

THE ROLE OF ORGANIZATIONAL CULTURE TO BUILD EMPLOYEE LOYALTY

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THE ROLE OF ORGANIZATIONAL CULTURE TO BUILD EMPLOYEE LOYALTY

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Abstract: *This research has a purpose for the role of organizational culture in the company to build a loyalty to the employees of the Power Generation Company (PPL) in the city of Sidoarjo. In this study using descriptive qualitative analysis method using data collection techniques chosen by the author in the form of interviews, observations and document studies. The research informants were seven employees of the company. The results of the study show that the role of organizational culture in PPL is able to build employee loyalty through the "AKHLAK" (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) culture, and is balanced with the application of "SIAP" (Service Oriented, Integrity, Active Learning and Professional) corporate values. With this organizational culture, it will unite every employee of the company and can also foster a sense of employee loyalty to the company.*

Keywords: *Organizational Culture, Employee Loyalty, Organization*

1. Introduction

Each company has a distinctive cultural characteristic. A crisis and challenges sometimes make companies need to re-evaluate some values or practical tools. An organizational culture can be destroyed when a crisis hits, and employees change jobs too quickly. Companies must always be ready when there are employees who resign suddenly (Soegandhi et al., 2013). Due to this is a deficiency for the company in terms of human resource development. Human resources are the most special factor in helping the company to achieve a goal. Therefore, companies need to pay more attention to human resources so that they become sources that are able to compete with other companies (Qorfianalda & Wulandari, 2021).

The definition of organizational culture is a belief held by every individual which has an impact on the achievement of an organizational goal that has been previously designed. Organizational culture can help the company in terms of placing itself with external forces; of surely this can pose a challenge for the company. The application of the right organizational culture will give a positive trend towards employee loyalty to the company (Muliati, 2020).

Culture can also influence each individual in understanding various kinds of events, and can influence preconceived plans to organize and retain information. Today's business world is growing faster and faster. This can affect changes in organizational culture in a particular company. Therefore, companies are encouraged to create and have an organizational culture as a characteristic and differentiator from other similar organizations. Organizational culture is a major factor in creating a comfortable work environment so that employee performance can increase.

Through this research, researchers want to focus on how the role of organizational culture on employee loyalty in Perusahaan Pembangkit Listrik (PPL) in Sidoarjo. Company employees

strive to provide the best service, so that this can be a positive reciprocity and add value to both consumers and the company. This must always be applied and carried out, because consumers do not only look at the quality of the products offered, but also the way the company provides the best service to consumers. The attitude and behavior of these employees is a form of hard work in building employee loyalty to help the company achieve common goals.

PPL located on Jl. Raya Juanda Airport no.17 Sidoarjo focuses on providing services in the field of electricity, especially in the Java and Bali areas. Over time, the company began to expand its business into power plant operation and maintenance services. PPL company has also compiled several corporate values that are expected to be implemented by all company employees, namely the "SIAP" value (*Service Oriented, Integrity, Active Learning and Professional*). SIAP has several meanings including: (1) *Services oriented*, namely how employees provide the best service in order to get a sense of loyalty from customers, (2) *Integrity* is a necessity for employees to accept and implement all the norms that have been applied by the company, (3) *Active learning*, namely the ability of employees to find places that are used as media for learning or deepening knowledge. In addition to this, employees can also use the place to get an advantage, (4) *Professional* is how employees use existing resources to achieve the goals and expectations targeted by the company. Through these corporate values, it is hoped that employees will also be able to work by implementing and implementing the existing corporate cultures, namely the "AKHLAK" culture.

Several previous studies have analyzed the role of organizational culture to build employee loyalty. This proves that the importance of the role of organizational culture can affect employee loyalty to the company.

Previous research by Darmawan et al., (2021) with the aim of research to observe how the influence of organizational culture on employee loyalty in educational institutions Rahfidz Rie Dzilalil Qur'an (RTQ) Srengsreng. Researchers used quantitative methods. The results obtained from this study indicate that there is a positive and significant influence between the application of organizational culture to employee loyalty at the Tahfidz Fie Dzilalil Qur'an (RTQ) House Education Institution.

