

The Influence of Job Satisfaction, Organizational Culture and Organizational Commitment on the Loyalty of LPP RRI Palembang Employees

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ABSTRACT

The purpose of this study is to reveal the influence of job satisfaction, organizational culture, and organizational commitment on employee loyalty at LPP RRI Palembang. The background of this research is based on the importance of employee loyalty in creating optimal organizational performance, as well as indications of low loyalty due to lack of job satisfaction, suboptimal organizational culture, and weak organizational commitment. This research was carried out with a quantitative approach using a survey method that involved distributing questionnaires to 43 ASN employees at LPP RRI Palembang. The results showed that partially job satisfaction, organizational culture and organizational commitment had a significant effect on employee loyalty by $0.000 < 0.05$, and

simultaneously, the three variables had a significant effect on employee loyalty by $0.000 < 0.05$. These findings show that increasing job satisfaction and strengthening organizational commitment are essential to build employee loyalty in the work environment. This research is expected to be an input for LPP RRI Palembang in formulating an effective human resource management strategy to increase employee loyalty.

A. INTRODUCTION

In general, human resources (HR) are the main aspect in any organization or business. Quality human resources are an essential component of any business, but management is essential to the success of any organization. One aspect of HR is the ability to work effectively. If the organization wants to succeed, it must master the resources to be successful, which are able to demonstrate good work performance.

According to Tanjung (2020:16), job satisfaction is an employee's assessment of how satisfied and dissatisfied they are with their job, which is a summary based on a number of elements of the member's work that are separate from each other.

Low Employee Loyalty can also be influenced by the pattern of organizational culture, where the existence of organizational culture is not in line with the vision and mission of the organization and there are employees who still do not follow the regulations.

Tuala (2020:1) said that organizational culture consists of various symbols and rituals that function to convey the organization's core values and beliefs to employees.

Organizational commitment also has an important responsibility, especially related to employee loyalty at work. This situation arises from a commitment that acts as a reference and a driver and an encouragement that creates employees to be more assertive in terms of needs. But there are a lot of organizations that aren't really committed to their mission, which makes their employee loyalty less than ideal. In carrying out their duties, commitment assesses the degree of responsibility. Commitment and responsibility are equally important. (Haris et al., 2022)

Loyalty is the passion, dedication and trust that is instilled in individuals or organizations and generally has a strong desire to work together to provide the best possible



service and results. Therefore, it can be concluded that employees who have loyalty to the company are those who have a strong sense of cooperation, which means that they are able to support each other, develop themselves, and recognize their own needs. (Mauliddiyah, 2021)

The ability to finance oneself contains the meaning of the emergence of an understanding to dedicate oneself to the company, this form of service will always assess the performance of employees in the company. This includes the willingness to work at more flexible working hours, the company's image, and the realization or formation of a positive and supportive work environment. (Mauliddiyah, 2021)

However, although Job Satisfaction, Organizational Culture, and Organizational Commitment have an influence on Employee Loyalty, there are still research gaps in understanding the relative interactions and contributions of each of these factors. Thus, this study was conducted to examine the influence of Job Satisfaction, Organizational Culture, and Organizational Commitment on Employee Loyalty, with the aim of providing added value for the development of a reliable HR management strategy.

Previous research conducted by (Sopali & Putri Azizi, 2021) organizational commitment has a significant impact on the loyalty of employees of Dr. Reksodiwiry Padang Kindergarten III Hospital. And the influence and significance between Job Satisfaction on Employee Loyalty. And together there is a significant influence between Organizational Commitment, and Job Satisfaction on the Loyalty of Employees of Dr. Reksodiwiry Padang Kindergarten III Hospital.

In the initial observation of the researcher's observations, it was found that LPP RRI Palembang employees face several types of administrative tasks, such as employee data management, preparation of personnel reports, and tasks outside the personnel field so that some employees have to work outside of regular working hours.

The above problems are closely related to Organizational Culture, where the work system and values applied in the organization can affect the level of employee responsibility. Workload imbalances, work that is not in line with employee satisfaction, and working hours that exceed the provisions can reflect a less effective work culture. If employees are not satisfied with their work, organizational culture has not been formed and organizational commitment is low, it will cause a decrease in loyalty from the employee to the company.

B. THEORETICAL STUDY

Job Satisfaction

Fiernaningsih (2024:161) stated that Job Satisfaction can be defined as an emotional condition that decreases employee involvement or concern for the tasks they carry out.

