

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE LOYALTY: A STUDY OF ABC COMPANY IN CHINA^{*}

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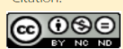
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Abstract

This study investigated the relationship between organizational culture and employee loyalty at ABC Company, a tool-making enterprise in China. The research employed total population sampling, inviting all 129 employees to participate, and utilised a structured questionnaire as the primary instrument. The questionnaire assessed four types of organizational culture—power-oriented, role-oriented, achievement-oriented, and support-oriented—together with employee loyalty, measured on a 5-point Likert scale. Reliability testing confirmed internal consistency, with Cronbach's alpha values exceeding 0.70 for all constructs. Data were analysed using multiple regression analysis. The findings revealed that organizational culture significantly influences employee loyalty. Support-oriented culture exerted the strongest positive effect on loyalty ($\beta = 0.2994$, $p = 0.005$), while role-oriented culture demonstrated a modest positive effect ($\beta = 0.0622$, $p = 0.005$). Conversely, power-oriented culture ($\beta = -0.1254$, $p = 0.030$) and achievement-oriented culture ($\beta = -0.1825$, $p = 0.037$) negatively

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affected loyalty. The regression model accounted for 45.6% of the variance in employee loyalty ($R^2 = 0.456$). These results suggest that supportive and structured organizational cultures enhance employee commitment, whereas an excessive emphasis on power and achievement may diminish loyalty. The study provides practical implications for managers in the machinery parts industry, underscoring the importance of fostering a positive organizational environment to strengthen employee loyalty and ensure sustainable organizational success.

Keywords: Organizational Culture, Employee Loyalty, Support-Oriented Culture, Power-Oriented Culture, Machinery Parts Industry

Introduction

Organizational culture is the special character of a company. A scholar named Serpa (2016) says it is the shared way that people think and act in their workplace. It is often described in a simple way as how things are done around here (Mashile et al., 2019). This culture is made of important values, beliefs, and habits that all employees share. These shared things act like a social glue that holds the company together (Mashile et al., 2015; Kamkankaew et.al., 2025a). New employees learn the company's culture from its leaders and their coworkers. These people help to shape the work environment (Willcoxson & Millett, 2000). Because culture helps employees understand their jobs and how to do their work, it is a very important topic for managers in human resource management to study.

The type of culture in a company has a big impact on the happiness of its employees. A positive culture helps employees feel happy, supported, and ready to do good work. For example, some cultures give employees many resources, such as tools and chances to learn new things (Wijethilake, Upadhaya & Lama, 2023). A culture that focuses on people and encourages teamwork also helps employees feel very satisfied with their jobs (Davies et al., 2000). When

employees feel their company supports and values them, they are more likely to be committed to the company's goals (Wijethilake et al., 2023). However, a demanding culture can create a lot of stress. This can happen from too much work or feeling that a job is not secure. This kind of negative workplace can make employees unhappy. For this reason, it is very important for companies to build a supportive culture for all their workers.

A good organizational culture is also very important for keeping employees loyal to the company (Kamkankaew et.al., 2025b). Many studies show that a company's culture is a big reason why employees decide to stay or leave their jobs (Mashile et al., 2019). A supportive culture makes employees feel cared for, so they are less likely to look for a new job. In contrast, a culture that has too much control can make good employees want to leave. A positive culture that feels like a family can help employees work together well and learn from each other. This helps the whole company to improve (Oh & Han, 2020). Human resource management can use culture as a tool to find and keep the best employees. Therefore, building a strong and positive organizational culture is a key step to increase employee loyalty and help a company succeed.

Although previous studies have explored the relationship between organizational culture and employee loyalty, the findings remain inconclusive and context-specific. Some research highlights the positive influence of support-oriented and role-oriented cultures, while others show negative or limited effects of power-oriented and achievement-oriented cultures. However, there is still limited evidence on how these cultural dimensions interact in different industries and national settings, particularly in tool-making companies in China. Moreover, most studies rely on general assumptions of organizational culture without addressing how specific cultural patterns influence loyalty under varying business conditions. This gap suggests the need for further investigation to provide a

clearer understanding of the role of organizational culture in shaping employee loyalty in diverse contexts.

