


The Influence of Organizational Commitment, Organizational Culture, and Employee Welfare on Employee Loyalty at the Prosecutorial Commission of the Republic of Indonesia

Hery Purnomo¹, Slamet Mudjijah²

^{1,2}Faculty Of Economics And Business, Budi Luhur University. Jl. Ciledug Raya, RT.10/RW.2, Petukangan Utara, Kec. Pesanggrahan, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12260

Article Info	ABSTRACT
<p>Keywords: Organizational Commitment, Organizational Culture, Employee Welfare, Employee Loyalty.</p>	<p>This study aims to analyze the influence of organizational commitment, organizational culture, and employee welfare on employee loyalty at the Prosecutorial Commission of the Republic of Indonesia (KKRI). The research is motivated by high employee turnover and the declining sense of belonging among staff. A quantitative approach was used, employing a survey method with a saturated sampling technique involving 40 respondents. Data were collected through a structured questionnaire and analyzed using multiple linear regression. The findings reveal that organizational commitment, organizational culture, and employee welfare each have a positive and significant effect on employee loyalty, both individually and simultaneously. The standardized beta coefficients indicate that organizational commitment has the strongest impact, followed by organizational culture and welfare. The coefficient of determination (R^2) shows that 53.1% of the variation in employee loyalty is explained by the three independent variables. These results suggest that strengthening these factors is essential in enhancing employee loyalty in public institutions.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Slamet Mudjijah Faculty Of Economics And Business, Budi Luhur University. Jl. Ciledug Raya, RT.10/RW.2, Petukangan Utara, Kec. Pesanggrahan, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12260 slamet.mudjijah@budiluhur.ac.id</p>

INTRODUCTION

The Prosecutorial Commission of the Republic of Indonesia (KKRI) was established to improve the performance and integrity of the prosecutorial institution, especially in supervising the behavior and performance of prosecutors or prosecutorial staff. The establishment of KKRI is based on Law Number 16 of 2004 concerning the Prosecutor's Office of the Republic of Indonesia, which assigns the President to form a commission aimed at enhancing the quality of prosecutorial performance. In carrying out its functions, the success of the Prosecutorial Commission is greatly influenced by the quality of its human resources (HR). Without quality HR, the organization cannot function optimally, even with advanced technology and good management systems. Therefore, HR must be managed professionally to create a balance

between the organization's ability to meet market demands and the needs of employees, as well as to achieve optimal organizational performance (Larasati, 2018).

HR loyalty becomes one of the key factors in maintaining the performance quality of this institution. High HR loyalty can encourage increased productivity and work effectiveness, which in turn has an impact on optimizing the role and function of the KKRI in supervision and providing recommendations. HR loyalty is an important element that affects how long employees will stay in the organization and how much contribution they give to organizational goals (Robbins, S. P., & Judge, 2019). High HR loyalty ensures that the organization continues to function efficiently, stably, and sustainably in the long term.

Job loyalty is considered to have a positive impact on various parties, including employees, the companies where they work, and the work environment in general. One of the most significant positive effects is that loyal workers tend to stay with the organization for a longer period. This can lead to a decrease in business turnover rates and directly support workforce stability when employees stay long enough to perform consistent work. The research results of Winarsih (2021) emphasize that job loyalty has a significant impact on consistency in work. In addition, employees who are loyal and engaged in an organization tend to become more productive because they gain more experience and knowledge during their tenure.

Having employees with high loyalty is not easy, as many factors influence it, one of which is Organizational Commitment. Organizational commitment refers to the extent to which employees feel emotionally, morally, and rationally attached to the organization where they work. Employees with high organizational commitment tend to be more loyal because they have a strong bond with the organization's goals, values, and vision (Meyer, J. P., & Allen, 1991). Meanwhile, Luthans (2012) stated that Organizational Commitment reflects employee loyalty to the organization and an ongoing process. It is how members of the organization show their concern for the organization's success and progress consistently. Several factors influence employee commitment to the organization. Some of these include group income, desired physical working conditions, autonomy, job achievement, skill variety, growth and development, communication, work hours, job security, and stable employment. Employee commitment to the organization does not emerge automatically. Employees who are highly committed to the organization will take full responsibility for their work and can complete all their tasks independently without help from others.

