

EXPLORATION OF THE ROLE OF ORGANIZATIONAL CULTURE IN BUILDING EMPLOYEE LOYALTY: A QUALITATIVE STUDY ON XYZ COMPANY

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ABSTRACT

Employee loyalty is an important factor in organizational sustainability and stability, where a strong organizational culture can increase employee engagement and reduce turnover rates. However, not all organizations can create an effective work culture in building employee loyalty, resulting in problems related to unclear communication, lack of policy transparency, and limited career development opportunities. This research gap shows that there are still limitations in studies that examine how specific elements of organizational culture can shape employee loyalty in a specific company context. This research uses a qualitative method with a descriptive approach to explore the relationship between organizational culture and employee loyalty in XYZ Company, with data collected through semi-structured interviews and analyzed thematically. The results show that openness, collaboration, clarity of vision and mission, strong interpersonal relationships, and career development opportunities are the main factors that drive employee loyalty, while communication challenges and lack of career development paths are the main obstacles. The implications of this research provide insights for companies in optimizing organizational culture strategies to increase employee engagement and retain a qualified workforce.

Keywords: Organizational Culture; Employee Loyalty; Human Resource Management

INTRODUCTION

Employee loyalty is one of the fundamental factors in ensuring organizational sustainability and success. Employees who have high loyalty tend to show greater commitment to their work and have intrinsic motivation to make the best contribution to the company. Loyalty also plays a role in creating a stable work environment, where employees feel emotionally attached to the organization and its goals. When employee loyalty is well established, organizations can rely on a dedicated workforce in the long run without having to face major challenges in employee retention. Thus, employee

loyalty not only impacts the individual, but also the overall performance of the organization.

In addition to increasing attachment to the company, employee loyalty also contributes increased work productivity. Loyal employees are generally more responsible for the tasks assigned and have a high level of initiative in completing work. This is due to the awareness that individual performance will have a direct impact on achieving organizational goals. Strong loyalty is also associated with reduced absenteeism, where employees are more motivated to attend and contribute to the work environment. Thus, companies can reduce operational disruptions arising from employee absenteeism and improve the overall effectiveness of the work team.

A low turnover rate is one of the positive impacts of high employee loyalty. Frequent employee turnover can have various negative consequences, such as increased recruitment and training costs, and decreased productivity due to the adaptation process of new employees. Loyal employees tend to stay with the company for a longer period of time, so that the company does not need to constantly carry out recruitment and retraining processes. This creates stability in the organization's operations and allows for continuity in achieving the company's strategic goals. Thus, employee loyalty not only provides benefits for the individual, but also reduces the financial and administrative burden for the company.

Employee loyalty is also strongly influenced by the quality of the work environment and the relationship between employees and management. A positive work environment, where employees feel valued and given the opportunity to grow, will strengthen their loyalty to the company. A harmonious relationship between employees and management also plays an important role in building trust and increasing employee involvement in the organization's decision-making process. When communication between the two parties goes well employees will feel that they have an important position in the company and be more enthusiastic in carrying out their duties. Therefore, creating a supportive work environment and building good relationships between employees and management are strategic steps in increasing employee loyalty.

Not all organizations succeed in creating a work culture that can effectively build employee loyalty. Some companies still have difficulty in internalizing consistent organizational culture values across all levels of management and employees. The mismatch between the expected values and the reality in the workplace can lead to employee dissatisfaction and lower their level of attachment to the company. In some cases, a weak organizational culture leads to a lack of clarity in work procedures and expectations, so employees feel they have no clear direction in carrying out their duties. The company's inability to instill a strong organizational culture can result in decreased levels of loyalty and increased risk of employee turnover.

Lack of transparent communication in the organization is one of the factors that worsen the condition of employee loyalty. When information about company policies, strategy changes, or management decisions are not clearly conveyed, employees tend to feel unappreciated and lose their sense of belonging to the company. This can create distrust between employees and management, which in turn leads to decreased work motivation and increased stress levels in the work environment. Organizations that fail to build open communication will find it difficult to retain their best employees because they do not see clarity in company policies and decisions. Therefore, companies need to implement more effective communication mechanisms to ensure that employees understand the direction and policies of the organization in a transparent manner.

