

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

Bagus Pramudita, Joko Suyono, Damarsari Ratnasahara Elisabeth

Department of Management, Narotama University,

Jl. Arif Rahman Hakim No 51, 60117, Surabaya, Indonesia

baguspramudita99@gmail.com, joko.suyono@narotama.ac.id, damarsariarizona@gmail.com

Abstract

This study aims to determine the effect of career development, job satisfaction, and organizational culture partially and simultaneously on employee loyalty of Logistics Company in Surabaya in Surabaya. This type of research is quantitative, where the researcher distributes questionnaires as a medium for data collection and then processes them into questionnaire interval data which is then processed using SPSS 25. The population and sample of this study amounted to 74 employees of a Logistics Company in Surabaya. Partial hypothesis test results Partial career development positive and significant effect on employee loyalty, job satisfaction is a partially positive and significant effect on employee loyalty and organizational culture partially positive and significant effect on employee loyalty. And the results of hypothesis testing simultaneously the $F_{\text{calculated}}$ value is stated to be 41,570 and is included as greater than the F_{table} 2.74. This means that H_0 is rejected and H_1 is accepted. And the significant value is 0.000 less than 0.05. So career development, job satisfaction, and organizational culture simultaneously have a significant effect on employee loyalty. Meanwhile, from the determination test, the R Square coefficient of 0.625² means that the relationship between career development, job satisfaction, and organizational culture on employee loyalty influences of 62.5%, while the remaining 37.5% is explained by other variables not included in the modeling.

Keywords:

Career Development, Job Satisfaction, Organizational Culture, Employee Loyalty

1. Introduction

In today's era, companies are required to be more competitive to survive in the face of intense competition. Since the outbreak of the coronavirus in Indonesia, some activities have been hampered and at the insistence of the 4.0 revolution where technological sophistication is superior, some activities have been diverted in the technology sector. The use of technology in today's era is symptomatic in all dimensions of people's lives which are also dragged down from the fields of transportation, trade, health, industry and education to social. In the current era of globalization with a dynamic labor market, maintaining and retaining good employees and developing employee loyalty are becoming increasingly important, because employees have a fundamental role in every company's operational activities (Putra, Jodi, and Prayoga 2019).

Currently, the company is facing challenges in maintaining employee loyalty, this is reflected in the tendency of employees to leave the company where they work for a relatively short period of work. The difficulty of maintaining employee work loyalty According to 2019 workforce survey of 100 employees in Indonesia conducted by millennials, Deloitte (2019) the difficulty of maintaining employee work loyalty is shown through the 2019 Millennial as Workforce survey conducted with 100 employees in Indonesia, Deloitte (2019) revealed that half of the respondents or 49.5% of millennials admitted to working in a workplace or company. The ideal time is 3-5 years. And as many as 24% of respondents think that the ideal period is 1-2 years. Meanwhile, 15% believe they want to work in the workplace for more than 5 years, despite the general perception among millennials. Compared to the previous year's survey, it was down by 15 percentage points. While respondents representing Gen Z reported lower loyalty, 61% of them said they would leave the company within two years if given a choice. The survey results are in line with a survey conducted by Towers Watson in the Global Workforce Study (GWS) of 32,000 employees worldwide, including more than 1000 employees in Indonesia from various levels and demographics. This survey shows that as many as 66% of employees in Indonesia tend to leave the company where they work within two years (Sindonews 2014). Employee retention or turnover is one of the most important issues that are the focus for businesses today.

According to Elisabeth et al. (2021) the presence of employees in the company is very important in increasing the effectiveness and efficiency of the company so that the company's ability to manage its employees properly can reduce turnover. Research has shown that the future success of the company will depend on how far the company can attract and maintain an innovative, creative and flexible work style (Zeuch

2016) . So that it can be interpreted that today's business competition actually lies in the human resources owned.

Human resources are assets in all aspects of management, especially those concerning the existence of an organization (Benjamin 2017) . An organization in an effort to realize its existence requires effective human resources because an organization without the support of the right employees, both in quality and qualifications as well as in number, there is a tendency that the organization will not be able to maintain its existence, let alone develop in the future (Wibowo 2013) . For companies, human resources are defined as the driving force of a company order so that the company can realize its vision and mission. Handoko (2012) argues that the success of a company does not only depend on raw materials and capital, but also its human resources. Therefore, it is very important for companies to find competitive and competent human resources to support and maximize their business's productivity.

In an organization, the aspect of employee loyalty is one of the most important and fundamental variables. If loyalty is high, then commitment and integrity will be formed, so that automatically an employee will give the best and maximum effort possible to do things that positively impact on the organization. Widhiastuti (2012) argues that loyalty is a measure to see whether an employee has a strong commitment or not to the company organization. Stephen et al. (2010) defines loyalty as a person's firmness towards something, which is not only physical loyalty, but also his thoughts, concerns, ideas, and dedication to the organization. Employee loyalty is manifested from an employee's strong and active relationship with the organization as a result an employee is willing to give something of himself to contribute to the welfare of the company So, loyal human resources are predicted to be able to have a tremendous influence on the continuity of the company.