Indrasari (2017:39) explained that job satisfaction is a way for a person to express himself or his work. This indicates a supportive or unsupportive behavior in their own words that is connected to their work or the conditions in which they work.

Based on the views of experts, it can be concluded that job satisfaction is an emotional condition that arises from an individual's perception and feelings of the work he or she undertakes, which can be positive (pleasant) or negative (unpleasant), depending on the extent to which the work environment is in harmony with the employee's expectations, needs, and personal values.

Fiernaningsih (2024:166) presents five indicators that can describe several employee behaviors related to job satisfaction, namely:

1. The quality of the work itself (*work itself*). The quality of the task refers to the characteristics and complexity of the work. Work that fosters and encourages creativity and thinking can improve work outcomes. Equality in the workplace, kinship between colleagues, and aspects of safety in the work environment can also support the creation of satisfaction.
2. Pay/Wages. The provision of salaries and wages contributes significantly to the achievement of job satisfaction. In addition to basic needs, salaries also evaluate the

employee's contribution to the organization. Employees think that salary determines how well management manages their business.

3. Promotions. Promotions can be divided into two categories, namely promotions based on work experience and promotions based on education or training. Performance-based promotions reflect a form of appreciation for employees' success in completing their duties effectively, while promotions based on education level show recognition of the improvement of qualifications encourages employees to pursue education with the aim of obtaining a new position within the company.
4. Supervision (*Supervision*). The quality of supervision depends on the type of leadership and the impact the leader has on subordinates. Workers' research on their leaders is based on the leadership style shown, whether it is transactional, transformative or service-based. Job satisfaction is also affected by several factors, including the relationship between superiors and employees, as well as the level of employee participation in assessing the company's state at the managerial level.
5. Work *Groups*. The attitude of a group has an impact on the harmonious relationship between colleagues for one's work ethic. An effective work team can provide support, guidance, safety and encouragement to colleagues.

Budaya Organisasi

Syarief (2020:5) menjelaskan Budaya organisasi merupakan sistem pengetahuan yang dapat dipahami, diterapkan, dan terus disempurnakan. Selain itu, berperan sebagai perekat, penanda identitas, citra, merek, sumber motivasi, serta alat pengembangan yang membedakannya dari yang lain, dan dapat diwariskan serta diajarkan kepada generasi yang akan mendatang dapat dianggap sebagai usaha manusia yang difokuskan pada pencapaian tujuan atau hasil yang telah ditetapkan.

Tuala (2020:1) mengatakan budaya organisasi terdiri dari berbagai simbol dan ritual yang berfungsi untuk menyampaikan nilai serta keyakinan inti organisasi kepada pegawai.

Berdasarkan pandangan para ahli, ditarik kesimpulan bahwa budaya organisasi merupakan sistem nilai, kepercayaan, dan simbol-simbol yang berkembang di lingkungan organisasi, yang dapat dipelajari, diterapkan, dan diwariskan, serta berfungsi sebagai pedoman perilaku bagi anggota organisasi dalam mewujudkan visi yang sama.

Menurut Syarief (2020:8) Indikator-indikator budaya organisasi di antara lain :

- 1) *Individual initiative*
- 2) *Risk tolerance*
- 3) *Control*
- 4) *Management support*
- 5) *Management support*

Organizational Commitment

Jufrizen (2022:18) defines Organizational commitment as the determination of individuals in the organization to remain part of it as well as showing a willingness to contribute to the achievement of common goals.

Fiernaningsih (2024:150) explained that organizational commitment includes behavior and attitudes towards an organization, reflected in dedication and loyalty, the value of the organization's vision and goals.

Based on these two opinions, organizational commitment is defined as the desire and readiness of individuals to continue to survive in the organization, which is reflected in loyalty, dedication, and maximum efforts to realize the targets set by the organization.

There are a number of indicators that affect Organizational Commitment according to Jufrizen (2022:22) as follows:

- 1) The Existence of Willingness.
- 2) Bringing together activities for the benefit of the Organization.
- 3) Understand the needs of the organization.



Employee Loyalty

Juwita & Khalimah (2021:10) Employee loyalty is the loyalty of employees to the company, as stated by the recommendations they have for the company. This is related to employee loyalty, describing the employee's habit of looking for another workplace.