Organizational commitment is very important, especially for employee loyalty in the workplace. This is driven by motivation and commitment as a reference, but many companies fail to pay attention to organizational commitment, resulting in lower employee loyalty. The absence of commitment indicates that employees do not feel responsible for doing what they are supposed to do. Disputes about commitment are akin to disputes about responsibility. Therefore, the level of commitment of a leader is related to the delegation of authority, also known as empowerment. In this case, leaders must be committed to assigning tasks and responsibilities to their subordinates. Conversely, employees must be committed to improving their own abilities.

An employee has a psychological relationship called organizational commitment, which allows them to stay and remain with their company. Commitment is an attitude of a worker who wants to stay with an organization and strives to achieve the organization's goals. If an employee feels comfortable in their workplace and is willing to do anything to support the organization's progress, they are said to have employee commitment (Jalaludin & Waliamin, 2022). Often, the optimal achievement of an employee in a field of work is determined by their commitment to their job, organization, and profession. Organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process. It is a way for organization members to express their concern for the organization's success and progress (Rahayuni, D. 2020). Commitment will show how committed employees are in completing their tasks and functions.

The second factor that influences Loyalty is Organizational Culture. According to Sutrisno E. (2011), organizational culture is a value system collectively upheld within the organization, which affects how employees carry out their tasks to achieve organizational goals. It is also described as a set of values that serve as a reference for human resources in facing external challenges and adjusting to internal integration processes within the organization. Therefore, every member of the organization needs to understand and apply these values in their attitudes and behaviors. According to Robbins, S. P., & Judge (2019), organizational culture is a system of meaning collectively understood by organization members, which distinguishes it from other organizations. This culture helps employees adapt to the company environment and guides them in understanding the activities that need to be carried out in accordance with company values. Additionally, this culture functions as a guideline for employees in performing their tasks and jobs in ways that support the implementation and maintenance of company values.

The third factor that influences Employee Loyalty is Welfare. According to Fisher and Hanna (1931), it contributes to organizational outcomes, absenteeism levels, and employee withdrawal (Benraiss-Noailles, L., & Vignoli, 2020). Workers with low welfare levels are more likely to leave their companies. The intention to leave the company is influenced by the level of workplace welfare. While excellent welfare negatively impacts the intention to leave, poor welfare has a positive impact on the intention to leave.

According to Mathis, R. L., & Jackson (2019), employee welfare is a right possessed by each staff member and granted by the company to them as an indirect reward. This will increase productivity and enhance the purchasing power of the public. Welfare services will improve peace of mind, work spirit, dedication, discipline, and commitment to the company, thus making employees more loyal to the company. Turnover is lower as a result. Employee welfare programs are welfare improvement programs not based on employee performance but rather on their membership in the organization and the understanding that employees are human beings with many needs so they can live their daily lives and work better.

The Prosecutorial Commission of the Republic of Indonesia (KKRI) is a state institution in Indonesia that is tasked with supervising the performance of prosecutors in carrying out their duties and authorities. However, there are problems within it concerning employee

loyalty. The phenomenon that is occurring is a decline in employee loyalty. This can be seen from the number of employees who have resigned in the last 3 years.

Table 1. Data of employees who resigned from KKRI

No	Division	2022	2023	Jan–Sept 2024
1	Technical Services / Working Group / Analyst	2	1	8
2	General Affairs / Driver	3	1	3
3	Inter-Agency Relations / Administration	-	-	1
	Total	5	2	11

Source: Processed by the author, 2024

Based on Table 1, there has been a significant increase in turnover, especially during the period from January to September 2024. The Technical Service /Working Group/Analyst division shows a notable spike in turnover, indicating potential retention issues related to job satisfaction, workload, or management. The General Affairs/Driver division also experienced turnover fluctuations, while the Inter-Agency Relations/Administration division remained relatively stable, with only one employee leaving in 2024. Overall, the total turnover increase from 2 employees in 2023 to 11 employees by September 2024 is a serious concern, as high turnover can disrupt operations and increase organizational costs. Proactive measures such as job satisfaction surveys, the development of retention programs, and performance management evaluations are needed to reduce turnover rates and enhance employee loyalty.