Therefore, paying attention to every detail of human resource development is important for the company and can be interpreted as an investment in the company, with the hope that employees will provide good output for the company. Managing human resources in an organization is not easy, because it involves various elements in an organization, namely employees, leaders, and the system itself (Jusuf et al. 2016) . However, it is mandatory for companies to strive for employee satisfaction in various ways because after all it is thanks to them that the company can realize its vision. It is a fortune or gratitude when a company can achieve the welfare of its employees, because there are many benefits to be obtained, employees will work optimally and professionally, employees behave according to the company's organizational culture, employees become comfortable in the company, and so on. Indeed, in this case there must be a take and give between employees and the company and it is not as simple as the company only providing salary compensation, the company has fulfilled its obligations to employees.

Logistics companies have relatively large opportunities and threats, and in the service industry, companies must consider and assess some of their internal strengths and weaknesses (Ginny 2019) . A Logistics Company in Surabaya has developed a reputation as a total solution provider for logistics needs. As a logistics service company, its activities aim to take care of all that is needed for the delivery of goods to be carried out by land, sea and air, domestic and international, from sender to recipient. Full dedication and understanding of customer needs and wants is established as the company's core strategy to reach higher levels and meet international standards. The logistics industry is the backbone of development, the growth rate has recently increased significantly and the economy is developing healthily. Logistics Company in Surabaya as one of the companies in the logistics sector is committed to being at the forefront of quality management. This makes the Logistics Company in Surabaya further strengthen the company to continue to improve the quality of service by providing satisfactory service to customers through employees who have high loyalty to the company.

However, based on observations made by the HRD of Logistics Company in Surabaya, the phenomenon of lack of employee loyalty was found. Every year there are always cases where employees resign partly because they want to find another job and get a new job which is suspected to have a correlation with working conditions and workplaces that make them dissatisfied and eventually leave. Therefore, the problems concerning employees will be a full concentration for the company.

From the results of interviews and observations with several employees of a Logistics Company in Surabaya, found problems related to job satisfaction, career development, and organizational culture. Regarding organizational culture, it was found that there are still employees who are less enthusiastic about work, some employees are less result-oriented so that during working hours they are still sitting relaxed, there are some employees, especially the younger generation who resign in a short time, to employees who often complain while working. So it is important to do research related to the problem of employee loyalty, to see how the level of loyalty, sense of belonging to the organization and dedication of employees in the company, in order to find out how to deal with problems that may arise.

The lack of maximum loyalty to employees is thought to be caused by the lack of massive implementation of the company's career development, low employee job satisfaction and not yet optimal implementation of the company's organizational culture. Loyal human resources will provide many benefits for the company. However, sometimes there are problems that cause employees to be less loyal, due to certain

factors in the place where they work, and this is what sometimes underlies employees to be less effective in carrying out their duties in the company.

Career development is the most important thing that must be done in an effort to develop and improve the effectiveness of human resources. A good career development plan must be adapted to the needs of the company, so the company needs to facilitate employee learning and training. Company policies to manage employee careers are considered to have an impact on individuals and thus are seen as self-esteem when contributing to the company (Mangkunegara 2005). Rothwell, William J. and Kazanas (2003) say that career development is the process of increasing one's ability to prepare for future opportunities to achieve the desired career. Career development is certainly something that every employee wants, because in general the higher the position, the better his life will be. If a company does not carry out a career development process, of course employees will reduce their loyalty to the company and result in harming the company itself (Yuliyanti et al. 2020).

In a previous study conducted by Willy Rizky Utami and Dwiatmadja (2020) stated that career development variables have the greatest influence on employee work loyalty. The results of other studies conducted by Siregar, Ainun, and Putra (2022) and Aljehani et al. (2021) also found that there is a positive and significant influence between career development variables and loyalty variables. This is in accordance with the opinion of Uthyasuriyan in Yuliyanti et al. (2020) career development is the most important factor affecting employee loyalty because it can provide many opportunities for employees to gain sufficient knowledge and experience. Meanwhile, research conducted by Lumiu, Pio, and Tatimu (2019) explains different results that career development variables have no significant and positive effect on employee loyalty.

The problem of employee loyalty is closely related to employee job satisfaction. A person's job satisfaction basically involves a person's behavior in working for a company, he will feel comfortable and have high loyalty to the company if he gets job satisfaction in accordance with what he wants (Adamy 2016). Widhiastuti (2012) argues that "Job satisfaction is a real moderator variable that will influence employees or company human resources to be loyal through mutually agreed commitments". Employees who have low job satisfaction will certainly lead to low levels of customer satisfaction even though the life and death of a company will depend on customer satisfaction and loyalty (Suyono et al. 2020). Job dissatisfaction also tends to cause employees to feel useless, unappreciated, and leave an organization. Employees who feel job satisfaction in an organization have a tendency to remain in the organization, while employees who feel dissatisfied with an organization have a tendency to leave the organization.

In previous research conducted by Ayu and Adnyani (2019) on employees of the Puri Raharja General Hospital with a sample of 88 employees, where the results of the analysis of this study stated that job satisfaction has a positive and significant effect on employee loyalty, this implies that the more satisfied employees are with work, employee loyalty is also high. The results of this study are in line with research conducted by Mahyudi, Nuryanti, and Haryetti (2016) and Suryanti, Masruchin, and Mx (2018), where in his research it was found that the job satisfaction variable had a significant effect on employee loyalty. Satisfied employees are a sign that the organization is well managed and illustrates the work of effective and successful management (Adamy 2016). Different research results were found from research conducted by Citra and Fahmi (2019) and Kahpi et al. (2020) which shows that there is a positive and insignificant effect between job satisfaction variables on loyalty.

