EOC), leading to increased loyalty and growth. Teamwork fosters belonging and shared purpose, while respect for individuals promotes trust and rapport. Stability provides security and belonging, attention to detail reflects organizational care and outcome orientation motivates collective achievement. These cultural traits nurture EOC, which in turn enhances employee loyalty. Organizations should prioritize creating a supportive organizational culture that aligns with collectivist values to foster employee dedication, commitment, and loyalty, ultimately leading to increased productivity and organizational success.

## **5. Conclusion and recommendations**

Employee loyalty is significantly impacted by organizational culture in collectivist societies such as Indonesia. Employee organizational commitment (EOC) can be effectively nurtured, and organizational growth can be achieved by establishing a supportive culture consistent with collectivist values, including but not limited to teamwork, regard for individuals, stability, attention to detail, and outcome orientation. Respect for individuals cultivates trust and rapport, whereas teamwork nurtures ownership and a sense of common goal. Focusing on outcomes inspires collective accomplishment, while stability fosters a sense of security and belonging through meticulous attention to detail. Because of this, employee loyalty is

strengthened. These cultural characteristics foster EOC. Businesses must adhere to establishing a nurturing institution culture consistent with collectivist principles.

Nevertheless, cultural subtleties and individual differences within the collectivist society of Indonesia may have needed to be considered in this study, thereby limiting its applicability to a broader context. Further investigation is warranted to examine how the collectivist culture and diverse individual values intersect. Additionally, organizational cultures should be forced to adjust to accommodate the various interpretations of collectivist values, fostering a more effective and inclusive work environment.

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