In addition to ineffective communication, the lack of career development

opportunities is also a major obstacle in building employee loyalty. When companies do not provide clear career paths or opportunities to improve competencies, employees will feel stagnant in their professional development. This is often the main reason for employees to look for opportunities in other companies that offer better career prospects. Without investment in training, promotion, and personal development programs, employee loyalty to the company will diminish. Therefore, organizations that want to retain a quality workforce must ensure that every employee has the opportunity to grow and achieve a higher career path within the company.

Social Exchange Theory emphasizes that employee loyalty is formed through reciprocal relationships between individuals and organizations. In this context, employees who feel valued and given the opportunity to develop will show higher commitment to the company. Relationships based on mutual benefit create a strong emotional attachment between employees and the organization, thereby reducing their intention to leave the company. Conversely, when companies fail to meet employees' expectations, whether in terms of rewards, recognition, or welfare, loyalty tends to decline, the application of the **Social Exchange** principle in organizational culture can be a strategy to increase employee loyalty. An effective way to improve employee retention and strengthen their loyalty to the company.

In addition, the **Competing Values Framework (CVF)** theory by **Cameron and Quinn (1999)** states that the balance between flexibility and control in organizational culture plays an important role in building employee loyalty. Organizations that focus too much on control and hierarchy tend to create a rigid work environment, which can inhibit employee creativity and innovation. Conversely, organizations that are too flexible without a clear structure can lead to uncertainty in decision-making and task distribution, CVF emphasizes the need for a balance between these two aspects for organizations to create a culture that supports employee engagement and loyalty. By applying this approach, companies can create a work environment that is not only stable but also adaptive to change.

The implementation of **organizational culture elements that encourage loyalty** must be carried out systematically and integrated in organizational management. Identifying cultural elements that match the needs and expectations of employees is an important first step in building long-term loyalty. A work culture that emphasizes transparency, collaboration, and appreciation of employee achievements can increase their sense of belonging and attachment to the company. In addition, organizations need to ensure that the values proclaimed in the work culture can be implemented in daily activities. Thus, organizational culture is not just an abstract concept, but an inherent part of every aspect of the company's operations.

Integrating organizational culture into daily management practices also requires a sustainable and consistent approach. Companies need to provide training and development programs for employees to understand and apply the established cultural values. In addition, organizational culture-oriented leadership can be a key factor in maintaining consistency in the application of these values. Leaders who are able to become role models in reflecting organizational culture will be more effective in building employee trust and loyalty. With the right strategy, organizational culture can be a powerful tool in strengthening employee engagement and loyalty to the company.

Research on the **specific role of organizational culture in building employee loyalty** has high urgency, especially in the context of XYZ Company. The knowledge gap in this area shows that there have not been many studies that deeply discuss how certain elements of organizational culture directly contribute to the level of employee loyalty. A more comprehensive understanding of the relationship between

organizational culture and employee loyalty will help companies create more targeted strategies. Without an in-depth study, organizations risk implementing ineffective cultural policies that are unable to optimally increase employee engagement, this research is needed to provide evidence-based insights into how organizational culture can be leveraged to strengthen workforce loyalty within companies.

By identifying elements of organizational culture that contribute positively to loyalty, this research can help companies design more effective strategies in retaining employees. Cultural elements such as openness, clarity of vision and mission, and recognition of employee achievements need to be studied in more depth to determine their impact on loyalty. When companies have a better understanding of the cultural factors that influence employee loyalty, they can adjust human resource policies to better align with workforce needs. The right strategy will help companies create a conducive work environment and increase employee engagement in the long run. Thus, this study makes a significant contribution in supporting the design of empirical evidence-based organizational culture policies.

In addition to providing benefits for companies, the findings of this study are also expected to be a reference for human resource management practitioners in designing organizational culture development programs. HR practitioners often face challenges in implementing an organizational culture that can last long and have a positive impact on employee loyalty. With the results of this study, human resource managers can get a clearer picture of the best practices in building an organizational culture that suits the needs of employees. Implementation of culture programs based on research results will be more effective than approaches that rely solely on assumptions or subjective experiences. Therefore, this research can serve as a guide for HR managers in developing policies that are more systematic and based on empirical findings.