In addition to career development and job satisfaction, one of the factors that causes an increase or decrease in employee loyalty is organizational culture. A strong organizational culture will cause an employee to behave, think, and have a personality in line with the values of the organization (Mahyudi, Nuryanti, and Haryetti 2016). Robbins and Coulter (2010) explained that organizational culture is a set of views on life, principles, culture and ways of working that are shared together and have an influence on the character and actions of organizational members. Organizational culture will color and produce behavior or business activities operationally, which without realizing it will be a force that is able or unable to ensure the continuity of the existence of the organization/company (Wibowo 2013). Bukit, Malusa, and Rahmat (2017) argue that a strong human resource-oriented organizational culture is able to develop a natural relationship between human resource activities and strategic planning.

The results of research conducted by Mahyudi, Nuryanti, and Haryetti (2016) and Kahpi et al. (2020) explains that organizational culture has a positive and significant influence on employee loyalty. Meanwhile, research conducted by Asriandi, Umar Gani, and Hasbi (2018) and Nuriyah and Azizah (2021) explains that organizational culture has no significant effect on employee loyalty. Based on these results, it indicates that there are findings of the gap in the results of the study, so further research is needed regarding the influence of career development, job satisfaction, and organizational culture on employee loyalty.

Based on the above background, the authors are interested in conducting research with the title "The Effect of Career Development, Job Satisfaction, and Organizational Culture on Employee Loyalty".

This study aims to determine:

1. To find out career development partially affects the loyalty of Logistics Company employees in Surabaya .
2. To find out job satisfaction partially affects the loyalty of Logistics Company employees in Surabaya .
3. To find out the organizational culture partially affects the loyalty of Logistics Company employees in Surabaya .
4. To find out career development, job satisfaction, and organizational culture simultaneously affect the loyalty of Logistics Company employees in Surabaya .

1.1 Review of Theory and Hypotheses

1.1.1. Career development

In the context of individual and organizational goals, career development is a process of increasing individual work abilities in order to achieve the desired career. Wibowo in Willy Rizky Utami & Dwiatmadja, (2020) states that individuals will be able to develop and be able to work productively and provide satisfactory results, one of which is improving the quality of human resources by providing opportunities and confidence in employee career development. Career development is an effort to improve the technical, theoretical, and moral abilities of employees in accordance with the needs of the job or position through education and training, where education will increase the theoretical and moral skills of employees, while training aims to improve the technical skills of the employee 's work (Hasibuan 2007).

1.1.2. Job satisfaction

Job satisfaction and dissatisfaction are moderating variables that will significantly affect an organization's employees or human resources to be loyal through mutually agreed commitments (Widhiastuti 2012) . Employees who are satisfied with their work will work hard with their energy and ability to work optimally in order to achieve company goals (Suyono et al. 2021) . Mahyudi, Nuryanti, and Haryetti (2016) argue that "if a person is at the desired level of job satisfaction, his commitment level to be loyal to the company will also increase". Fred Luthans, (2011) argues that job satisfaction is a happy emotional condition or someone's positive or happy emotions resulting from the evaluation of a job or work experience.

1.1.3. Organizational culture

A strong and rooted organizational culture will be able to make a significant contribution to organizational members in terms of a clear and straightforward understanding of a problem being solved (Nurlaila 2012) . Organizational culture is a shared perception held by members of the organization and becomes a system of shared meanings held by members that distinguishes the organization from other organizations (Robbins and Judge, 2008) . Benjamin (2017) argues that "a strong human resource-oriented organizational culture is able to develop a natural relationship between human resource activities and strategic planning".

1.1.4. Employee Loyalty

Employee loyalty is an attitude of liking the organization and a willingness to strive at a high level of effort for the benefit of the organization in order to achieve goals and do as much as possible to produce the best products for the company (Chaerudin, Rani, and Alicia 2020) . Employee loyalty to the organization is a continuous process and is an individual experience when joining an organization. Work loyalty will be created if employees feel fulfilled in meeting the necessities of life from their work, so that they feel at home working in a company (Soegandhi, Sutanto, & Setiawan, 2013) . This loyalty is reflected in the willingness of employees to protect and safeguard the organization from irresponsible individuals inside and outside their jobs.

1.2. Framework

The framework of thought in this research can be seen in the following figure:

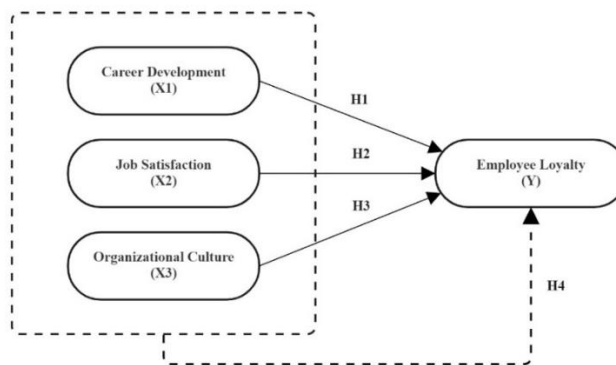


Figure 1 Research Framework

Information:

- > Partial Relationship
- - - - -> Simultaneous Relationship

1.3. Hypothesis

Based on the above framework, a hypothesis can be made as follows :