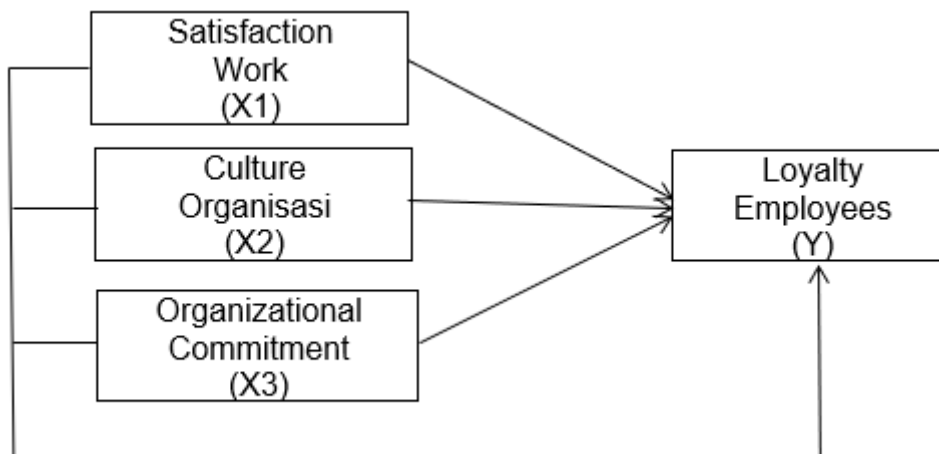
Riyanti and Kasmiruddin (2017:66) said that employee loyalty is the determination and ability to show daily attitudes and behaviors, and when carrying out duties, in full awareness, responsibility, determination and determination.

Based on the two opinions above, it is concluded that employee loyalty is a form of employee loyalty and commitment to the company which is reflected in determination, responsibility, and daily behavior, and is shown through the desire to continue a career in the company and contribute best in carrying out their duties.

The following are the indicators of Employee Loyalty according to Juwita & Khalimah (2021:12):

- 1) Employees who have been working in the company for a long time and want to dedicate their careers in the company and have a strong desire to advance the company
- 2) Employees are always working to uphold their image, and employees also aim to get the best possible results from their work as a company.
- 3) In addition, employees believe that joining the company is the best decision they have ever made in their lives.

Frame of Mind



Research Hypothesis

- H₁: Job Satisfaction Affects the Loyalty of LPP RRI Palembang Employees.
- H₂: Organizational Culture Affects the Loyalty of LPP RRI Palembang Employees.
- H₃: Organizational Commitment Affects the Loyalty of LPP RRI Palembang Employees
- H₄: Job Satisfaction, Organizational Culture, and Organizational Commitment simultaneously affect the Loyalty of LPP RRI Palembang Employees.

C. RESEARCH METHODS

The object of this research is located at the Public Broadcasting Institute (LPP) RRI Palembang which is located on Jalan Radio, 20 Ilir D. IV, District. Ilir Timur 1 Palembang City, South Sumatra 30151.

This research method utilizes quantitative methods, known as classical approaches because they have been applied for a long time and have become part of the research tradition that meets measurable, objective, systematic, repeatable, and concrete/empirical scientific principles, Sugiyono (2021:3)

According to Sugiyono (2021:69) the relationship between variables in the study, in this study the variables are described as independent and bound variables. The independent

variables in this study were Job Satisfaction (X1), Organizational Culture (X2), and Organizational Commitment (X3). And the variable tied to this study is Employee Loyalty (Y).

This study involved all people in LPP RRI Palembang which amounted to 43 ASN as population and sample. The data sources used in this study are primary data and secondary data where the data is data obtained from respondents through questionnaires, documentation and literature studies (journals or books). The data collection technique in this study was carried out through questionnaires, documentation and literature studies, Sujarweni (2020:94)

Validity test is a procedure to determine the precision of an instrument used to assess what Sugiyono should measure in (Rosita et al., 2021). The reliability test is used to clarify the accuracy of the measuring instrument and whether the instrument is consistent even if the measurement is repeated, (Janna & Herianto, 2021)

The normality test is to show if the data sample is taken from a population with a normal distribution. In this study, the data were tested using the Kolmogorov-Smirnov technique, with SPSS. In this study, the normality test model is the One Sample Kolmogorov Smirnov test, Supriadi (2021:47). Indartini & Mutmainah (2024:15) explained that the multicollinearity test is used to identify the existence of an absolute or definite linear relationship between one or all of the variables identified in the regression model. According to Purnomo (2017:125), heterokedasticity is the unevenness of residual variance in each observation in the regression model, heteroscedasticity.