The academic contribution of this research cannot be ignored either, especially in the field of **human resource management and organizational behavior**. Studies on organizational culture and employee loyalty continue to grow, but there is still a need for more specific research in the context of specific industries or companies. This research has the potential to enrich the academic literature by adding an empirical perspective on how organizational culture can be effectively applied to improve employee engagement. In addition, the results of this study can be used as a foundation for further studies that focus on aspects of organizational culture in various industry sectors. Thus, this research not only benefits the practical world but also contributes to the development of science in the field of human resource management.

This research has an urgency in **filling the research void** related to the relationship between organizational culture and employee loyalty in the specific context of XYZ Company. Although many previous studies have discussed organizational culture and employee loyalty in general, studies that examine in depth how specific cultural elements affect employee loyalty in specific industries are limited. Companies with different characteristics and challenges require a more focused understanding how organizational culture can be optimized to retain a quality workforce. Without research highlighting specific cases like this, corporate policies in building employee loyalty are likely to simply adopt generic practices that may not always fit specific organizational conditions. This research is expected to close the academic gap by providing more contextual empirical insights into the relationship between organizational culture and employee loyalty.

In addition to filling a research gap, this study is also **relevant to contemporary issues** related to workforce dynamics and changes in the work environment. In recent years, the **Great Resignation** phenomenon and the increasing preference for work

flexibility have challenged companies in maintaining employee loyalty. Shifting values in the world of work, especially among the younger generation, increasingly emphasize the importance of an organizational culture that is able to balance aspects of productivity, employee welfare, and job satisfaction. Companies that fail to build a work culture that is aligned with the expectations of the modern risk experiencing increased turnover and decreased employee engagement, this research becomes increasingly relevant to understand how organizational culture can be adapted to the demands of today's workforce to effectively increase employee loyalty.

Based on the problems that have been identified, this research aims to answer the question **how do the elements of organizational culture in XYZ Company shape and influence employee loyalty?** Organizational culture elements such as values, norms, work practices, and social interactions in the work environment play an important role in shaping employees' emotional attachment, commitment, and willingness to stay in the company. In addition, this research also seeks to identify the **main factors in organizational culture that encourage or hinder employee loyalty at XYZ Company.** These factors include aspects that support engagement and job satisfaction, as well as challenges that can decrease employee loyalty. By answering these questions, this research is expected to provide deep insights into how companies can optimize organizational culture to increase the loyalty of their workforce.

RESEARCH METHODS

This research uses a **qualitative descriptive approach** to explore the role of organizational culture in building employee loyalty at XYZ Company. This research design focused on an in-depth understanding of employees' experiences in the work environment, in accordance with the characteristics of qualitative research that emphasizes the exploration of natural phenomena (Creswell, 2014). Data were collected through semi-structured interviews to obtain rich and diverse perspectives on organizational culture and employee loyalty. Informants were selected based on a **purposive sampling** technique, considering their involvement in the organization, both from the management side and employees with different work experiences. This method allowed the research to uncover factors that influence employee loyalty based on their interaction with organizational culture (Merriam & Tisdell, 2016).

The main instrument in this study was an **interview guide**, which was prepared based on theoretical studies and previous research related to organizational culture and employee loyalty. In the interviews were conducted in person and online to facilitate access to informants who have different work schedules. In addition, **observation and document analysis** techniques were also used to gain a more holistic understanding of the organizational culture at XYZ Company. Data collected from various sources were then categorized and thematically analyzed using **Braun & Clarke's (2006)** approach to identify relevant patterns and themes. Data validity was maintained through **source triangulation** to ensure that the research findings reflect the actual conditions in the organization (Patton, 2015).

The research procedure began with the process of selecting informants based on predetermined criteria, followed by conducting interviews and observations in the work environment. Interviews were recorded and transcribed to ensure accuracy in data analysis. After that, the data was analyzed using **coding and thematic analysis** techniques, to identify categories relevant to the research objectives (Miles, Huberman, & Saldaña, 2014). The results of the analysis were then compared with

theories of organizational culture and employee loyalty to gain a deeper understanding. Based on this process, this research was able to provide insight into the elements of organizational culture that contribute to employee loyalty as well as the inhibiting factors that need to be improved by the company.