H1 : Career Development has a partial and significant effect on Employee Loyalty

H2 : Job Satisfaction has partial and significant effect on Employee Loyalty

H3 : Organizational Culture has a partial and significant effect on Employee Loyalty

H4 : Career Development, Job Satisfaction, and Organizational Culture have a simultaneous and significant effect on Employee Loyalty

2. Method

This research was carried out at a Logistics Company in Surabaya with the consideration that the data and information needed were easy to obtain and very relevant to the subject matter of this research study. The type of research used in this study is quantitative analysis (quantitative research). This study was used to provide an assessment of each employee's answer in the form of a questionnaire, to test the validity and reliability of the questionnaire as a research instrument and to determine the percentage of employee loyalty of the Logistics Company in Surabaya. The population is the total number that will be the object of research, namely all employees of the Logistics Company in Surabaya. Based on the total population at the Logistics Company in Surabaya as many as 74 employees , The sample in this study is the entire population, so this research is also called population research, which is as many as 74 employees .

The types of data obtained from this research are primary data and secondary data. Data collection techniques used in this study are in the form of observation, interviews, documentation studies, questionnaires, and literature. The distribution of questionnaires conducted by researchers used a Likert scale (points 1-5) to measure social phenomena by looking at perceptions of employees of a Logistics Company in Surabaya. Each variable to be measured will be grouped into variable indicators that will be converted into statement instruments that will be included in the research questionnaire. Before testing the research hypothesis, the validity and reliability of the questionnaire and the classical assumption test are first tested, to ensure that the multiple linear regression test can be used in the study, the validity and reliability tests and classical assumptions must be met first. The analytical method used in this study is multiple regression analysis with t and F tests. The analysis was carried out using the SPSS (Statistical Package for Social Science) version 25 program.

JURNAL EKONOMI

3. Results and Discussion

3.1. Validity and Reliability Test Results

Table 1 Data Quality Test Results

Variable	Statement Items	Validity test		Reliability Test	
		Pearson Correlation	Information	Alpha Cronbach (α)	Information
Career development (X ₁)	X1 . _1	0.550	Valid	0.757	Reliable
	X1 . _2	0.713	Valid		
	X1 . _3	0.729	Valid		
	X1 . _4	0.706	Valid		
	X1 . _5	0.401	Valid		
	X1 . _6	0.679	Valid		
	X1 . _7	0.666	Valid		
	X1 . _8	0.468	Valid		
Job Satisfaction (X ₂)	X2 . _1	0.674	Valid	0.798	Reliable
	X2 . _2	0.651	Valid		
	X2 . _3	0.679	Valid		
	X2 . _4	0.699	Valid		
	X _{2.5}	0.770	Valid		
	X2 . _4	0.597	Valid		
Organizational Culture (X ₃)	X _{2.5}	0.645	Valid	0.812	Reliable
	X3 . _1	0.716	Valid		
	X3 . _2	0.735	Valid		
	X3 . _3	0.645	Valid		
	X3 . _4	0.619	Valid		
	X _{3.5}	0.617	Valid		
	X _{3.6}	0.550	Valid		
Employee Loyalty (Y)	X3 . _7	0.817	Valid	0.740	Reliable
	Y . 1	0.582	Valid		
	Y . 2	0.627	Valid		
	Y . 3	0.599	Valid		
	Y . 4	0.756	Valid		
	Y . 5	0.636	Valid		
	Y . 6	0.745	Valid		

Source: SPSS Output Data, 2022

From the results of the validity test, it shows that all data have been declared valid because the Corrected Item - Pearson Correlation as a whole has a value greater than the Limit Value of 0.3 and the reliability test shows all items are reliable because the results of Cronbach's Alpha are stated to be greater than 0.60. Therefore, all statement items on the questionnaire are valid or able to reveal something that is measured by the questionnaire so that it can be used for further analysis

3.2. Normality Test Results

Table 2 Data Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		74
Normal Parameters a,b	Mean	,0000000
	Std. Deviation	1.54423101
Most Extreme Differences	Absolute	0.080
	Positive	0.080
	negative	-,048
Test Statistics		0.080
asympt. Sig. (2-tailed)		,200 c,d

a. Test distribution is Normal.

b. Calculated from data.

c . Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS Output Data, 2022

Based on the results of SPSS output, it is known that the Asymp value. Sig. (2-tailed) of 0.200 more than 0.05 so it can be concluded that the Kolmogorov-Smirnov normality test is normally distributed.

3.3. Multicollinearity Test Results

Table 3 Multicollinearity Test Results

		Coefficients a			Collinearity Statistics	
Model		Unstandardized Coefficients	Std. Error	Tolerance	VIF	
		B				
1	(Constant)	6,409	1,818			
	X1	,149	,064	,582	1,718	
	X2	,245	,081	,396	2,524	
	X3	,270	,102	,280	3,572	

a. Dependent Variable: Y

Source: SPSS Output Data, 2022

In the table it can be seen that the Tolerance value of the career development variables (X1), job satisfaction (X2), and Organizational Culture (X3) > 0.1 and the VIF value < 10. This indicates that there is no multicollinearity problem between independent variables in the model. regression.