Multiple linear regression analysis according to Indartini & Mutmainah (2024:39) to ascertain whether each independent variable has a positive or negative relationship to the bound variable, and also predict whether the value of the bound variable has an upward or downward potential. R-square (R²) according to Indartini & Mutmainah (2024:45) is often referred to as the determination coefficient, which measures how far independent data can explain dependent data. Meanwhile, the partial influence of each independent variable X1 and X2 on the dependent variable Y on the table or output of Coefficients Indartini & Mutmainah (2024:44). Indartini & Mutmainah (2024:43) explain the F test to identify the simultaneous influence of the regression model, the output results are found in the ANOVA table or output. It is known that if the p-value (sig.) is 0.000 < alpha 0.05, it means that X1 and X2 together can be concluded to have a significant effect on the Y variable.

D. RESULTS AND DISCUSSION

Validity Test

Results of Validity of Job Satisfaction Variables

Item	r _{hitung}	r _{tabel}	Criteria	Remarks
X1.1	0,697	0,2542	r _{hitung} > r _{tabel}	Valid
X1.2	0,666	0,2542	r _{hitung} > r _{tabel}	Valid
X1.3	0,522	0,2542	r _{hitung} > r _{tabel}	Valid
X1.4	0,725	0,2542	r _{hitung} > r _{tabel}	Valid
X1.5	0,744	0,2542	r _{hitung} > r _{tabel}	Valid
X1.6	0,668	0,2542	r _{hitung} > r _{tabel}	Valid
X1.7	0,809	0,2542	r _{hitung} > r _{tabel}	Valid
X1.8	0,741	0,2542	r _{hitung} > r _{tabel}	Valid
X1.9	0,814	0,2542	r _{hitung} > r _{tabel}	Valid
X1.10	0,690	0,2542	r _{hitung} > r _{tabel}	Valid

From the table above, the item statement of the overall Job Satisfaction variable (X1) shows the calculated value of the > table, which means that the indicator of the item as a whole can be considered valid. Thus, the question items used to measure the variables of job satisfaction have qualified as a valid measurement instrument in this study.



Organizational Culture Validity Results

Item	r _{hitung}	r _{tabel}	Criteria	Remarks
X2.1	0,769	0,2542	r _{hitung} > r _{tabel}	Valid
X2.2	0,752	0,2542	r _{hitung} > r _{tabel}	Valid
X2.3	0,746	0,2542	r _{hitung} > r _{tabel}	Valid
X2.4	0,525	0,2542	r _{hitung} > r _{tabel}	Valid
X2.5	0,642	0,2542	r _{hitung} > r _{tabel}	Valid
X2.6	0,642	0,2542	r _{hitung} > r _{tabel}	Valid
X2.7	0,795	0,2542	r _{hitung} > r _{tabel}	Valid
X2.8	0,856	0,2542	r _{hitung} > r _{tabel}	Valid
X2.9	0,753	0,2542	r _{hitung} > r _{tabel}	Valid
X2.10	0,772	0,2542	r _{hitung} > r _{tabel}	Valid

From the table above, the item statement of the overall Organizational Culture variable (X2) shows the value of the calculation > the table, which means that the indicator of the item as a whole can be considered valid. Thus, the question items used to measure the job satisfaction variable are qualified as a valid measurement instrument in this study.

Results of Validity of Organizational Commitments

Item	r _{hitung}	r _{tabel}	Criteria	Remarks
X3.1	0,819	0,2542	r _{hitung} > r _{tabel}	Valid
X3.2	0,787	0,2542	r _{hitung} > r _{tabel}	Valid
X3.3	0,765	0,2542	r _{hitung} > r _{tabel}	Valid
X3.4	0,720	0,2542	r _{hitung} > r _{tabel}	Valid
X3.5	0,723	0,2542	r _{hitung} > r _{tabel}	Valid
X3.6	0,716	0,2542	r _{hitung} > r _{tabel}	Valid

From the table above, the overall statement item of the Organizational Commitment variable (X3) shows the value of the calculation > the table, which means that the indicator of the item as a whole can be considered valid. Thus, the question items used to measure the job satisfaction variable are qualified as a valid measurement instrument in this study.