RESULTS AND DISCUSSION

Results

Organizational culture has a significant role in building employee loyalty at XYZ Company. Based on interviews conducted with various informants, it was found that a work culture based on **collaboration and openness** is the main factor applied in the company. HRD managers emphasize that every employee has access to express their opinions, and there are performance-based development and reward programs to increase their attachment to the company. This is in line with the informant's statement, *"Our company implements a work culture based on collaboration and openness, where every employee has access to express their opinions. We also have employee development programs and performance-based rewards to increase their attachment to the company."* These findings suggest that consistently applied organizational values can strengthen employee loyalty.

In addition to the aspects of openness and collaboration, the results show that the **clarity of the company's vision and mission** is also a factor that affects employee loyalty. HRD managers mentioned that when the company's vision and mission are applied in daily work practices, employees feel more purposeful and have clear goals in their work. In addition, work-life balance also plays a role in increasing loyalty, as stated, *"We see that the clarity of the company's vision and mission implemented into daily work practices is a major factor. In addition, a work culture that supports work-life balance is also very helpful in increasing employee loyalty."* This is reinforced by senior employees who have worked for more than five years, who stated that transparency of communication and opportunities for growth are key factors in increasing employee loyalty.

The results also found that an organizational culture that **promotes strong interpersonal relationships** can increase employee loyalty. Senior employees who have worked for more than five years revealed that the strong family culture at XYZ Company makes them feel valued and recognized in their work. The informant stated, *"I feel comfortable with the work environment here because of the strong family culture. Relationships with colleagues and superiors are very good, so I feel valued and recognized in my work."* This perspective was also supported by new employees, who mentioned that the strong teamwork culture helped them in the adaptation process. Thus, positive social interactions in the workplace play an important role in shaping employees' emotional attachment to the company.

While organizational culture has a positive impact on employee loyalty, this study also identified **key challenges in maintaining loyalty**. One of the challenges found was the lack of effective communication regarding company policies. Some informants mentioned that policy changes are often made clear communication to employees. A first-line supervisor revealed, *"Some employees feel that communication between divisions is still ineffective. This can make them feel underappreciated or lack the information they need to work optimally."* This was also echoed by a senior employee,

who highlighted that sudden policy changes without adequate explanation can cause confusion among employees.

In addition to communication challenges, the research also found that a lack of **career development opportunities** can be a factor inhibiting employee loyalty. This can be seen from an interview with a former employee who recently resigned, who mentioned that the main reason they left the company was due to limited opportunities for growth. The informant stated, *"The main reason I left was the lack of opportunities to develop. I felt that the company culture did not support long-term career development, so I chose to look for better opportunities."* This perspective shows that while a positive organizational culture can increase loyalty, companies also need to ensure there is a clear career path for employees so that they have a reason to stay in the long term.

The findings of this study show that organizational culture plays a crucial role in shaping employee loyalty, but there are aspects that need to be optimized in order to increase employee attachment to the company. The main factors that support loyalty are a culture of openness, collaboration, work-life balance, and strong interpersonal relationships. However, there are challenges in implementing organizational culture, especially related to policy communication and career development. Therefore, companies need to improve the effectiveness of organizational communication and provide clearer career opportunities for employees to maintain their loyalty in the long run.

To clarify the relationship between organizational culture and employee loyalty, the following table presents the elements of organizational culture found in this study, along with their impact on employee loyalty and relevant interview sources.