3.4. Heteroscedasticity Test Results

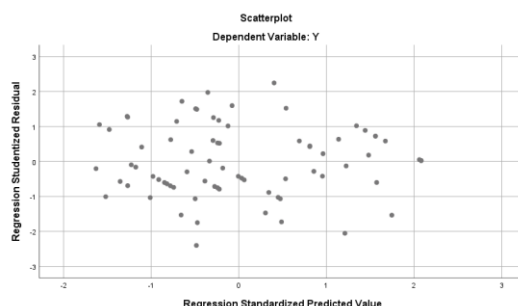


Figure 2. Heteroscedasticity Test Results

Source: SPSS Output Data, 2022

Based on the picture above, it can be seen that the dots spread randomly and do not form a certain pattern, and are spread above and below 0 on the Y axis, it can be concluded that there is no heteroscedasticity problem. Thus, this regression model is feasible to use to determine the effect of the independent variables (career development, job satisfaction, and organizational culture) on the dependent variable (employee loyalty).

3.5. Multiple Linear Regression

Table 4 Multiple Linear Regression Test Results

		Coefficients a			T	Sig.
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients		
		B		Beta		
1	(Constant)	6,409	1,818		3,525	.001
	X1	,149	,064	,219	2,333	.023
	X2	,245	,081	,345	3,032	.003
	X3	,270	,102	,360	2,657	.010

a. Dependent Variable: Y

Source: SPSS Output Data, 2022

From the table above, the constant results are 6.409 and the career development regression direction score (X1) is 0.149, the job satisfaction regression direction score (X2) is 0.245 and the organizational culture

JURNAL EKONOMI

regression direction score (X3) is 0.270. Based on the results that have been obtained, the multiple linear regression equation is obtained, namely:

$$Y = 6.409 + 0.149 X_1 + 0.245 X_2 + 0.270 X_3$$

1. Constant = 6.409

This means that if the variables of career development (X1), job satisfaction (X2), and organizational culture (X3) are worth 0 then employee loyalty is worth 6.409 units.

2. Coefficient X1 = 0.149

The career development variable has a coefficient value of 0.149. This indicates that if the Career Development variable (X1) is increased by 1 (one) unit, it will result in an increase in Employee Loyalty of 0.149. In addition, the better the career development, the higher the employee loyalty.

3. Coefficient X2 = 0.245

The job satisfaction variable has a coefficient value of 0.245. This indicates that if the Job Satisfaction (X2) variable is increased by 1 (one) unit, it will result in an increase in Employee Loyalty of 0.245. In addition, the higher the job satisfaction, the higher the employee loyalty.

4. Coefficient X3 = 0.270

The organizational culture variable has a coefficient value of 0.270. This indicates that if the Organizational Culture variable (X3) is increased by 1 (one) unit, it will result in an increase in Employee Loyalty of 0.270. In addition, the better the organizational culture, the higher the employee loyalty.

3.6. t Test Results

Table 5 Partial Test Results (T-Test)

Variable	Significance	T count	T table	Conclusion
Career development	0.023	2,333	1,994	H1 Accepted
Job satisfaction	0.003	3.032	1,994	H2 Accepted
Organizational culture	0.010	2,657	1,994	H3 Accepted

1. Hypothesis 1: The effect of career development on employee loyalty

To test the hypothesis used t test which shows the partial effect of career development variable (X1) on employee loyalty variable (Y).

Based on the table above, it is known that the t value of job satisfaction is $2,333 > t_{table} 1,994$ and the significance level is $0.023 < 0.05$, which means H1 is accepted. This means that the career development variable (X1) partially has a positive and significant effect on employee loyalty (Y). This result implies that the better the level of career development, the higher the employee loyalty.

2. Hypothesis 2: The effect of job satisfaction on employee loyalty

To test the hypothesis used t test which shows the partial effect of job satisfaction variable (X2) on employee loyalty variable (Y).

Based on the table above, it is known that the t value of job satisfaction is $3.032 > 1.994$ and the significance level is $0.003 < 0.05$, which means H1 is accepted. This means that the variable job satisfaction (X2) has a partially positive and significant effect on employee loyalty (Y). This result implies that the higher the job satisfaction, the higher the employee loyalty.

3. Hypothesis 3: The effect of job satisfaction on employee loyalty

To test the hypothesis used t test which shows the partial effect of organizational culture variable (X3) on employee loyalty variable (Y).

Based on the table above, it is known that the t value of organizational culture is $2.657 > 1.994$ and the significance level is $0.010 < 0.05$, which means H1 is accepted. This means that the organizational culture variable (X3) partially has a positive and significant effect on employee loyalty (Y). This result implies that the better the organizational culture, the higher the employee loyalty.

3.7. F Test Results

Table 6. Simultaneous Test Results (F Test)

ANOVA a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	310,137	3	103.379	41,570	,000 b
	Residual	174,079	70	2,487		
	Total	484.216	73			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: SPSS Output Data, 2022

Based on the F test table above, it is known that the significance value for the effect of X1, X2, and X3 simultaneously on Y is $0.00 < 0.05$ and the calculated F value is $41,570 > F$ table 2.74. Therefore, it can be concluded that career development (X1), job satisfaction (X2), and organizational culture (X3) simultaneously have a significant effect on employee loyalty (Y).