Employee Loyalty Validity Results

Item	r _{hitung}	r _{tabel}	Criteria	Remarks
Y.1	0,808	0,2542	r _{hitung} > r _{tabel}	Valid
Y.2	0,846	0,2542	r _{hitung} > r _{tabel}	Valid
Y.3	0,745	0,2542	r _{hitung} > r _{tabel}	Valid
Y.4	0,700	0,2542	r _{hitung} > r _{tabel}	Valid
Y.5	0,813	0,2542	r _{hitung} > r _{tabel}	Valid
Y.6	0,815	0,2542	r _{hitung} > r _{tabel}	Valid

From the table above, the overall statement item of the Employee Loyalty variable (Y) shows the value of the calculation > the table, which means that the indicator of the item as a whole can be considered valid. Thus, the question items used to measure the job satisfaction variable are qualified as a valid measurement instrument in this study.

Uji Reliabilitas

Hasil Uji Reliabilitas

Variabel	Cronbach Alpha	Standar reliabilitas	Remarks
Job Satisfaction (X ₁)	0,888	0,60	Reliabel
Organizational Culture (X ₂)	0,900	0,60	Reliabel
Organizational Commitment (X ₃)	0,847	0,60	Reliabel
Employee Loyalty (Y)	0,877	0,60	Reliabel

From the reliability test above, each indicator used for the research question items is considered reliable because each indicator item has a value above 0.60.

Normality Test

		Unstandardized Residual
N		43
Normal Parameters ^{a,b}	Mean	0
	Std.Deviation	1,54108958
Most Extreme Diffsences	Absolute	0,078
	Positive	0,078
	Negative	-0,052
Test Statistic		0,078
Asymp. Sig. (2-tailed)		0,200 ^{c,d}

The results of the above test show that Asymp. Sig 0.200 > 0.05. This means that the regression model is normally distributed, so it can be analyzed further.

Multicollinearity Test

Variabel	Collinearity Statistics	
	Tolerance	VIF
Job Satisfaction (X ₁)	0,359	2,786
Organizational Culture (X ₂)	0,400	2,500
Organizational Commitment (X ₃)	0,525	1,905

From the multicollinearity test above, it is known that the Job Satisfaction variable has a *tolerance value* of 0.359 > 0.1 with a VIF value of 2.786 < 10, the Organizational Culture variable has a *tolerance value* of 0.400 > 0.1 with a VIF value of 2.500 < 10, the Organizational Commitment variable has a *tolerance value* 0.525 > 0.1 with a VIF value of 1.905 < 10 so that it can be said that there is no multicollinearity and can be continued in the next analysis.

Heteroscedasticity Test

Variabel	Koefisien t	Sig.	Keterangan
Job Satisfaction (X ₁)	-0,590	0,558	Heteroscedasticity does not occur
Organizational Culture (X ₂)	-1,695	0,098	Heteroscedasticity does not occur
Organizational Commitment	0,726	0,472	Heteroscedasticity does not occur

The results showed that there were no symptoms of heteroscedasticity if the sig > 0.05, on the other hand, if the sig < 0.05, it meant that there were symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Variabel	Unstandardized Coefficients		Standardized Coefficients
	B	Std.Error	Beta
Constanta	3,163	2,994	
Job Satisfaction (X ₁)	0,196	0,087	0,357
Organizational Culture (X ₂)	0,123	0,089	0,209
Organizational Commitment (X ₃)	0,370	0,144	0,338



The table above shows that the regression coefficient is $Y = 3.163 + 0.196X_1 + 0.123X_2 + 0.370X_3$. Through this equation, a constant value = 3.163 is obtained, meaning that if Job Satisfaction, Organizational Culture and Organizational Commitment are equal to zero, then Employee Loyalty is 3.163 units. The regression coefficient b1 with the independent variable of Job Satisfaction is 0.196, meaning that if Job Satisfaction increases by one unit, then Employee Loyalty increases by 0.196 units and if the Job Satisfaction level decreases by 0.196 per unit, then Employee Loyalty decreases by 0.196 units where Job Satisfaction is constant. The regression coefficient b2 with the independent variable of Organizational Culture is 0.123, then an increase of one unit in Organizational Culture results in an increase of 0.123 in Employee Loyalty, and a decrease of one unit in Organizational Culture results in a decrease of 0.123 in Employee Loyalty where Organizational Culture is constant. The regression coefficient b3 with the independent variable of Organizational Commitment is 0.370, in other words Organizational Commitment has increased by one unit, then Employee Loyalty increases by 0.370 units and vice versa if Organizational Commitment decreases by 0.370 per unit then Employee Loyalty decreases by 0.370 units where Employee Loyalty is constant.