Furthermore, previous research by Evania (2021) with the aim of research to analyze whether organizational culture plays an important role in forming a loyalty of PT MLM employees. The researcher used descriptive qualitative analysis. The results of the study show that the role of an organizational culture at PT MLM is able to build employee loyalty through a culture of quality, innovation, trustworthiness, friendliness, and expertise that is applied by all employees of the company.

Then the previous research by Putra et al., (2019), this study aims to determine the effect of organizational culture compensation and job satisfaction on the loyalty of GO-JEK online driver employees in Bali. The method used by the researcher is the method of multiple linear regression analysis and utilizes a random sample. The results obtained from this study are "compensation, organizational culture and job satisfaction partially had a positive and significant effect on employee loyalty GO-JEK drivers in Bali", the sentence explains that compensation, organizational culture and job satisfaction partially have a positive influence and significant to the loyalty of GO-JEK online driver employees in Bali.

Based on the exposure of several previous studies, the researcher will review in more detail the application of organizational culture to employee loyalty at PPL in the city of Sidoarjo.

Theoretical Review

1. Organizational culture

According to Gunawan (2017), to achieve the success targets that have been previously planned, companies really need to think about what things can improve organizational performance factors, where this can advance organizational culture and help form employee loyalty to the company. Organizational culture is able to coordinate and unite members of the organization with the rules, values, norms and codes of ethics. When someone has a goal to enter an organization, it usually has an identity or cultural background and also different characteristics. According to Abdussamad (2015), in creating the behavior of each member of the organization, it is felt that organizational culture is one of the characteristics that make up an organization. Of course, this cannot be separated from belief, values and customs as elements forming a culture. Organizational culture is the characteristics, functions, roles, and values of the organization. The prevailing organizational culture in the company is able to unite members. This is because the organizational culture in the company is implemented well. Organizational culture is also a challenge for employees so that they can be accepted as members of the company (Evania, 2021).

According to Widjaja et al., (2021), the definition of organizational culture is a reflection of the surrounding environment, beliefs, norms, and values owned by each member of the organization which is used as a guide in shaping their function. According to Hermanto (2014), states that the organizational culture that exists in the company can be seen from how the company manages the company's management by involving company owners in providing input to deal with and overcome any problems faced by employees and the company. Wiradinata & Mustamu (2013) states that organizational culture can be described as a set of values, assumptions, beliefs that are all believed to be true by a group of people, then integrate with each other and create a complete organizational culture. A company has a very strong characteristic of being results-oriented. Some characteristics such as thoroughness, stability, aggressiveness, and risk taking are completely influenced by salary. Compensation is one of the strategies that companies need to implement and pay close attention to in appreciating the work of their employees. Because the provision of compensation can make employees survive, eager to work, and can increase employee loyalty to the company. the amount of compensation provided by the company is also very influential. Because the higher the compensation given, the higher the employee's performance (Zamayah, 2017).

From the explanation above, it can be concluded that organizational culture is a certain characteristic that is owned by each member and employee. This is clearly seen in the behavior, norms, and allegations related to the integrity of each organization in carrying out their work. Organizational culture is part of one of the company's strategies in achieving a certain goal.

2. Employee Loyalty

Kumala (2015) argues that loyalty is an attitude of fully devoting oneself to a person, organization, or company. The loyalty of employees to the company is a very valuable asset for every company. Therefore, companies need to treat employees as well as possible. According to Asyifa (2016), over time, as well as the satisfaction felt by employees, this will indirectly foster a sense of employee loyalty to the company slowly forming. Employee loyalty will be easier to create if the members feel that they fit into the existing organization.

Loyalty is one of the reasons a person stays on the side of a certain person even though his position is being threatened. Loyalty has a dominant character with emotional because not always the quality of loyalty requires a rational explanation. According to Nuriyah & Azizah

(2021), loyalty is the main thing that must be owned by employees. This loyalty will have an impact on the implementation process and the process of completing employee tasks. The trust given by the company to employees will also be carried out well. If all of these things are carried out properly, then the company's goals can be immediately obtained in accordance with the previously designed mission. According to Valentino (2016), employee loyalty is a form of loyalty of an employee to the company where this loyalty is expressed by always faithfully providing good things for the company.