3.9. Coefficient of Determination Test Results

Table 7. R and R² Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,800 a	,640	,625	1.57697

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS Output Data, 2022

From the results of the output table above in the *Adjusted R Square* column the contribution of career development variables, job satisfaction, and organizational culture to employee loyalty is 0.625 or 62.5 %. While the remaining 37.5 % is influenced by other variables not included in this study, such as compensation variables, organizational commitment, work environment, and others.

4. Discussion

This study was conducted to discuss the effect of independent variables (career development, job satisfaction, and organizational culture) on the dependent variable (employee loyalty) in a Logistics Company in Surabaya. From the results of testing data involving 74 employees at a Logistics Company in Surabaya using the SPSS version 25 program, the following results were obtained:

4.1. The effect of career development on employee loyalty

Based on the results of the tests that have been carried out and the results of the hypothesis test, obtained that the career development variable has a positive and significant effect on the loyalty of the Logistics Company employees in Surabaya. This is because the t value of job satisfaction is $2,333 > 1,994$ and the significance level is $0.023 < 0.05$. Thus the career development variable partially has a positive and significant effect on employee loyalty. This means that if career development increases, the work loyalty of Logistics Company employees in Surabaya will also increase, and vice versa. The results of this study are in line with research conducted by Utami, Vrisna, and Dwiatmadja (2020) entitled "The Effect of Career Development, Work Motivation and Compensation on Employee Work Loyalty (Case Study on Employees of PT. Tribun Berita Online)" resulting in the conclusion that the variable Partially tested career development which has a positive and significant effect on employee loyalty at PT. Online News Tribune.

4.2. The effect of job satisfaction on employee loyalty

Based on the test results that have been carried out and the results of the hypothesis test, the job satisfaction variable has a positive and significant effect on the loyalty of the Logistics Company employees in Surabaya. This is because the t value of job satisfaction is $3.032 > 1.994$ and the significance level is $0.003 < 0.05$. Thus the variable job satisfaction has a partially positive and significant effect on employee loyalty. This means that if job satisfaction increases, the work loyalty of Logistics Company employees in Surabaya will also increase, and vice versa. The results of this study are in line with research conducted by Ayu and Adnyani (2019) entitled " The Effect of Job Satisfaction in Danwork–Life Balance on Employee Loyalty" concludes that

job satisfaction has a positive and significant effect on the loyalty of permanent employees in the medical department of RSU. Puri Raharja.

4.3. The influence of organizational culture on employee loyalty

Based on the results of the tests that have been carried out and the results of the hypothesis test, the organizational culture variable has a positive and significant effect on the loyalty of the Logistics Company employees in Surabaya. This is because the t -count value of organizational culture is $2.657 > 1.994$ and the significance level is $0.010 < 0.05$. Thus, the organizational culture variable partially has a positive and significant effect on employee loyalty. This means that if the organizational culture is getting better, the work loyalty of Logistics Company employees in Surabaya will increase, and vice versa. The results of this study are in line with the research conducted by Kahpi et al. (2020) entitled "The Role of Organizational Culture against Employee Loyalty in the Manufacturing Industry of Musical Instrument Assembly" concluded that organizational culture has a positive and significant impact on employee loyalty.

4.4. The effect of career development, job satisfaction, and organizational culture on employee loyalty

Based on the results of the tests that have been carried out and the results of hypothesis testing, it is obtained that career development, job satisfaction, and organizational culture have a joint effect on the loyalty of Logistics Company employees in Surabaya. This can be seen from the significance value of $0.00 < 0.05$ and $F_{\text{calculated}} 41.570 > F_{\text{table}} 2.74$. It is concluded that career development, job satisfaction, and organizational culture have a joint effect on employee loyalty.

5. Conclusion

Based on the results of the questionnaire data processing that the author did using the SPSS program, it was found that there was an influence between Career Development Variables (X1), Job Satisfaction (X2) and Organizational Culture (X3) on Employee Loyalty (Y) at a Logistics Company in Surabaya. The following conclusions according to the author:

1. Based on t test (partial) between career development variables and employee loyalty, it was found that the t -count value of 2.333 was greater than t -table. And the significance level of 0.023 is smaller than 0.05. This means that the career development variable (X1) has a partially positive and significant effect on employee loyalty (Y). And implies that the higher the career development, the employee loyalty increases. This shows the results of the analysis of the first hypothesis "Career development partially has a significant positive effect on Employee Loyalty" is proven true.
2. Based on t test (partial) between the variables of job satisfaction and employee loyalty, it was found that the t -count value of 3.032 was greater than t -table. And the significance level of 0.003 is smaller than 0.05. This means that the job satisfaction variable (X2) has a partially positive and significant effect on employee loyalty (Y). And implies that the higher the job satisfaction, the employee loyalty increases. This shows that the results of the analysis of the first hypothesis "Job Satisfaction partially has a significant positive effect on Employee Loyalty" is proven to be true.
3. Based on t test (partial) between organizational culture variables on employee loyalty, it was found that the t -count value of 2.657 was greater than t -table. And the significance level of 0.010 is smaller than 0.05. This means that the organizational culture variable (X3) has a partially positive and significant effect on employee loyalty (Y). And implies that the higher the organizational culture, the employee loyalty increases. This shows that the results of the analysis of the first hypothesis "Organizational Culture partially has a significant positive effect on Employee Loyalty" is proven true.
4. F calculated value is stated as 41,570 and is greater than the F table 2,74. This means that H_0 is rejected and H_1 is accepted. And the significant value is 0.000 less than 0.05. Therefore, the fourth hypothesis "Career Development, Job Satisfaction, and Organizational Culture simultaneously have a significant effect on Employee Loyalty" is proven true. Thus Career Development (X1), Job Satisfaction (X2) and Organizational Culture (X3) simultaneously have a significant effect on Employee Loyalty (Y).