The following are the results of the preliminary survey questionnaire distributed to 30 employees at the Prosecutorial Commission of the Republic of Indonesia (KKRI) to illustrate the condition of employee loyalty:

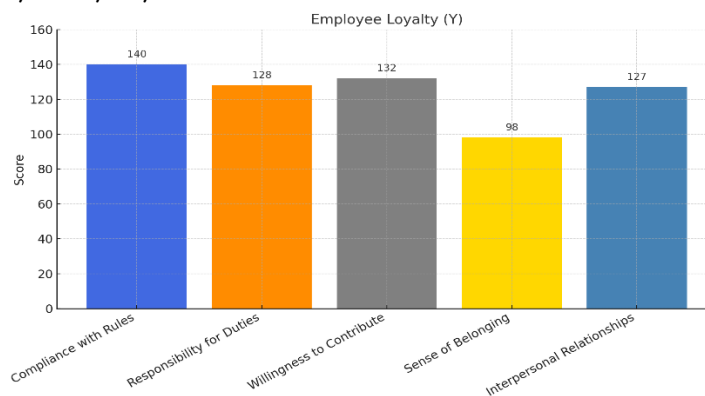


Figure 1. Preliminary Survey Results on Employee Loyalty

Zikmund, W. G. et al. (2010) stated the following: $n = 30$ employees, with a scale ranging from 1 to 5, where the highest score is $(5 \times 30 = 150)$ and the lowest score is $(1 \times 30 = 30)$, thus the standard score is calculated as $((150:2) + 30 = 105)$. Therefore, issues can be identified from the questionnaire results if the score falls below 105.

In Figure 1, it is shown that the employee loyalty at the Prosecutorial Commission of the Republic of Indonesia (KKRI) is currently in an unsatisfactory condition. This is because the

average score obtained is 104.1, and especially the indicator "Sense of Belonging" scored 98, which is below the average standard score of 105. This indicates that the low sense of belonging to the organization may reflect a problem with employee loyalty at the Prosecutorial Commission of the Republic of Indonesia (KKRI).

The first research gap is based on the findings of Pratama et al. (2019), which showed that the variable of organizational commitment had a positive but not significant influence on employee loyalty. On the other hand, studies that support the influence of organizational commitment on loyalty were conducted by Syofian S & Waliamin J. (2022), Muhammad et al. (2024), Shangze (2024), Syuhriany (2022), Hamisah and Nawawi (2023), and Mantovani & Sutisna (2022). The second research gap is based on the findings of Sugiyarto (2017), which showed that organizational culture had a positive but not significant effect on employee loyalty. Rahman et al. (2021) also found no relationship between organizational culture and employee loyalty. Meanwhile, studies that support the influence of organizational culture on loyalty were conducted by Ayunda et al. (2022), Mantovani et al. (2022), and Manikotama et al. (2021). The third research gap is based on the study by Daga (2021), which found that employee welfare had a negative but not significant effect on job loyalty. Similarly, Pahriyatul (2017) found that economic welfare and service-based employee welfare did not have a significant partial effect on employee loyalty. Meanwhile, studies that support the influence of welfare on loyalty were conducted by Manafe et al. (2022), Gultom et al. (2021), Widhanti et al. (2024), and Habib & Aji (2020).

Based on the background described above, the researcher deems it necessary to conduct a study entitled, "The Influence of Organizational Commitment, Organizational Culture, and Employee Welfare on Employee Loyalty at the Prosecutorial Commission of the Republic of Indonesia (KKRI)."

METHODS

This study employs a survey method as the primary approach for data collection. The survey method was chosen because it effectively describes the characteristics of a population based on data obtained from a representative sample. The aim of using this method is to gather factual information regarding the influence of organizational commitment, organizational culture, and employee welfare on employee loyalty within the Prosecutorial Commission of the Republic of Indonesia (KKRI).