Table 1 interview results relationship between organizational culture and employee loyalty

Elements of Organizational Culture	Impact on Employee Loyalty	Interview Source
Openness and Collaboration	Increase employee engagement and create a more harmonious work environment.	HR Manager, Senior Employee
Clarity of Vision and Mission	Help employees understand the company's goals, thereby increasing their commitment.	HRD Manager, First Line Supervisor
Strong Interpersonal Relationships	Builds a sense of community that increases emotional attachment to the organization.	Senior Employee, New Employee
Policy Communication	Lack of effective communication can lead to dissatisfaction and role ambiguity.	First Line Supervisor, Former Employee
Career Development Opportunities	Lack of growth opportunities makes employees tend to look for other opportunities.	Former Employee, Senior Employee

Source: data processing results 2025

The results show that organizational culture has various elements that can affect employee loyalty. **Openness and collaboration** are one of the main factors that encourage employee engagement in the work environment. Based on interviews with HRD managers and senior employees, openness in communication and good collaboration between employees creates a more harmonious work atmosphere. This allows employees to feel more valued and have a role in decision-making. When employees feel their voices are heard, their loyalty to the company tends to increase. However, a key challenge in maintaining this openness is ensuring that communication is effective across all levels of the organization.

In addition to openness, **clarity of the company's vision and mission** was also found to be a factor that plays an important role in increasing employee loyalty. Based on interviews with HRD managers and first-line supervisors, a clear vision and mission can help employees understand the company's strategic direction, so they can align personal goals with organizational goals. When employees understand how their contributions affect the company's growth, they are more likely to commit in the long term. Conversely, if the vision and mission are not well communicated, there will be confusion that could potentially decrease employee loyalty. Therefore, it is important for companies to not only design a clear vision and mission but also integrate it into every aspect of the organization's operations.

The results also show that **strong interpersonal relationships** contribute to increasing employee loyalty. Senior employees interviewed revealed that a comfortable working atmosphere, supported by a close-knit family culture, made them feel valued in the organization. This was also echoed by new employees, who stated that good working relationships helped them in the adaptation process. When colleagues and superiors support each other, job satisfaction levels tend to increase, so employees have higher motivation to stay in the organization. Nonetheless, the challenge in maintaining interpersonal relationships is to ensure that work dynamics do not lead to exclusivity of certain groups that can hinder the integration of new employees.

However, there are some obstacles in the implementation of organizational culture found in this study, one of which is ineffective **policy communication**. Interviews with first-line supervisors and former employees showed that sudden policy changes without clear communication can cause dissatisfaction among employees. Former employees revealed that some company decisions were made without sufficient involvement or notification to employees, which caused them to feel underappreciated. This shows that although organizational policies aim to improve work effectiveness, if they are not communicated properly, they can result in decreased employee loyalty. Therefore, companies need to implement more transparent communication mechanisms to avoid misunderstandings in the implementation of internal policies.

In addition to policy communication, the **lack of career development opportunities** is also a factor inhibiting employee loyalty. Based on interviews with former employees and senior employees, many employees resigned from the company because they felt they did not have a clear career path. Former employees mentioned that the lack of training and lack of opportunities for promotion made them choose to look for opportunities in other companies. This shows that although the company has a positive organizational culture, if it is not supported by adequate career development opportunities, employee loyalty may decline. Therefore, companies need to strengthen competency development programs and provide clearer career paths for employees so that they have a reason to stay in the organization.

As an illustration of the findings of this study, a **conceptual framework chart** has been created to show the relationship between organizational culture and employee

that is inclusive and supports innovation tends to increase employee loyalty. By providing access for employees to express their opinions and providing performance-based development and reward programs, companies can create a harmonious work environment and increase employee engagement. This approach not only meets employees' need for recognition and development, but also strengthens their commitment to the organization.

In addition, the clarity of the company's vision and mission proved to be a crucial factor in shaping employee loyalty. The HRD manager at XYZ Company emphasized that the application of vision and mission in daily work practices helps employees feel more purposeful and have clear goals. Research by Febriyanti and Izzati (2024) supports this finding, showing that employees' understanding of organizational goals contributes significantly to their loyalty. Thus, companies that consistently communicate and integrate their vision and mission into daily operations can increase employee engagement and commitment.

However, this study also identified challenges in internal communication that can hinder employee loyalty. Some informants revealed that policy changes are often made without clear communication, causing dissatisfaction and confusion among employees. A study by Fauzan (2021) shows that effective organizational communication has a positive and significant effect on employee loyalty. Therefore, companies need to improve the transparency and effectiveness of internal communication to ensure that employees feel valued and involved in the decision-making process. Apart from communication, career development opportunities are also a determining factor in maintaining employee loyalty. Informants in this study mentioned that the lack of a clear career path and lack of training were the main reasons they left the company. Research by Indriyani (2016) shows that career development has a significant effect on job satisfaction, which in turn increases employee loyalty. By providing structured career development programs and fair promotion opportunities, companies can increase employee retention and reduce turnover.