References

- Adamy, Marbawi. 2016. *Manajemen Sumber Daya Manusia: Teori, Praktik Dan Penelitian*. Lhokseumawe: Unimal Press.
- Aljehani, Reem Et Al. 2021. "Relationship Between Career Development And Employee." 178(14): 123–34.
- Asriandi, Mursalim Umar Gani, And Am Hasbi. 2018. "Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Loyalitas Karyawan Serta Dampaknya Terhadap Kinerja Karyawan Pt. Industri Kapal Indonesia (Persero) Makassar." *Jemma* 1(2): 1–13.

- Ayu, I Gusti, And Dewi Adnyani. 2019. "Pengaruh Kepuasan Kerja Lingkungan Kerja Dan Work – Life Balance Terhadap Loyalitas Karyawan Putu Meidita Larastrini Fakultas Ekonomi Dan Bisnis Universitas Udayana (Unud), Bali , Indonesia Karyawan Adalah Sumber Daya Vital Bagi Hampir Semua Organisasi ." 8(6): 3674–99.
- Benjamin, Dkk. 2017. Pengembangan Sumber Daya Manusia: Teori, Dimensi Pengukuran, Dan Implementasi Dalam Organisasi. Yogyakarta: Zahir Publishing.
- Bukit, Benjamin, Tasman Malusa, And Abdul Rahmat. 2017. Pengembangan Sumber Daya Manusia: Teori, Dimensi Pengukuran, Dan Implementasi Dalam Organisasi. Ed. Zahir Publishing. Yogyakarta.
- Chaerudin, Ali, Inta Hartaningtyas Rani, And Velma Alicia. 2020. Sumber Daya Manusia: Pilar Utama Kegiatan Operasional Organisasi. Edisi Pert. Ed. Sheilla Mareta Subakti. Sukabumi: Cv. Jejak, Anggota Ikapi.
- Citra, Lola Melino, And Muhammad Fahmi. 2019. "Pengaruh Kepemimpinan, Kepuasan Kerja Dan Motivasi Kerja Terhadap Loyalitas Karyawan." Maneggio: Jurnal Ilmiah Magister Manajemen 2(2): 214–25.
- Deloitte. 2019. "Generasi Milenial Dalam Industri 4.0: Berkah Bagi Sumber Daya Manusia Indonesia Atau Ancaman?" Deloitte Indonesia Perspectives: Edisi Pertama, September 2019.
- Elisabeth, Damarsari Ratnasahara, Rika Yulianti, Joko Suyono, And Rahul Chauhan. 2021. "Affective Commitment , Continuance Commitment , Normative Commitment , And Turnover Intention In Shoes Industry." 25(3): 1937–45.
- Ginny, Puti Lenggo. 2019. "Analisis Strategi Bersaing Perusahaan Yang Bergerak Dibidang Logistik Di Jakarta." Primanomics : Jurnal Ekonomi Dan Bisnis 17(December).
- Handoko, T. Hani. 2012. Manajemen Personalial Dan Sumber Daya Manusia. Yogyakarta: Yogyakarta Bpfe.
- Hasibuan, S.P.M. 2007. Manajemen Sumber Daya Manusia. Edisi Revi. Jakarta: Bumi Aksara.
- Jusuf, Abdul Hafid, Mahfudurnajamuddin, Syahrir Mallongi, And Baharuddin Latief. 2016. "The Effect Of Career Development, Leadership Style And Organizational Culture On Job Satisfaction And Organizational Commitment." International Journal Of Business And Management Invention Issn 5(3): 7–17. [Www.Ijbmi.Org](http://www.ijbmi.org).
- Kahpi, Heri Sapari, Anis Fuad Salam, Indar Riyanto, And Uli Wildan Nuryanto. 2020. "The Role Of Organizational Culture Against Employee Loyalty In The Manufacturing Industry Of Musical Instrument Assembly." International Review Of Management And Marketing 2020(4): 2020. [Http:Www.Econjournals.Com](http://www.econjournals.com).
- Lumiu, Pio, And Tatimu. 2019. "Pengaruh Karakteristik Pekerjaan , Pengembangan Karir Dan Kompensasi Terhadap Loyalitas Karyawan." 9(3): 93–100.
- Luthans, Fred. 2011. Organizational Behavior. Twelfth Edi. New York: Mcgraw-Hill Companies Inc.
- Mahyudi, D., N. Nuryanti, And H. Haryetti. 2016. "Pengaruh Budaya Organisasi Dan Motivasi Kerja Terhadap Kepuasan Kerja Dan Loyalitas Bagian Kantor Pada Pt. Ramajaya Pramukti Kabupaten Kampar." Jurnal Online Mahasiswa Fakultas Ekonomi Universitas Riau 4(1): 750–63.
- Mangkunegara, A.A. Anwar Prabu. 2005. Manajemen Sumber Daya Manusia Dan Perusahaan. Bandung: Remaja Rosdakarya.
- Nuriyah, Siti, And Nurul Azizah. 2021. "Pengaruh Kepemimpinan, Motivasi Kerja Dan Budaya Organisasi Terhadap Loyalitas Karyawan." Jabeistik : Jurnal Analitika Bisnis, Ekonomi, Sosial Dan Politik 1(1): 22–31.
- Nurlaila. 2012. Perilaku Organisasi. Kesatu. Jakarta: Lembaga Penerbitan Universitas Khairun (Lepkhair).
- Peloso, Antony Frederick. 2004. "The Antecedents Of The Employee Loyalty-Customer Loyalty Relationship." : 220.
- Putra, Bagus Nyoman Kusuma, I Wayan Gede Antok Setiawan Jodi, And I Made Surya Prayoga. 2019. "Compensation, Organizational Culture And Job Satisfaction In Affecting Employee Loyalty." Journal Of International Conference Proceedings 2(3): 11–15. [Http://Ejournal.Aibpm.Org/Index.Php/Jicp/Article/View/638](http://ejournal.aibpm.org/index.php/jicp/article/view/638).
- Robbins, Stephen P., And Mary. Coulter. 2010. Manajemen Edisi Kesepuluh. Kesepuluh. Jakarta: Erlangga.
- Robbins, Stephen P., And Timothy A. Judge. 2008. Perilaku Organisasi Jilid I & Ii. Edisi Baha. Jakarta: P.T. Indeks Kelompok Gramedia.
- Rothwell, William J. And Kazanas, H.C. 2003. Planning And Managing Human Resource; Strategic Planning For Human Resources Management. Second Edi. Ed. And Sally Farnham Suzanne Bay, Robie Grant. Canada: Human Resource Development Press, Inc.
- Sindonews. 2014. "Survei: Perusahaan Sulit Pertahankan Karyawan Kompeten." Sindonews.Com. [Https://Ekbis.Sindonews.Com/Berita/931567/34/Survei-Perusahaan-Sulit-Pertahankan-Karyawan-Kompeten](https://ekbis.sindonews.com/berita/931567/34/survei-perusahaan-sulit-pertahankan-karyawan-kompeten).