The survey method is deemed relevant to address the research questions, which focus on employees' opinions, perceptions, and experiences regarding the variables being studied. In practice, data was collected through questionnaires that were distributed directly to respondents who were part of the research population. The questionnaire consisted of items measured on an ordinal scale using a Likert scale to capture attitudes, perceptions, and evaluations of each indicator variable.

The population of this study consisted of all employees working at the Prosecutorial Commission of the Republic of Indonesia. Based on the data obtained, the total population was 40 individuals. Given the relatively small number (less than 100), the sampling technique

used was saturated sampling, whereby the entire population was used as the research sample. Thus, all 40 respondents were used as the primary data sources for this study.

This research was specifically conducted at the KKRI office located in South Jakarta. This location was selected because KKRI is the institution that forms the focus of the employee loyalty issue described in the research background. The study aimed to uncover the factors that significantly influence employee loyalty in the context of a government organization.

The analytical model used in this research was multiple linear regression analysis. This model was selected because it allows for the examination of the effect of more than one independent variable on a single dependent variable. In this case, the independent variables studied included organizational commitment (X1), organizational culture (X2), and employee welfare (X3), while the dependent variable was employee loyalty (Y). The model is used to determine the direction of the relationship, the magnitude of the effect, and the significance of these relationships, both simultaneously and individually.

The general formula used in the multiple linear regression is:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon,$$

where Y is employee loyalty, α is the constant, β represents the regression coefficients for each independent variable, and ε is the error term. To define and operationalize each variable, the study relied on theoretical definitions from established experts. The independent variables consist of three elements: organizational commitment, organizational culture, and employee welfare. Organizational commitment is measured through three dimensions: affective commitment, normative commitment, and continuance commitment. Organizational culture is measured using indicators such as innovation, result orientation, concern for employees, and accuracy. Meanwhile, employee welfare is assessed through indicators such as sick leave, workplace accidents, subjective well-being, physical discomfort, and mental fatigue.

The dependent variable in this study is employee loyalty. Loyalty is measured through six indicators, namely compliance with regulations, responsibility, willingness to cooperate, sense of belonging, interpersonal relationships, and enjoyment of work. All these indicators were included in the questionnaire instrument, which was tested for validity and reliability before being used for the main data collection. After the data was collected, the next step was to conduct descriptive statistical analysis to identify the distribution of respondents based on demographic and response frequencies. Classical assumption tests were then carried out to verify the suitability of the regression model, including tests for normality, multicollinearity, and heteroscedasticity. Finally, hypothesis testing was conducted to determine the effect of each independent variable on the dependent variable, both partially (t-test) and simultaneously (F-test).

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 40 respondents who are employees of the Prosecutorial Commission of the Republic of Indonesia (KKRI). The use of a saturated sampling technique was deemed

appropriate due to the relatively small population size, allowing for comprehensive representation of all employees in the data collection process.

In terms of gender distribution, the respondents consisted of 50% male and 50% female employees, with 20 individuals each. This indicates a balanced gender composition within the institution, allowing for an equitable representation of perspectives across genders. With respect to age, the majority of respondents were aged 30–39 years, accounting for 37.5% (15 individuals), followed by those aged 40–49 years at 30% (12 individuals), and 50 years and above at 20% (8 individuals). Respondents under the age of 30 made up 12.5% (5 individuals). This distribution reflects a workforce largely composed of mature and mid-career personnel.

In terms of educational background, 62.5% (25 individuals) of respondents held a bachelor’s degree, while 25% (10 individuals) held a diploma, and 12.5% (5 individuals) possessed a master’s degree. This highlights a predominantly undergraduate-educated workforce with a reasonable proportion of employees at the postgraduate level. Length of service varied, with 45% of employees (18 individuals) having served between 5 to 10 years, 30% (12 individuals) having worked less than 5 years, and 25% (10 individuals) with more than 10 years of tenure. These figures indicate a solid distribution across early-, mid-, and long-term employment durations within the organization. In terms of employment status, 75% (30 individuals) of respondents were permanent employees, while the remaining 25% (10 individuals) were employed on a contractual basis. The predominance of permanent staff suggests a relatively stable employment environment at KKRI.