Kurniawan (2019) states that loyalty is not defined as an employee's sense of loyalty to the company only, but loyalty can also be described as a feeling that makes an employee consider himself a part of the company. It is intended that employees can work as much as possible. Employees who manage to survive should obey the regulations set by the company because it has become an obligation in accordance with applicable norms. However, loyalty must also be related to the company's commitment because of the emotional involvement with the company.

A company is said to be successful and advanced if in every company activity it is fully supported by a high attitude of employee loyalty. A loyalty will create an attitude of loyalty and responsibility of good employees. If the company can coordinate employees well and regularly, then this can facilitate and facilitate the company in achieving the company's wishes that have been previously targeted (Yanuresta & Rismawati, 2021).

Every employee is also required to be able to always maintain the good name of the company. A company that has a high number of employee turnover shows that employee loyalty that occurs in the company is very low. One of the factors that cause low employee loyalty to the company is because there is an error at the time of accepting new employees. If the company experiences low loyalty, then this is a warning for the company to conduct self-introspection, especially regarding what factors might be the cause of this happening. It is natural for company leaders to provide good and correct examples to employees in terms of carrying out work, looking neat and attractive with good attitude and speech. Loyalty is the impact of one's loyalty to individuals, organizations, and companies. This will create a sense of self-sacrifice in order to defend the other party. Loyalty will make a person forget the limitations in work, as well as the amount of wages earned in order to achieve maximum results. And this explanation is sufficient to describe how important employee loyalty is to the company (Lumingkewas et al., 2019).

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2. Research Method

This research used a qualitative descriptive research methodology. Qualitative descriptive method is a research method based on the ideology of post positivism (Sugiyono, 2016). Researchers can find out the indications that occur by interviewing the informant concerned with a certain indication. The researcher will interview several employees who have sufficient tenure and experience in a company, so that the information obtained will be more accurate.

Researchers will use several data including primary and secondary data according to Umar (2018) which can be explained: (1) Primary data, where the data is obtained through observation and interviews. Interviews were conducted with several employees of a PPL company. (2) Secondary data is data obtained from companies related to the company.

The number of informants who participated as many as seven people who will be taken from each part of the company, including representatives from senior staff, representatives from

team leaders, representatives from maintenance, representatives from cleaning services, representatives from drivers, representatives from security, and representatives from gardeners.

3. Results and Discussion

3.1. Results

Characteristics of Organizational Culture in PPL companies in Sidoarjo

a. Innovation and Risk Taking

The character of organizational culture that defines innovation and risk taking is when an organization continues to provide an encouragement to each of its employees to always be ready and brave to accept various kinds of risks (Widjaja et al., 2021). Every organizational culture that is applied must have certain rules in carrying out every action within an organization. Likewise, the application of organizational culture in the PPL company located in Sidoarjo.

According to several company employees (Novi, Alif, Hadi, Alvin, Andi, Riza, and Yoyok), the seven employees agreed to give an opinion that the organizational culture established at the PPL company plays an important role in building harmony between employees. The company applies cultures that are still and must be adhered to by each employee in the company. These cultures are "AKHLAK" cultures. AKHLAK itself consists of: *Amanah* (trustworthy), *Kompeten* (competent), *Harmonis* (harmonious), *Loyal* (loyal), *Adaptif* (adaptive), and *Kolaborasi* (collaborative). Through a culture of trust, it is hoped that every employee can uphold the trust given by the company. To be competent, employees are expected to continue to learn and develop capabilities. For harmony, employees are expected to care for each other and respect the differences with one another. Loyal, is intended so that employees can be more dedicated and prioritize the interests of the nation and state. Adaptive, intended so that employees also continue to innovate and increase enthusiasm in moving or facing change. And the last is collaborative, it is hoped that employees can always build synergistic cooperation.

b. Stability

The characteristic of organizational culture that defines stability is when the company places more emphasis on efforts aimed at maintaining in comparison with growth (Widjaja et al., 2021). In the process of maintaining, of course, an employee needs a motivation.

