



The influence of work culture through mediating employee loyalty on employee performance

Ade Surifah¹, Moh Mukhsin², Ali Imron³

^{1,2,3}Master Of Management, Sultan Ageng Tirtayasa University, Indonesia

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ABSTRACT

The problem often faced by XYZ Hospital is the poor performance of employees. The purpose of this study is to analyze a model that is expected to improve employee performance by involving work culture with employee loyalty as an intervening variable in nurses at XYZ Hospital Serang. The research method used is a quantitative method using a questionnaire tool with an interval scale of 1-10 with a sample of 126 nurses from a population of 350 employees to test the five (5) hypotheses that have been set. The Structural Equation Model-Partial Least Square (SEM-PLS) model is used to test the statistical significance of the path coefficient. The results of this study indicate that work culture has a positive and significant effect on employee performance, work culture has a positive and significant effect on Employee Loyalty, Employee Loyalty has a positive and significant effect on Employee performance, and Employee Loyalty mediates the effect of Work Culture on employee performance.

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Corresponding Author:

Ade Surifah,
Master of Management,
Sultan Ageng Tirtayasa University,
Jl.Raya Jakarta Km.4 Pakupatan, Serang City,42124, Indonesia.
Email: 7776210046@untirta.ac.id

1. INTRODUCTION

Human resources, in this case labor, employees or employees are a very important element in a company, because after all, the progress and success of a company cannot be separated from the role and ability of good human resources. Labor, employees or employees are people who work for a company, in a government agency, or in a business entity and receive compensation for their services, namely in the form of salary or wages. The potential of human resources is essentially one of the capital in a company's operational system, and plays an important role in achieving the company's goals. Therefore, companies need to manage human resources as well as possible (Rahmawaty, 2020).

Employee performance is one of the most important parts of a management control system. Performance is the logical effect of an employee that is driven by both internal and external factors. Real performance is closely related to the company and its human resources. Employee performance affects the productivity of a company because if the performance of the employees is poor, it will have a negative effect on the

institution, but if the performance of the employees is good, it will have a positive effect on realizing the institution's goals optimally. Employee performance is important in increasing the productivity of these employees. In improving employee performance, the company must be able to know the factors that can affect performance. (Hendra, 2020).

Furthermore, the indicators in employee performance according to (Kristianti, 2021), are as follows: Quantity of results, Quality of results, Timeliness of work results, Attendance at work and Efficiency in completing work.

Based on observations, the condition of the work culture at XYZ Serang Hospital seems to be not optimal, affecting the performance of inpatient nurses. The lack of response, skill, friendliness, and discipline of inpatient nurses is a concern. It is important to research further regarding the influence of work culture on inpatient nurse performance to provide in-depth insights. Thus, this study aims to fill these gaps and provide a better understanding of the relationship between work culture and inpatient nurse performance at XYZ Serang Hospital.

The work culture factor is one of the factors that can affect employee performance. Likewise in Hospitals XYZ Serang, the company's success in running its program must be due to employees who are competent and able to provide good performance for the company, the company definitely expects employees to always give their best abilities so that the company's vision and mission and goals can be achieved optimally, but in reality there are still several problems that make employee performance at the hospital XYZ has not reached the maximum stage or even decreased, from the results of research obtained by researchers in the field, which is a problem of performance at the hospital XYZ is the result of employee work that is still below the target, individual skills that are still lacking and behavior of the employees themselves. (Maesaroh & Widodo, 2022).

Meanwhile, the indicators of organizational culture according to (Robbins & Judge, 2017) are as follows: Innovation and risk taking, Attention to detail, Results Orientation, People Orientation, Stability.

According to (Alberto et al., 2022). Employee loyalty is a strong commitment from employees to the company where they work, which is demonstrated through dedication, obedience, fidelity, and the desire to continue working at the company for the long term. This loyalty is reflected by employees in their availability to protect and even defend the organization inside and outside of work from irresponsible people. According to Rasimin (2018:41) loyalty can be interpreted as fidelity, devotion and trust given or directed to a person or institution, in which there is a feeling of love and responsibility to try to provide the best service and behavior. From these two opinions, it can be concluded that loyalty is something important for an employee to have, where they can interact with their work environment so that the work can be carried out well and the agency's goals can be achieved.

Several indicators that describe employee loyalty according to (Alberto et al., 2022) include: Loyalty, Compliance / Obedience to regulations, Active Participation, Job Satisfaction, and Support for Colleagues.