The demographic profile of respondents provides a relevant contextual basis for analyzing the relationships between organizational commitment, organizational culture, employee welfare, and employee loyalty. The diversity in age, education, tenure, and employment status ensures that the research findings are grounded in a broad representation of organizational realities.

Validity Test

Table 2. Results of Validity Test for the Organizational Commitment Variable (X1)

Validity Test			
Statement	r_{count}	r_{table}	Remarks
Statement 1	0.655	0,3120	Valid
Statement 2	0.531	0,3120	Valid
Statement 3	0.720	0,3120	Valid
Statement 4	0.816	0,3120	Valid
Statement 5	0.534	0,3120	Valid
Statement 6	0.686	0,3120	Valid
Statement 7	0.632	0,3120	Valid
Statement 8	0.645	0,3120	Valid
Statement 9	0.513	0,3120	Valid
Statement 10	0.723	0,3120	Valid
Statement 11	0.710	0,3120	Valid

Validity Test			
Statement	r_{count}	r_{table}	Remarks
Statement 12	0.798	0,3120	Valid

Table 3. Results of Validity Test for the Organizational Culture Variable (X2)

Validity Test			
Statement	r_{count}	r_{table}	Remarks
Statement 1	0.726	0,3120	Valid
Statement 2	0.779	0,3120	Valid
Statement 3	0.899	0,3120	Valid
Statement 4	0.842	0,3120	Valid
Statement 5	0.866	0,3120	Valid
Statement 6	0.689	0,3120	Valid
Statement 7	0.776	0,3120	Valid
Statement 8	0.721	0,3120	Valid

Table 4. Results of Validity Test for the Employee Welfare Variable (X3)

Validity Test			
Statement	r_{count}	r_{table}	Remarks
Statement 1	0,625	0,3120	Valid
Statement 2	0,764	0,3120	Valid
Statement 3	0,856	0,3120	Valid
Statement 4	0,645	0,3120	Valid
Statement 5	0.666	0,3120	Valid
Statement 6	0,721	0,3120	Valid
Statement 7	0.846	0,3120	Valid
Statement 8	0,865	0,3120	Valid
Statement 9	0,821	0,3120	Valid
Statement 10	0,774	0,3120	Valid
Statement 11	0.732	0,3120	Valid
Statement 12	0,708	0,3120	Valid
Statement 13	0.644	0,3120	Valid
Statement 14	0,826	0,3120	Valid
Statement 15	0,646	0,3120	Valid
Statement 16	0,632	0,3120	Valid
Statement 17	0,696	0,3120	Valid
Statement 18	0,534	0,3120	Valid

Table 5. Results of Validity Test for the Loyalty Variable (Y)

Statement	Validity Test		Remarks
	r _{count}	r _{table}	
Statement 1	0,711	0,3120	Valid
Statement 2	0,824	0,3120	Valid
Statement 3	0,854	0,3120	Valid
Statement 4	0,844	0,3120	Valid
Statement 5	0,861	0,3120	Valid
Statement 6	0,706	0,3120	Valid
Statement 7	0,813	0,3120	Valid
Statement 8	0,832	0,3120	Valid
Statement 9	0,808	0,3120	Valid
Statement 10	0,871	0,3120	Valid
Statement 11	0,544	0,3120	Valid
Statement 12	0,741	0,3120	Valid
Statement 13	0,729	0,3120	Valid
Statement 14	0,810	0,3120	Valid
Statement 15	0,794	0,3120	Valid

Based on the results presented in Tables 2 through 5, it is evident that all items in the research instrument for each variable—Organizational Commitment (X1), Organizational Culture (X2), Employee Welfare (X3), and Employee Loyalty (Y)—have met the validity criteria. This is demonstrated by the fact that all calculated correlation coefficients (r-count) exceed the critical value of r-table, which is 0.3120. This indicates that each item shows a significant and valid relationship with the total score of its respective variable. Therefore, it can be concluded that all questionnaire items are valid. As a result, the instrument used in this study is appropriate for data collection, and the data obtained are suitable for further statistical analysis.