According to several company employees (Novi, Alif, Hadi, Alvin, Andi, Riza, and Yoyok), the seven employees agreed to give their opinion that motivation in organizational culture is very much needed in the company. This is because no matter how small the motivation that is obtained and given will be able to create a social energy for employees. This of course aims to encourage employees to each other. Optimal performance will be easier to achieve when employees get justice for each other. Every employee also needs to get a motivation and encouragement so that employees can be more motivated to do and complete their tasks in the office. Motivation is needed by the company because it can be a positive energy for every employee in carrying out the work and duties of each employee. The performance of a company will be influenced by a motivation. A person's motivation can also be influenced by the attitudes, behavior and actions of the leader. This can happen if the company can identify clearly what the needs and abilities of employees are. The level of ability and good work motivation will be an influence in good performance. Motivation in organizational culture will also make every employee more confident in his ability to complete his work. *"Yeah, motivation is needed because motivation can provide positive energy to every employee in carrying out their respective jobs and duties"*

Based on the explanation above, it can be concluded that motivation is able to influence a person in any way, including in terms of carrying out his work. No matter how small the motivation received will give a person high self-confidence and be able to provide enthusiasm so that performance improvements can be easily achieved.

c. Team Orientation

The characteristic of organizational culture that defines team orientation is a task that is done in groups and not individually (Widjaja et al., 2021). Organizational culture is a philosophy that is used as a guideline that can bind employees with established company regulations. By setting some of these regulations, as a result, the company's leadership and employees will be tied to each other, and a behavior will emerge in accordance with the company's vision, mission, and strategy.

According to several company employees (Novi, Alvin, Riza and Yoyok), the four employees agreed to give their opinion that organizational culture has a major impact on the performance results of each employee. The organizational culture applied is able to unite every member to work in accordance with the existing culture in the company, including by developing the rules applied by the company. The rule is "SIAP" which means service oriented, integrity, active learning and professional. Organizational culture is also able to make employees understand how to practice an organizational culture at work. *"Organizational culture can unite all employees, both permanent and outsourcing employees, and jointly implement the values applied in the company, namely SIAP"*.

According to the explanation of one of the company's drivers named Andi, *"organizational culture is able to influence employee performance results"*.

According to (Alif and Hadi), they both agreed to give an opinion that organizational culture will have a positive impact on every employee of the company. With an organizational culture, employees will feel at peace in completing their work, and increase employee performance. *"Organizational culture will have a positive impact on employees which will affect the way employees work for the better."*

Based on some of the explanations above, it can be concluded that the application of organizational culture in the company can have an impact both for the company and for the employees. With the implementation of this organizational culture can also unite and create a good relationship between employees of the company.

d. Attention to Details

The characteristic of organizational culture that defines attention to detail is a sense of the company's desire for employees to be able to show accuracy, analysis, and attention to detail (Widjaja et al., 2021).

In the opinion of (Andi and Novi), the two employees stated that organizational culture plays a direct role in providing identity and also creates a commitment to each employee. *"Organizational culture plays a role in providing identity and creating commitment to employees"*.

According to the opinion of (Hadi, Alvin, Riza, and Yoyok) the four employees stated that the organizational culture contained in the PPL company has a function as a determinant of employee boundaries in behavior, providing encouragement to each company employee to try to work as much as possible than before, and can foster a commitment to be more concerned with the common interest than individual interests. *"Organizational culture acts as a guide in attitude"*

and behavior, and fosters employee commitment that the common interest is more important than individual interests".

According to Alif, as one of the company's cleaning services, explained that the organizational culture found in PPL companies plays an active role as a determinant of direction to determine what is good to do or what is not good to do.

Based on some of the explanations above, it can be concluded that the function and role of organizational culture indirectly brings every employee to maintain the good name of the company. Through the functions and roles of the organizational culture, employees will obey the regulations that have been set by the company by behaving well and politely towards others. And this organizational culture can be used as a guideline for every employee in carrying out their work wherever they are.

e. Aggression

The characteristic of organizational culture that defines aggressiveness is when the company expects employees to be competitive and ambitious compared to being relaxed (Widjaja et al., 2021). The company also hopes that employees can show aggressiveness and ambition in terms of work, both male employees and female employees.