This study focuses on the performance of inpatient nurses in hospitals XYZ Serang. XYZ Serang Hospital is a privately owned hospital and is one of the type B hospitals located in the Serang City area. RS. XYZ provides services in the health sector supported by specialist and sub-specialist services, and supported by adequate medical facilities, this hospital began its operations in the city of Serang in 2008, As a private institution, the hospital XYZ must be able to align herself with government hospitals and other private hospitals XYZ Serang Hospital strives to always provide complete health services and has a competitive advantage. To achieve this and achieve parity in excellent service, it must also be supported by the existence of adequate human resources (HR) in terms of quality and quantity appropriately. Human resources in this case are nurse resources at XYZ Hospital. XYZ Serang Hospital must pay attention to the quality of the performance of its employees, in this case nurses. Nurses are one of the important parts

of health care institutions. Nurses at work are required to work professionally in accordance with the standards set by the organization. Nurse performance is one of the important aspects that need to be considered in a health industry. Nurses are at the forefront of health services with a high level of work intensity towards patients. With good nurse performance, a positive integration can be achieved to create hospital goals.

In order to achieve the quality of complete health services to the community, XYZ Serang Hospital as a private hospital has a target for the performance of inpatient installation nurses. This study is expected to provide objective evidence of work culture, and employee loyalty and its good influence on improving employee performance at XYZ private hospital in the city of "Serang", in addition, the results of this study are expected to be useful for hospitals in making a policy to improve health services to the community at large.

2. RESEARCH METHOD

This study uses a quantitative research method because it involves rigorous hypothesis testing by investigating the interaction of several factors. The instrument in this study uses 3 variables, namely the independent variable of work culture (5 indicators), the dependent variable of performance (5 indicators), and the intervening variable of employee loyalty (5 indicators). So the number of indicators is 15 indicators.

A sample size of 100 or more is recommended by (Hair et al., 2022). In most cases, the sample size is at least five times larger than the total number of questions. Since there are 15 indicators in total, the author needs at least $(15 \times 5) = 75$ samples, this number is less than that mentioned by (Hair et al., 2022) to draw conclusions from a minimum of 100 samples.

To determine the sample, the author uses an accidental sampling technique, which involves selecting people who happen to be present or accessible in a particular environment (Megantara et al., 2020). Data collection in this study was carried out by distributing questionnaires to employees of XYZ Hospital, Serang City, both online (google form) and in person (physical filling). For online filling, the author distributed questionnaires to the leaders of XYZ Hospital Serang units which were distributed to all nurses via WhatsApp group. For physical filling, the author distributed questionnaires to nurses at XYZ Hospital Serang who he accidentally met.

The data analysis technique in this study used Smart PLS software version 3.0. Partial Least Squares (PLS) is a type of structural equation analysis that examines measurement and structural models simultaneously. All 350 employees of XYZ Hospital Serang became the research population. While the samples tried in this study were 126 samples.

By using the theories mentioned above and the literature study that has been described in the previous chapters, the framework of thought is presented in the following research model:

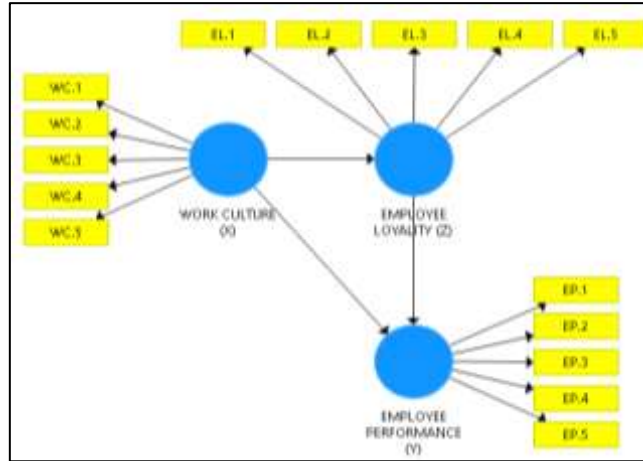


Figure 1. Research model

Work Culture (WC) is one of three variables included in the structural equation analysis model developed for this research. Employee Performance (EP) is the dependent variable and Employee Loyalty (EL) is the intervening variable.