Reliability Test

Table 6. Reliability Test

Variable	Cronbach Alpha	N of Item	Remarks
Organizational Commitment	0.874	12	Reliable
Organizational Culture	0.911	8	Reliable
Employee Welfare	0.946	18	Reliable
Loyalty	0.955	15	Reliable

Based on the results shown in Table 6, all research variables meet the reliability criteria, as indicated by their respective Cronbach's Alpha values exceeding the threshold of 0.70. The variable Organizational Commitment has a Cronbach's Alpha of 0.874 with 12 items, Organizational Culture has 0.911 with 8 items, Employee Welfare records a high reliability score of 0.946 with 18 items, and Loyalty has the highest reliability score at 0.955 with 15

items. These findings demonstrate that all constructs used in the questionnaire are internally consistent and reliable for further analysis.

Classical Assumption Test

Normality Test

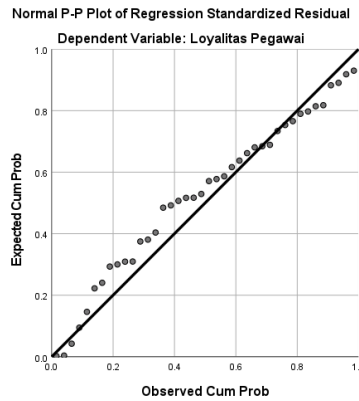


Figure 2. Normality Test Results

Based on Figure 2, it can be observed that the points are scattered around the diagonal line and follow the direction of the diagonal, indicating that the residual data in this study are normally distributed.

Multicollinearity Test

Table 7. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Commitment	.887	1.127
	Organizational Culture	.842	1.187
	Employee Welfare	.921	1.086

a. Dependent Variable: Loyalty

The results of the multicollinearity test for each independent variable, as presented in Table 7, show that the VIF values are less than 10 and the tolerance values for each independent variable are greater than 0.1. This indicates that the study is free from multicollinearity issues.

Heteroscedasticity Test

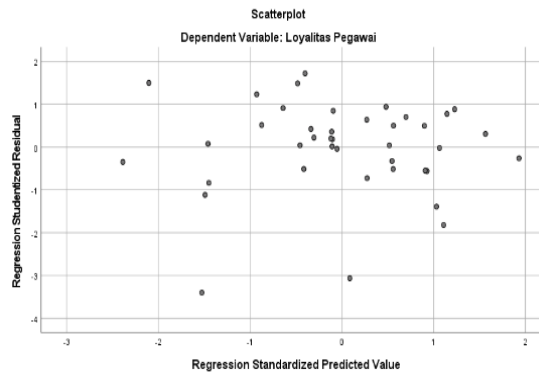


Figure 3. Heteroscedasticity Test

Based on Figure 3 above, it can be seen that the points are randomly scattered, do not form a specific pattern, and are evenly distributed both above and below the line. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity, indicating that the regression model is appropriate for use in this study.

Multiple Linear Regression

Table 8. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-13.715	12.384		-1.108	.275
Organizational Commitment	.659	.219	.365	3.013	.005
Organizational Culture	.658	.240	.342	2.749	.009
Employee Welfare	.279	.104	.320	2.690	.011

a. Dependent Variable: Loyalty

The regression equation in this study is as follows:

$$Y = -13.715 + 0.659 KO + 0.658 BO + 0.279 KP$$

The results of the regression equation are as follows:

- a. The constant value is -13.715, which means that the regression value of Employee Loyalty (Y) at the Prosecutorial Commission of the Republic of Indonesia (KKRI) is -13.715 when not influenced by the variables of Organizational Commitment, Organizational Culture, and Employee Welfare.
- b. The regression coefficient for the Organizational Commitment variable (X1) is 0.659 with a positive sign (+). This indicates that an increase of 1 unit in Organizational Commitment will result in an increase in Employee Loyalty by 0.659 units at KKRI, assuming the other independent variables remain constant. Organizational Commitment shows a t-value of 3.013 with a significance level (p-value) of 0.005. Since the p-value is less than 0.05, it can be concluded that organizational commitment has

a positive and statistically significant effect on employee loyalty. This implies that higher levels of commitment within the organization are associated with increased loyalty among employees