Coefficient of Determination Test (R2)

Determination Coefficient Test Results				
Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	0,803 ^a	0,646	0,618	1,59926

Based on the determination coefficient test (Adj R2) of 0.618 which means that the contribution of independent variables, namely Job Satisfaction, Organizational Culture and Organizational Commitment, to the bound (independent) variable, namely Employee Loyalty is 61.8%, and the remaining 38.2% is influenced by additional variables that are not discussed in this study, including leadership, *work-life balance*), work environment, or motivation.

T test (Partial)

Partial t-test results X ₁						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std,Error	Beta		
		1	(Constant)	9,265		
	Job Satisfaction	0,406	0,058	0,741	7,057	0,000

It is known that the first hypothesis test of the Job Satisfaction variable has a sig value of < 0.05, which is 0.000 < 0.05, meaning that the results for H1 are accepted, indicating that Job Satisfaction has a significant effect on Employee Loyalty.

Partial t-test results X ₂						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std,Error	Beta		
		1	(Constant)	9,564		
	Organizational Culture	0,405	0,067	0,689	6,079	0,000

It is known that the testing of the second hypothesis of the Organizational Culture variable has a significant value of < 0.05 , which is $0.000 < 0.05$, so that the results for H2 are accepted, showing that Organizational Culture has a significant effect on Employee Loyalty.

Model	Coefficients				
	Unstandardized		Standardized	t	Sig
	Coefficients		Coefficients		
	B	Std,Error	Beta		
1 (Constant)	6,273	3,323		1,888	0,066
Organizational Commitment	0,772	0,121	0,705	6,360	0,000

Diketahui pengujian hipotesis ketiga variabel Komitmen Organisasi mempunyai nilai sig $< 0,05$ yakni $0,000 < 0,05$, sehingga didapatkan hasil untuk H₃ diterima, mengindikasikan Komitmen Organisasi berpengaruh signifikan terhadap Loyalitas Pegawai.

Uji F (Simultan)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	181,694	3	60,565	23,680	,000 ^b
	Residual	99,748	39	2,558		
	Total	281,442	42			

The results of the F Test above obtained a *p-value* (Sig.) of $0.000 < \alpha 0.05$, meaning that it can be concluded that Job Satisfaction, Organizational Culture and Organizational Commitment together have a significant effect on Employee Loyalty.

The Effect of Job Satisfaction on Employee Loyalty

According to the results of the first hypothesis test, the Job Satisfaction variable has a sig value of < 0.05 , which is $0.000 < 0.05$. This means that H1 is accepted, which shows that Job Satisfaction affects Employee Loyalty significantly.

In line with the results of the research by Tiara, Ninin Non Ayu Salmah, Muhammad Kurniawan (2025) testing the hypothesis of the t-test partially between compensation (X1) and job satisfaction (Y) resulted in a sig value of $0.00 < 0.05$. It is therefore known that Ho was rejected and Ha was accepted because of significant influence. As for work stress (X2) to job satisfaction (Y) obtained a value of $0.00 < 0.05$, it can be concluded that there is a partial relationship between work stress and job satisfaction, so the conclusion is that Ho is rejected and Ha is accepted.

The Influence of Organizational Culture on Employee Loyalty

Based on the testing of the second hypothesis, the Organizational Culture variable has a sig value of < 0.05 , which is $0.000 < 0.05$. This means that H2 is accepted, identifying the Organizational Culture affects Employee Loyalty significantly.

The results of the t-test in the research of Hidayat & Sitio (2022) (Hidayat & Sitio, 2022) on Organizational Culture and Employee Loyalty showed that the tcount value of $2.318 > 1.988$, and the significance value was $0.023 < 0.05$, so, Ho was rejected and Ha was accepted. This means that "Organizational Culture has a positive and partially significant effect on Employee Loyalty at PT. Sumber Alfaria Trijaya, Tbk (Alfamart) Rawalumbu Area, Bekasi City".