Based on the presentation (Novi, Hadi, Alif, Riza, Alvin, Andi and Yoyok) the seven of them stated that in the role of organizational culture, the performance of male and female employees was the same. All employees work in a balanced manner. Both male employees and female employees have their respective duties which are considered good by their superiors. *"I think the performance of all employees has gone well and in an orderly manner".*

From the explanation above, it can be concluded that all employees, both male and female, have carried out and completed their work well. And each employee has their own dose of work.

f. Orientation on Human Resources

Characters in organizational culture that describe orientation to human resources are provisions that have been taken by management as an action to rethink the impact that will be received by employees in the company from the results of decisions that have been taken (Widjaja et al., 2021).

Based on the explanations (Novi, Hadi, Alif, Riza, Alvin, Andi and Yoyok) the seven of them stated that the company always helps provide the best solutions in every problem that occurs. The company provides facilities and equipment that are considered sufficient to support continuity in work. The company also conducts special trainings for employees. This is done in order to create more competent employees. Every month the company's management will evaluate all employees. Evaluation is carried out to find out how far the employees have worked so far. And the company also invites all employees to jointly find solutions in dealing with and anticipating various problems that occur in the company. As the company provides services in electricity, PPL in Sidoarjo always provide integrated solutions for power plants and other industrial utilities. This is also supported by competent, experienced resources with certificates of expertise and tools for assembly and disassembly, measurement, calibration, online maintenance, assessment and repair. The company also regularly holds certified trainings which of course is aimed at creating competent employees. *"Management will routinely evaluate the performance of employees whether their performance is in accordance with procedures or not".*

From the explanation above, it can be concluded that by providing the required facilities, providing solutions to employees, and holding several certified trainings, it will be able to help

the company to evaluate several things that might affect the company's running in the company's operational management process for the long term. In creating a business opportunity, human resources are the main element that must be owned and considered by the company.

g. Results Orientation

The characteristic of organizational culture that defines results orientation is when company management is more concerned with results than processes in achieving results (Widjaja et al., 2021). According to the opinion of one of the company's staff named Novi stated that, every year the company conducts an evaluation by holding competitions in every unit of the company. This evaluation is carried out so that employees both in the company unit and at the head office are more enthusiastic and more active in their work.

According to (Hadi, Alif, Andi, Alvin, Riza, and Yoyok) the six of them stated that the company annually gives bonuses in the form of money. The bonus is one of the appreciations given by the company to its employees. This is very influential on employees. Because with the bonus, the employees are even more enthusiastic about working, and the employees feel that their efforts have been appreciated by the company. *"The company will provide solutions to problems that occur in the company. The company also always provides facilities and equipment to support work, routinely evaluates employees, and the company will provide bonuses in the form of money or vouchers "*.

Based on the explanation above, it can be concluded that all forms of company appreciation are very influential on every employee. This can foster self-confidence and high enthusiasm in completing their work. Through the appreciation given, it can also foster a sense of commitment and increase employee loyalty to the company.

Loyalty of Employees of PPL Companies in Sidoarjo

a. Responsibility

Responsibility is the effort of an employee in completing his duties properly, correctly and on time (Widjaja et al., 2021). Employees are also required to have the courage to accept all the risks and consequences of the actions that employees take and decide. The case found in the PPL company in Sidoarjo on the indicator of responsibility, namely, where each sub-directorate, each unit, each section and each employee has responsibilities according to their respective jobdesk.