- c. The regression coefficient for the Organizational Culture variable (X2) is 0.658 with a positive sign (+). This implies that an increase of 1 unit in Organizational Culture will lead to an increase in Employee Loyalty by 0.658 units at KKRI, assuming the other independent variables remain constant. Organizational Culture has a t-value of 2.749 and a significance level of 0.009. Similar to the previous variable, the p-value is also below the 0.05 threshold, indicating a significant and positive influence of organizational culture on employee loyalty. A strong and well-perceived organizational culture contributes significantly to fostering loyalty among personnel.
- d. The regression coefficient for the Employee Welfare variable (X3) is 0.279 with a positive sign (+). This shows that an increase of 1 unit in Employee Welfare will result in an increase in Employee Loyalty by 0.279 units at KKRI, assuming the other independent variables remain constant. Employee Welfare registers a t-value of 2.690 with a significance level of 0.011. Again, since the p-value is less than 0.05, the effect of employee welfare on loyalty is statistically significant and positive. This means that improvements in the welfare of employees are likely to lead to enhanced loyalty

Table 9. Results of Determination Coefficient Test

Model	Model Summary ^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.729 ^a	.531	.492	6.03387	1.853

a. Predictors: (Constant), Employee Welfare, Organizational Commitment, Organizational Culture
 b. Dependent Variable: Loyalty

Based on the results presented in Table 9, the coefficient of determination (R Square) is 0.531, indicating that 53.1% of the variation in employee loyalty can be explained by the independent variables: employee welfare, organizational commitment, and organizational culture. The adjusted R Square value of 0.492 suggests a strong level of explanatory power, even after accounting for the number of predictors in the model.

Table 10. F Test

Model	ANOVA ^a					
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1483.229	3	494.410	13.580	.000 ^b
	Residual	1310.671	36	36.408		
	Total	2793.900	39			

a. Dependent Variable: Loyalty
 b. Predictors: (Constant), Employee Welfare, Organizational Commitment, Organizational Culture

Based on the results presented in Table 10, the F test from the ANOVA analysis shows an F-value of 13.580 with a significance level (p-value) of 0.000. Since the significance value is less than 0.05, it can be concluded that the regression model is statistically significant. This means that the independent variables—Employee Welfare, Organizational Commitment, and Organizational Culture—jointly have a significant effect on the dependent variable, which is Employee Loyalty. In other words, the combination of these three variables is effective in explaining the variation in employee loyalty within the Prosecutorial Commission of the Republic of Indonesia.

Discussion

The Influence of Organizational Commitment on Employee Loyalty

Based on the results of data testing, it can be seen that Organizational Commitment has a positive and significant effect on Employee Loyalty at the Prosecutorial Commission of the Republic of Indonesia (KKRI). This indicates that an increase in Organizational Commitment can enhance Employee Loyalty. The standardized coefficient (β) value for Organizational Commitment is 0.365 or 36.5%, which falls into the strong category. This means that Organizational Commitment can explain 36.5% of the variance in Employee Loyalty, while the remaining 63.5% is explained by other factors not examined in this study. Furthermore, the positive relationship between Organizational Commitment and Employee Loyalty shows that the higher the employees' level of commitment to the organization—such as a sense of responsibility, emotional loyalty, and active involvement—the higher their loyalty to the organization. This indicates that employees who have pride and a strong attachment to the organization tend to be more loyal and supportive of achieving organizational goals. These findings are supported by research conducted by Mantovani et al. (2022), Rosadianto et al. (2024), Syofian and Waliamin (2022), and Muhammad et al. (2024), which state that organizational commitment has a positive and significant influence on loyalty.

The Influence of Organizational Culture on Employee Loyalty

Based on the results of data testing, it can be seen that Organizational Culture has a positive and significant effect on Employee Loyalty at the Prosecutorial Commission of the Republic of Indonesia (KKRI). This shows that strengthening Organizational Culture can improve Employee Loyalty. The standardized coefficient (β) value for Organizational Culture is 0.342 or 34.2%, which is categorized as strong. This means that Organizational Culture can explain 34.2% of the variance in Employee Loyalty, while the remaining 65.8% is explained by other factors not examined in this study. Organizational Culture is an important element that encompasses the values, norms, habits, and behaviors implemented within the organization. These results indicate that the implementation of a positive Organizational Culture can encourage employees to be more loyal to the organization. This includes a culture of inclusivity, collaboration, and support for personal and professional development. The positive Beta value shows that the stronger the Organizational Culture, the higher the level of Employee Loyalty. A good organizational culture can create a comfortable work atmosphere, a sense of belonging, and emotional attachment of employees to the organization. These findings are also supported by research conducted by Ayunda et al.