The Influence of Organizational Commitment on Employee Loyalty

After testing the third hypothesis, it was found that the Organizational Commitment variable had a sig value of < 0.05 , which was $0.000 < 0.05$. This means that H3 is accepted, which shows that Organizational Commitment has a significant impact on Employee Loyalty.

Partial hypothesis testing from the research (Farozi, Ninin Non Ayu Salmah, Heryati (2024) shows that organizational commitment significantly improves the performance of PT personnel. The significance criteria for Surya Cipta Kahuripan Karang Agung Tengah are $0.004 < 0.05$. This shows how elements of organizational commitment affect worker productivity in a business.

The Influence of Job Satisfaction, Organizational Culture and Organizational Commitment on Employee Loyalty

Based on the results of the F test in this study, a *p-value* (Sig.) of $0.000 < \alpha 0.05$ was obtained, meaning that it can be concluded that Job Satisfaction, Organizational Culture and Organizational Commitment together have a significant effect on Employee Loyalty.

Previous research by Sopali (2021) showed that the test compared the values of F_{cal} and F_{table} . The results of the calculation were greater than the F_{table} ($13.555 > 2.78$) with a significance level of 0.000 which $<$ of 5% . Thus, H_0 was rejected and H_a was accepted, which identified that simultaneously the variables of Conflict, Organizational Commitment and Job Satisfaction had an effect on Employee Loyalty at Tk. III dr. Reksodiwiryono Padang Hospital.

E. CONCLUSION AND SUGGESTIONS

Conclusion

After discussing the results of the research from the previous chapter, the following conclusions were concluded:

- 1) It was found that a significant influence between the variable of Job Satisfaction (X1) on Employee Loyalty (Y) had a significant value of $<$ of 0.05 , namely $0.000 < 0.05$, meaning that for the first hypothesis H1 was accepted, showing that Job Satisfaction had a significant effect on Employee Loyalty of LPP RRI Palembang.
- 2) It was found that a significant influence between the variable Organizational Culture (X2) on Employee Loyalty (Y) had a significant value of $<$ from 0.05 , namely $0.000 < 0.05$, meaning that for the second hypothesis H2 was accepted, showing that Organizational Culture had a significant effect on Employee Loyalty of LPP RRI Palembang.
- 3) It was found that a significant influence between the variable of Organizational Commitment (X3) on Employee Loyalty had a significant value of $<$ of 0.05 , namely $0.000 < 0.05$, meaning that for the third hypothesis H3 was accepted, showing that Organizational Commitment had a significant effect on Employee Loyalty of LPP RRI Palembang.
- 4) The results of the F Test (Simultaneous) obtained a *p-value* (Sig.) of $0.000 < \alpha 0.05$, therefore it was concluded that Job Satisfaction, Organizational Culture and Organizational Commitment together had a significant effect on the Loyalty of LPP RRI Palembang Employees or H1, H2, H3, and H4 were accepted.

Suggestion

From the conclusions that have been explained, therefore the author proposes several suggestions, namely:

- 1) It is recommended that management continue to improve employee job satisfaction through comprehensive improvements in various aspects. This is done by ensuring that the quality of work provided is challenging and meaningful, conducting periodic evaluations of the salary system to remain fair and competitive, providing clear and transparent promotion opportunities, improving the quality of supervision through supportive leadership, and creating a harmonious work atmosphere and supporting collaboration between colleagues.

- 2) LPP RRI Palembang is recommended to strengthen the organizational culture by creating a work environment that encourages individual initiative, provides a healthy tolerance for risks, and implements a balanced supervisory system between control and trust.
- 3) It is recommended that management strengthen employee commitment to the organization through an approach that focuses on three key indicators. First, it is important for management to foster a sense of willingness in employees to make the best contribution, including through recognition of performance, empowerment, and the creation of a sense of belonging to the organization. Second, management needs to encourage alignment between individual activities and organizational goals, for example with strong vision and mission communication and employee involvement in strategic decision-making. Third, organizations must also increase employees' understanding of the needs and challenges faced by the institution, which can be done through periodic socialization, training, and information disclosure.
- 4) For the next researcher, it is recommended to expand the research on these variables to gain a more comprehensive insight into the aspects that affect employee loyalty. In addition to covering Job Satisfaction, Organizational Culture and Organizational Commitment, researchers can consider other variables such as leadership, *work-life balance*, work environment, or motivation.

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