According to (Novi, Alif, Hadi, Andi, Alvin, Riza, and Yoyok) the seven of them are of the opinion that every main task in each department within the company will be monitored by a team leader. After going through a team leader, then heading to the head of the department as material to evaluate the results of the work done by each employee. The team leader will submit the results of the employee work reports to the company leadership representatives for evaluation every month. A team leader will accommodate all complaints, all problems and needs needed by each employee. These complaints will later be submitted to the company management for follow up. *"The management will conduct an evaluation of employees every month.*

From this explanation, it can be concluded that it is necessary to evaluate the performance of each employee. This can make employees more responsible for their work. With this work evaluation, it will create a sense of loyalty to the main tasks of each employee.

b. Obedience

Compliance is an employee's ability to comply with all applicable regulations in the company (Widjaja et al., 2021). In every company there must be an organizational culture, where

the organizational culture set in the company does not only apply to organizational communication, but there are also certain criteria and special requirements that are desired and set by the company. According to (Novi, Alif, Hadi, Andi, Alvin, Riza, and Yoyok) the seven of them are of the opinion that the employee criteria that are felt to be needed by the company are someone who obeys the rules set by the company, someone who is responsible for both work and company, someone who is time disciplined where they know when it's time to work, when it's time to rest, and when it's time to go home. *"Employees who have a high sense of responsibility towards their work, are willing to work as a team, are able to comply with all company regulations, and are time disciplined"*.

Based on the explanation above, it can be concluded that determining the criteria for prospective employees is very important and affects the sustainability of the company. A company will succeed in achieving a certain goal if the company fully gets the support of its employees. And if all employees carry out the organizational culture contained in the company well, then this will certainly make it easier for the company to achieve company goals.

c. Integrity

Integrity is an employee's ability to disclose, acknowledge, and provide information and news according to what has happened (Widjaja et al., 2021). The better the way employees work, the resulting loyalty will also be better. Great employee loyalty can provide benefits for the company. According to one of the staff of a PPL named Novi, the implementation of organizational culture on employee loyalty in PPL companies has a positive impact, both for employees and the company. The existence of awards given by the company to employees of course it will build a sense of responsibility of employees towards their work, and make employees more loyal to the company. Employees will feel that their efforts and hard work has not been in vain. Awards given to employees will have a major impact on employee productivity. This is because employee productivity will increase following the amount of compensation received.

According to (Alif, Hadi, Andi, Alvin, Riza, and Yoyok) the six of them argue that employees will feel more valued and cared for by giving awards to employees, both monetary and non-monetary rewards. *"Employees will be more responsible for their work, and employees will be more loyal to the company based on the awards given by the company"*.

Based on the explanation above, it can be concluded that organizational culture has a major influence on employee loyalty. Because by giving awards to employees, they indirectly feel bound by the company. And this makes employees provide reciprocity in the form of loyalty to the company.

3.2. Discussion

Impact of Organizational Culture Implementation on Employee Loyalty in PPL Companies in Sidoarjo

²⁰ According to Jayanti & Wati (2019), the higher the level of employee loyalty will foster a sense of employee loyalty to the company and the trust given, so that they can complete the task optimally in order to achieve the targets set by the company.

Table 3. Characteristics of Organizational Culture and Loyalty Indicators

Characteristics of Organizational Culture	Loyalty Indicator
Innovation and risk taking	Integrity
Stability/stability	Responsibility
Team orientation	Obedience
Attention to details	Responsibility
aggressiveness	Responsibility
Result orientation	Responsibility
Orientation on human resources	Responsibility

Source: Researcher Processed Data, 2022

Based on the summary of table 3, it can be concluded that with the implementation of organizational culture at the PPL company in Sidoarjo, which the *first* defined innovation and risk taking, the company's employees will become more integrity, develop and innovate more in developing the company, especially in the electricity sector while maintaining a culture of company, namely the culture of "AKHLAK". The *second*, defined in stability which has an impact on company employees becoming responsible for their respective jobs. With the motivation given both by the company and among employees, it can give them enthusiasm, self-confidence, and improve their performance even better. The *third* is defined orientation to the team that has an impact on employee compliance. This is because the organizational culture applied to the company is able to unite every employee to work well again in accordance with applicable regulations, and jointly develop the "SIAP" value found in PPL companies in Sidoarjo. *Fourth*, it is defined that attention to detail matters that have an impact on employees becoming more responsible. This is because the application of organizational culture at the PPL company in Sidoarjo is able to encourage employees to further improve performance so that it is completed properly and better than before. The *fifth* is defined as aggressiveness which has an impact on company employees for more responsibility and trust given by the company. Both male employees and female employees have their respective duties, and they are responsible for their work. *Sixth*, it is defined as a result orientation that has an impact on employees for responsibility because the appreciation given by the company to employees will foster self-confidence and high enthusiasm in completing their respective jobs, and provide maximum work results. And the *seventh* defines an orientation on human resources that has an impact on employees, namely in the form of responsibility. With the company regularly holding certified trainings, as well as evaluating the company's employees, this can spur the performance of employees to compete with each other to be the best and they are responsible for their work.