- Siregar, Syati Manaharawan, Nur Ainun, And Surya Alamsyah Putra. 2022. “Pengaruh Insentif Dan Pengembangan Karir Terhadap Loyalitas Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Cv. Mala Sari.” *Jesya (Jurnal Ekonomi & Ekonomi Syariah)* 5(1): 498–505.
- Siyoto, Sandu, And M. Ali Sodik. 2015. *Dasar Metodologi Penelitian*. Pertama. Ed. Ayup. Yogyakarta: Literasi Media Publishing.
- Soegandhi, Vannecia Marchelle, Eddy M. Sutanto, And Roy Setiawan. 2013. “Pengaruh Teamwork, Kepuasan Kerja, Dan Loyalitas Terhadap Produktivitas.” *Fakultas Ekonomi* 1(1): 129–46.
- Stefanus, Tommy Et Al. 2010. “Analisis Pemotivasian Dan Loyalitas Karyawan Bagian Pemasaran Pt. Palma Abadi Sentosa Di Palangka Raya.” *Jurnal Mitra Ekonomi Dan Manajemen Bisnis* 1(2): 176–93.
- Suryanti, Linda, Masruchin, And Djoharsjah Mx. 2018. “Pengaruh Kompensasi, Lingkungan Kerja Dan Pengembangan Karir Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Loyalitas Karyawan Pt. Xyz.” *Jurnal Farmagazine* V(3).
- Suyono, Joko Et Al. 2020. “The Antecedent Of Job Satisfaction And Employee Loyalty : Financial Rewards And Work Motivation.” *2nd African International Conference On Industrial Engineering And Operations Management Harare*: 2756–66.
- Suyono, Joko, Anis Eliyana, Dwi Ratmawati, And Damarsari Ratnasahara Elisabeth. 2021. “Organization Commitment And Work Environment On Job Satisfaction: The Mediating Role Of Work Motivation.” *Systematic Reviews In Pharmacy* 12(2): 681–88.
- Utami, Willy Rizky, Vivilia Aninditya Vrisna, And Christantius Dwiatmadja. 2020. “Pengaruh Pengembangan Karir, Motivasi Kerja Dan Pemberian Kompensasi Terhadap Loyalitas Kerja Karyawan (Studi Kasus Pada Karyawan Pt. Tribun Berita Online).” *International Journal Of Social Science And Business* 4(2): 267–75. <https://ejournal.undiksha.ac.id/index.php/ijssb/article/view/24221>.
- Wibowo. 2013. *Manajemen Sumber Daya Manusia*. Revisi. Ed. Lia. Jakarta: Cv. R.A.De.Rozarie.
- Widhiastuti, Hardani. 2012. *Membangun Loyalitas Sumber Daya Manusia*. Semarang: Semarang University Press.
- Yuliyanti Et Al. 2020. “The Effect Of Career Development And Work Environment On Employee Loyalty With Work Satisfaction As Intervening Variables.” *The International Journal Of Social Sciences World* 2(2): 20–31. <https://doi.org/10.5281/zenodo.3999430>.
- Zeuch, Matthias. 2016. *Handbook Of Human Resources Management*. Ed. Matthias Zeuch. Berlin, Heidelberg: Springer Berlin Heidelberg. <http://link.springer.com/10.1007/978-3-662-44152-7>.