3. RESULTS AND DISCUSSIONS

The first step in using PLS-SEM involves creating a path model that connects variables and constructs based on theory and logic (Hair et al., 2022). In creating a path model it is important to differentiate construction locations as well as the relationships between variables. The measurement model (outer model) is used to assess the validity and reliability of the research model. Testing of the measurement model in this research was carried out on all 126 respondents. From the data processing that has been carried out, the outer loading and AVE can be presented as follows:

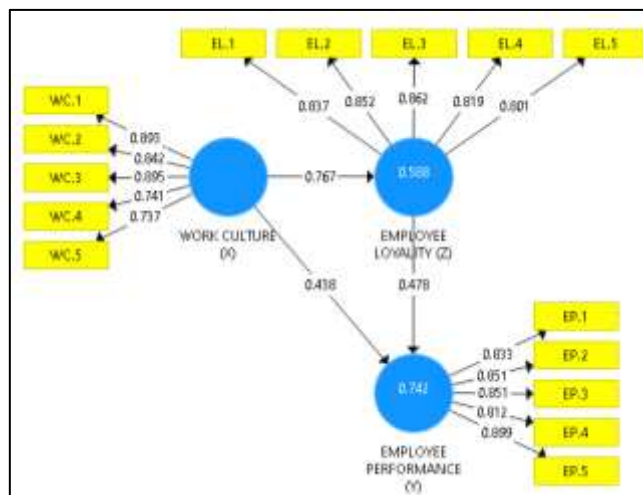


Figure 2. Outer model test result (9pt
 Source : SmartPLS 3.0 PLSAlgorithm Output (processed, 2024)

In the picture, it can be seen that all Outer Loading values are greater than 0.70 and further testing processes can be carried out.

The Average variance extracted (AVE) value must be more than 0.50 (>0.50) (Yoyo & Anugrah, 2021). AVE value data in this research can be presented in table 1 as follows:

Table 1. Construct reliability and validity

Matrix	Cronbach's alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Loyalty (Z)	0,891	0,895	0,920	0,696
Employee Performance (Y)	0,903	0,910	0,928	0,722
Work Culture (X)	0,881	0,896	0,914	0,680

Source : SmartPLS 3.0 PLSAlgoritme Output (processed, 2024)

Based on the picture above, all AVE values are >0.5. It is also known that all research variables have composite reliability and Cronbach's alpha values > 0.7. Thus, all instruments in this research are declared to have met the reliability assumptions and can be continued in testing the structural model (inner model).

3.1 Structural Model Test Results (Inner Model)

Structural model testing (inner model) is carried out to determine how big the correlation is between the variables stated in the hypothesis, the size of the influence of the independent variable on the dependent variable and the dependence of the specified hypothesis. Next, it is presented in the table as follows:

Table 2. Path Coefficient

Matrix	Employee Loyalty (Z)	Employee Performance (Y)	Work Culture (X)
Employee Loyalty (Z)	-	0,478	-
Employee Performance (Y)	-	-	-
Work Culture (X)	0,767	0,438	-

Source : SmartPLS 3.0 PLSAlgoritme Output (processed, 2024)

From the table above, an explanation can be outlined: (a) Employee loyalty to employee performance obtained a path coefficient of 0.478, which means employee loyalty has a positive effect on employee performance. A positive sign on the path coefficient indicates that the better employee loyalty, the more employee performance will increase. (b) Work culture on employee loyalty obtained a path coefficient of 0.767, which means work culture has a positive influence on employee loyalty. A positive sign on the path coefficient indicates that the better the work culture, the more employee loyalty will increas. (c) Work culture on employee performance obtained a path coefficient of 0.438, which means work culture has a positive effect on employee performance. A positive sign on the path coefficient indicates that the better the work culture, the better the employee's performance.

The magnitude of the simultaneous correlation of the independent variable with the dependent variable in this research model can be seen from the R-Square value, the results of which are presented in the following table:

Table 3. R-Square

Matrix	R Square	R Square Adjusted
Employee Loyalty (Z)	0,588	0,585
Employee Performance (Y)	0,742	0,737

Source : SmartPLS 3.0 PLSAlgoritme Output (processed, 2024)

From the table above, it is known that the R-Square value in the employee loyalty model is 0.588, which means that it is included in the medium category and employee performance is 0.742, which means that it is included in the strong category. This is in accordance with the rule of thumb for the R-Square trend where: Values of 0.75 and 0.50 and 0.25 respectively indicate a strong, medium and weak model (Ghozali, 2021).

These results also show that employee loyalty has the ability of 58.8% ($0.588 \times 100\%$) to influence employee performance and the remaining 41.2% is influenced by other variables not studied. Meanwhile, employee performance is jointly influenced by work culture and employee loyalty by 74.2% ($0.742 \times 100\%$), while the remaining 25.8% is influenced by other variables not studied.