4. Conclusion

The role of organizational culture found in PPL companies in Sidoarjo when viewed from several characteristics of organizational culture, namely: innovation and risk taking, stability/stability, team orientation, attention to details, aggressiveness, results orientation, and orientation on human resources.

The above characteristics as a whole have been implemented and run well and neatly at the PPL in Sidoarjo. The cultures and values contained in the company have also been implemented properly. A motivation is needed by employees in uniting all employees to implement the organizational culture that exists in the company. The company also feels that it is very necessary to carry out regular evaluations of employees, because this can foster a sense of

responsibility for employees towards their work. In addition, this monthly evaluation also makes the company aware of what is going on in the company, and what problems are happening.

For employee loyalty in PPL companies in Sidoarjo, there are three indicators including: compliance, responsibility, and integrity applied to PPL companies. The seven characteristics of organizational culture has a relationship with employee loyalty indicators. Integrity indicators are related to the character of innovation and risk taking. There are five characters, namely stability, attention to detail, aggressiveness, results orientation, orientation to human resources related to responsibility, while the characteristics of team orientation are related to compliance.

If we look back at the relationship between organizational culture and employee loyalty, it is indeed related to each other. Loyalty has a dominant character with emotional because not always the quality of loyalty requires a rational explanation. Employee loyalty is really needed by the company, because it can affect the achievement of a certain goal. And in providing compensation and bonuses, the company must also be fair in its distribution, because this can affect employee morale, can bind employees not to change places of work, and can make employees more loyal to the company.

a. Implication

Table 4. Implications

Indicator	Implication
Innovation and Risk Taking	By properly implementing the "AKHLAK" culture in PPL companies in Sidoarjo, it can affect the courage of employees to innovate and take every risk they face. To achieve maximum results, it is hoped that employees will be able to obey and implement a culture of trust, competence, harmony, loyalty, adaptability, and collaboration.
Stability/Stability	The motivation given by the company to employees has a considerable influence on employee performance. Employees with high motivation will have better work performance than employees with moderate or low levels of motivation. The company is expected to be able to provide all forms of motivation to employees in various ways according to the company's ability to attract the hearts of its employees.
Team Orientation	There is an interaction between the application of organizational culture and cooperation between employees. It is hoped that there will be cooperation between employees and the company by applying the "SIAP" value to PPL companies in Sidoarjo. With this, it is also expected that the company and employees can work together to find the best solution in achieving the company's goals.
Attention to Details	With the implementation of organizational culture properly, it is hoped that the organizational culture can be a guideline and boundaries for employees in determining how to behave properly, giving encouragement to employees to work better, and can foster a commitment to be more concerned with the common interest compared to the interests of the community/individual.
Implications	of Aggressiveness at work does not necessarily make male

aggressiveness	and female employees compete negatively. With the aggressiveness at work, it is hoped that both male employees and female employees can work together and compete in a healthy manner in order to achieve a maximum achievement.
Results Orientation	The appreciation given to the company is good enough in the form of money and shopping vouchers. With a fair and equitable distribution of bonuses, it will further support employee performance for the better. If there is no nominal difference in giving bonuses, the level of employee loyalty will be higher.
Orientation on Human Resources	The company's concern for employees directly has an influence on the results of the company's employee performance. It is hoped that the company will provide adequate facilities, as well as conduct an evaluation every month, can make employees more active in their work and can realize a promising business opportunity.

b. Limitations

There are limitations that are still felt by researchers, in the process of collecting data and information through interviews with informants, there are still some informants who present answers based on sources on the internet, as well as the tendency of some informants to see answers from other informants.

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