Overall, this study confirms that strong and positive organizational culture plays an important role in building employee loyalty. However, to achieve this, companies must address challenges related to internal communication and career development. By implementing strategies that focus on improving communication, clarity of vision and mission, and providing development opportunities for employees, companies can create a supportive work environment and retain quality employees in the long run.

In addition, the fit between individual values and organizational culture plays an important role in increasing employee loyalty. Research by O'Reilly, Chatman, and Caldwell (2021) suggests that alignment between employees' personal values and organizational values can increase job satisfaction and commitment to the company. In the context of XYZ Company, ensuring that the company's core values are in line with employee values can strengthen emotional bonds and reduce intentions to leave the company. Therefore, the recruitment and onboarding process of new employees should be designed to assess and emphasize this value congruence. By doing so, the company can build a team that is not only competent but also loyal and aligned with the organization's culture.

In addition, organizational commitment acts as a mediator in the relationship between organizational culture and employee loyalty. A study by Rose (2019) shows that a positive organizational culture can increase organizational commitment, which in turn strengthens employee loyalty. In the case of XYZ Company, efforts to strengthen organizational commitment through the development of a supportive, transparent, and inclusive culture can be an effective strategy in increasing employee loyalty. This is in line with the finding that employees who are highly committed to the organization tend to exhibit proactive work behaviors and contribute positively to company goals. Thus, investing in strengthening organizational culture and employee commitment is a strategic move that has a direct impact on workforce retention and loyalty.

In addition, the development of a strong organizational culture has been shown to improve overall employee performance. Research by Lestari (2021) shows that a positive organizational culture and employee loyalty contribute significantly to improved individual and team performance. In the context of Company XYZ, building a culture that values employee contributions, provides development opportunities, and encourages open communication can result in increased productivity and operational efficiency. In addition, employees who feel valued and supported by the company culture tend to have higher motivation to achieve targets and innovate in their work, strengthening organizational culture not only has an impact on loyalty but also on a company's performance and competitiveness in the market.

Overall, the findings of this study confirm the importance of a strong organizational culture that is aligned with employee values in building loyalty and improving performance. By addressing communication challenges, providing clear career development paths, and ensuring value congruence between employees and the organization, Company XYZ can create a work environment that supports engagement and long-term commitment. The implementation of this strategy, supported by relevant empirical findings and theory, will help the company retain top talent and achieve its strategic goals. Moreover, this approach also contributes to enhancing the company's reputation as a coveted workplace, which in turn attracts more quality professionals to join.

CONCLUSION

The study concludes that **organizational culture plays a crucial role in building employee loyalty**, with key influential elements including openness and collaboration, clarity of vision and mission, strong interpersonal relationships, effective policy communication, and career development opportunities. The findings confirm that organizations that implement a work culture based on transparency, respect for employee contributions, and support for individual development tend to have higher levels of employee loyalty. Conversely, inconsistency in the application of organizational values, lack of policy communication, and limited career development paths can be major obstacles in retaining a qualified workforce. Therefore, organizations need to optimize cultural elements that have been proven to increase employee loyalty in order to create a more stable and productive work environment. Thus, a strategy of strengthening organizational culture can be a strategic solution in increasing employee engagement and reducing turnover in the company.

The findings of this study make theoretical and practical contributions to human resource management and organizational management strategies. Theoretically, the results of this study enrich the literature on the relationship between organizational culture and employee loyalty, and support the Social Exchange theory and Competing Values Framework that emphasize the importance of balanced organizational culture in improving employee engagement. Practically, the implications of these findings can assist companies in designing more effective organizational culture strategies, focusing on more transparent communication, clear career development paths, and creating a work environment that supports employee engagement. However, this study has limitations in the scope of the industry and the number of samples limited to one company, so generalization of the results of this study needs to be done with caution. Therefore, future research can expand the scope of industries, use more diverse methods, and explore other factors that can affect employee loyalty in various organizational contexts.

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