3.2 Hypothesis Testing Result

Hypothesis testing using the PLS method, the independent variable in question is the exogenous latent variable and the dependent variable in question is the endogenous latent variable. The estimated value for the path relationship in the inner model is used to determine the significance of the relationships between latent variables. Significance values can be obtained using the bootstrapping procedure developed by Geisser and Stone (Ghozali, 2021). Bootstrapping is a resampling technique that draws a large number of subsamples from the original data (with replacement) and estimates a model for each subsample. The test statistic used in this research is the T statistic where the assumption in this research is tested by looking at the existing route coefficient by equating the T-statistic number with the T-table number (1,960) at a significance level of 5% (5 percent) (Hartono, 2020) from the data processing carried out, the t-statistic value of the research hypothesis is presented.

Table 4. T-Statistic

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Loyalty (Z) -> Employee Performance (Y)	0,478	0,476	0,084	5,722	0,000
Work Culture (X) -> Employee Loyalty (Z)	0,767	0,758	0,054	14,072	0,000
Work Culture (X) -> Employee Performance (Y)	0,438	0,440	0,081	5,442	0,000

Source : SmartPLS 3.0 Bootstrapping Output (processed, 2024)

Based on the provisions above, the following is the hypothesis for each path coefficient: Hypothesis 1: from the table above it is known that hypothesis 1 (Employee Loyalty -> Employee Performance) obtained a t statistic of 5.722 with a p value of 0.000. These results indicate that employee loyalty has a positive and significant effect on employee performance because tstatistic ($5.722 > t_{table} (1.96)$) and p value ($0.000 < \alpha (0.05)$). Hypothesis 2: from the table above it is known that hypothesis 2 (Work Culture -> Employee Loyalty) obtains a t statistic of 14.072 with a p value of 0.000. These results indicate that work culture has a positive and significant effect on employee loyalty by obtaining a positive sign, with tstatistic ($14.072 > t_{table} (1.96)$) and p value ($0.000 < \alpha (0.05)$). Hypothesis 3: from the table above it is known that hypothesis 3 (Work culture -> Employee Performance) obtains a t-statistic of 5.442 and a p-value of 0.000 because T-Statistic ($5.442 > t_{table} (1.96)$) and P-Value ($0.000 < sig (0.05)$) explains that work culture has a positive and significant effect on employee performance.

3.3 Indirect Effect

Testing the influence of indirect effects or mediation tests is the influence that arises from variable X (work culture) on Y (employee performance) through variable Z (employee loyalty). The following indirect effects can be presented:

Table 5. Specific Indirect Effect

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Culture (X) -> Employee Loyalty (Z) -> Employee Performance (Y)	0,366	0,361	0,070	5,257	0,000

Source : SmartPLS 3.0 Bootstrapping Output (processed, 2024)

Based on the provisions above, the following are the results of the indirect effect (indirect influence): Indirect effect: from Table. 5 above is known (Work Culture -> Employee Loyalty -> Employee Performance) obtained a t statistic of 5.257. This result shows that Employee Loyalty mediates the influence of Work Culture on employee performance with a t statistic value (5.257) > t table (1.96) and p value (0.000) < α (0.05). Work culture indirectly has a positive effect on employee performance through the level of employee loyalty. In other words, a good work culture will improve employee performance, so that if employee loyalty is adequate or high, the level of employee performance will increase. This is in accordance with research results (Ronaldy et al., 2020) that employee loyalty mediates work culture on employee performance positively and significantly.

3.4 Discussion

a) The Effect of Employee Loyalty on Employee Performance

Based on the test results and the fifth hypothesis, it shows that there is a positive and significant influence between employee loyalty and employee performance, this is proven by the t statistic of 5.722 with a p value of 0.000. Considering the positive path coefficient, this means that the higher the level of employee loyalty, the better the employee's performance will be. The results of this research support the theory put forward by: (Ronaldy et al., 2020) showing that employee loyalty has a positive effect on employee performance. Likewise, (Bayu et al., 2023), (Alberto et al., 2022), (Ronaldy et al., 2020), (Lusmasari et al., 2024), and (Kurniawan et al., 2021).

Findings in the field show that nurse loyalty refers to the nurse's sense of loyalty, commitment and dedication to the hospital. This loyalty can be seen from how much nurses feel they have a responsibility to the hospital, try to maintain long-term relationships, and work with full attention and professionalism. Nurse performance includes how well nurses carry out their duties in providing health services, such as providing quality care, communicating with patients and the medical team, and completing administrative and clinical tasks efficiently.

b) The Influence Of Work Culture On Employee Loyalty

Based on the test results and the second hypothesis, it shows that there is a positive and significant influence between work culture and employee loyalty, this is proven by a t statistic of 14.072 with a p value of 0.000. Considering the positive path coefficient, it can be interpreted that the better the work culture activities, the greater the increase in employee loyalty. Previous research that supports this hypothesis is as follows: (Bayu et al., 2023), (Kurniawan et al., 2021), (Tirtadidjaja & Sarudin, 2022), (Ade et al., n.d.), (Wulandari et al., 2021), (Syarkani & Wulandari, 2021), and (Yoyo & Anugrah, 2021).