(2022), Wicaksono (2021), Manikotama (2021), and Tirtadidjaja & Sarudin (2022), which state that organizational culture has a positive and significant effect on loyalty.

The Influence of Employee Welfare on Loyalty

Based on the results of data testing, it can be seen that Employee Welfare has a positive and significant effect on Employee Loyalty at the Prosecutorial Commission of the Republic of Indonesia (KKRI). This indicates that improvements in Employee Welfare—whether in terms of economics, facilities, or work-life balance—can significantly increase Employee Loyalty. The standardized coefficient (β) value is 0.320 or 32%, which is considered strong. This means that Employee Welfare can explain 32% of the variance in Employee Loyalty, while the remaining 68% is explained by other factors not examined in this study. Employee Welfare includes both financial compensation (salaries, allowances) and non-financial welfare (a conducive work environment, a sense of security, and supportive work facilities). These results indicate that employees who feel their welfare is being considered by the organization are more likely to be loyal, motivated, and exhibit better performance. The positive relationship between welfare and loyalty suggests that organizations that pay attention to the welfare needs of employees can strengthen their sense of belonging to the organization. This research is supported by studies conducted by Widhanti et al. (2024), Gultom et al. (2021), Habib and Aji (2022), and Manafe et al. (2022), which state that welfare has a positive and significant effect on loyalty.

The Influence of Organizational Commitment, Organizational Culture, and Employee Welfare Simultaneously on Employee Loyalty

Based on the results of the ANOVA F-test, it is known that the F value is 13.580 with a Sig. (p-value) of 0.000. This significance value is below the 0.05 threshold, indicating that the result is statistically significant. Thus, there is sufficient evidence to conclude that the variables Organizational Commitment (X1), Organizational Culture (X2), and Employee Welfare (X3) collectively have a significant effect on the Employee Loyalty variable (Y). This means that changes in the combination of the three independent variables have a real effect on employee loyalty. These results show that the regression model involving Organizational Commitment, Organizational Culture, and Employee Welfare as predictors is a valid model for predicting Employee Loyalty. The practical implication is that management should pay attention to strengthening organizational commitment, enhancing organizational culture, and improving employee welfare in organizational policy and strategy planning, as these three factors collectively contribute significantly to increasing employee loyalty.

CONCLUSION

Based on the research findings and discussion, it can be concluded that organizational commitment, organizational culture, and employee welfare each have a positive and significant effect on employee loyalty at the Prosecutorial Commission of the Republic of Indonesia (KKRI). Individually and collectively, these three variables contribute significantly to enhancing loyalty among employees. Organizational commitment, reflected in emotional attachment and responsibility, encourages greater dedication. A positive organizational

culture fosters a collaborative and engaging work environment, while employee welfare, encompassing both financial and non-financial aspects, plays a vital role in reinforcing a sense of belonging and motivation. Theoretically, future research is encouraged to incorporate additional relevant variables such as leadership, job satisfaction, motivation, and work environment to gain deeper insights. Researchers may also consider employing qualitative or mixed-method approaches, expanding the scope to other institutions or sectors, and applying more advanced analytical tools like Structural Equation Modeling (SEM) to explore direct, indirect, mediating, or moderating effects. Practically, it is recommended that organizations strengthen employee commitment through transparent career development and recognition systems, foster a strong and positive organizational culture through leadership modeling and team engagement activities, and enhance welfare programs by reviewing compensation, improving facilities, and offering work-life balance initiatives. Furthermore, there should be synergy among the three factors through internal audits, employee satisfaction surveys, and coordinated HR strategies to sustain employee loyalty and organizational performance.

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