In this research, the findings in the field showed that the work culture in the Serang Asih Serang Hospital was quite satisfactory. Respondents revealed that in their work nurses had a culture of results orientation by achieving hospital targets, thus increasing the expression of personal interest in the work of other people. Nurses continue to motivate themselves in occupying a job that is challenging and prestigious for other nurses by improving their abilities, skills and work knowledge. The stronger the culture, the greater its impact on nurses' attitudes and behavior. A strong culture is said to exist where nurses respond to stimuli because of their alignment with organizational values.

c) The Influence of Work Culture on Employee Performance

Based on the test results and the first hypothesis, it shows that there is a positive and significant influence between work culture and employee performance, this is proven by the t statistic $5.442 > T\text{-table } (1.960)$ with a p value of $0.000 < (0.05)$. It is known that the path coefficient is positive, so it can be interpreted that the better the work culture, the higher the employee performance. Previous research that supports this hypothesis is as follows: (Hendra, 2020), (Rahmawaty, 2020), (Wibowo et al., 2020), (M. Ardi A. Fatah et al., 2023), and (Dunggio, 2020).

This study shows that the performance of nurses is positively influenced by work culture, which means that nurses have high enthusiasm in serving inpatients at XYZ Serang Hospital in an effort to carry out their duties and can increase productivity and improve the performance of nurses so that they can complete the tasks in the hospital. XYZ hospital to gain a competitive advantage. Findings in the field of a good and supportive work culture in a hospital or health facility environment can create a comfortable, safe and supportive work atmosphere between co-workers. This will increase nurses' motivation to provide the best service, which in turn improves their performance. A positive work culture can influence nurses' level of satisfaction with their work. Nurses who feel appreciated, supported, and involved in a healthy work culture will be more enthusiastic in carrying out their duties. A good work culture facilitates effective communication and collaboration between teams, including between nurses and other medical personnel. This contributes to improving the efficiency and quality of healthcare services, which ultimately has a direct effect on nurse performance.

d) Employee Loyalty mediates the influence of Work Culture on Employee Performance

Employee Loyalty mediates the influence of Work Culture on employee performance with a t statistic value $(5.257) > t\text{ table } (1.96)$ and p value $(0.000) < \alpha (0.05)$. Work culture indirectly has a positive effect on employee performance through the level of employee loyalty. In other words, a good work culture will improve employee performance, so that if employee loyalty is adequate or high, the level of employee performance will increase

4. CONCLUSION

From the explanation and results in the chapter presented previously from this research, the author can provide managerial suggestions which are expected to be taken into consideration and implemented in the XYZ hospital environment, including the following:

The results of this research prove that there is a positive and significant influence of employee loyalty on employee performance, so the author suggests building a positive work environment by creating a supportive and collaborative work atmosphere, so that nurses feel comfortable and motivated. then provide awards and recognition, for example implementing an award system to appreciate nurses' contributions, both in the form of formal recognition and incentives. and listening to Nurses' Voices by involving nurses in

decision making regarding work policies and practices, so that they feel they have a stake in the hospital.

There is a positive and significant influence of work culture on employee loyalty. To maintain this, the author suggests that hospital management remain focused on work culture, where work culture can be driven by other factors, namely work ethic and employee loyalty. Sari Asih Serang Hospital can socialize existing cultures to all employees, for example work discipline culture, 3 S culture (Senyum, Sapa, Salam) through tool box meetings, periodic meetings or at certain events that contain values. Sari Asih Hospital culture, which can ultimately be implemented by all employees. so that employees will understand the hospital's cultural values, what must be done, what the hospital expects of employees, thus employees will feel a sense of full involvement in and employees have a sense of volunteering, helping each other, having mutual empathy and feelings of help. help even though it is not specified by the hospital in working.

The results of this research prove that there is a positive and significant influence of work culture on employee performance. With these findings, the author suggests continuing to maintain the existing work culture, for the sake of smooth communication and work activities between nurses, both horizontally with fellow nurses and vertically with the management of XYZ Hospital.

Employee Loyalty mediates the influence of Work Culture on employee performance. In other words, a good work culture will improve employee performance, so that if employee loyalty is adequate or high, the level of employee performance will increase

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