Employee loyalty is very important for a company to do well. This is especially true for the machinery parts industry in China, which has strong competition. This research will study a company called ABC company. The main goal is to understand the connection between the organizational culture at this company and the loyalty of its employees. Many studies show that a good culture makes employees more loyal (Thomas, 2022; Hoang Hien & Tuan, 2023). However, not much research has been done in tool-making companies in China. This study will fill this gap in research. The results can help managers at ABC company and other similar companies understand how to create a better work environment. A better workplace can make employees more loyal, which helps the company save money and perform better in the long term.

Objectives

This research aims to exam the relationship of organizational culture on employee loyalty of ABC company Precision Tools (Shanghai) Co. Ltd

Literature Review

Employee loyalty

The research from different scholars shows a clear picture of employee loyalty. Matzler & Renzl (2006) state that loyalty is the result of employee satisfaction and trust. Other researchers agree that feeling happy at work is very important. For example, Phuong & Vinh (2020) and Meschke (2021) both explain that job satisfaction is a key reason for loyalty. Qi et al. (2024) add that a good work-life balance also makes employees more loyal. This loyalty is seen when employees decide to stay with a company for a long time, which Long et al. (2012) call low turnover. As Maksim & Sliwicki (2025) describe, this is an

employee's choice to stay, and it includes a feeling of commitment and attachment. Loyal employees work hard and share their knowledge, which helps the company succeed. Therefore, all these scholars show that employee loyalty comes from a good work environment where employees feel trusted, supported, and happy in their jobs.

Power-orientated culture

A power-oriented culture has a complex relationship with employee loyalty. This type of culture, described as bureaucratic by Ericsson (2018) and Razali et al. (2018), is where leaders hold most of the power and the workplace has many rules. This can have a negative effect. Research by Manetje & Martins (2009), Umemezia & Osifo (2021), and Mikušová, Klabusayová & Meier (2023) shows that a strong power culture can lower the emotional connection employees feel for their company. This can lead to job dissatisfaction, which makes employees want to leave. However, the connection is not always negative. For instance, Umemezia & Osifo (2021) also found that this culture can increase loyalty because employees feel they have an obligation to stay. Additionally, studies by Razali et al. (2018) and Mikušová, Klabusayová & Meier (2023) discovered a positive link, suggesting that the clear structure and rules can give employees a sense of security. This stability can make workers feel comfortable and want to remain with the company. Therefore, while a power-oriented culture can damage emotional loyalty, it may also support a different kind of loyalty by providing a secure and predictable work environment.

Drawing on the findings of the above literature review (Ericsson, 2018; Razali et al., 2018; Manetje & Martins, 2009; Mikušová, Klabusayová & Meier, 2023; Umemezia & Osifo, 2021; Razali et al., 2018; Manetje & Martins, 2009; Umemezia & Osifo, 2021; Mikušová, Klabusayová & Meier, 2023), the researcher formulates the following hypothesis:

H1: Power-oriented culture is significantly associated with employee loyalty.

Role-orientated culture

A role-oriented culture has a positive relationship with employee loyalty. This type of culture is about clear rules and procedures in the workplace and is also called a bureaucratic culture (Razali et al., 2018; Ericsson, 2018). Studies have found that this structured environment helps increase loyalty. For instance, a study by Razali et al. (2018) showed that a bureaucratic culture positively impacted the loyalty of hotel employees. Similarly, Manetje & Martins (2009) found that a role culture was significantly connected to employee commitment in a South African company. The reason for this is that a role-oriented culture provides stability and clarity, which makes employees feel secure. When employees have a clear job description and understand the rules, it reduces confusion (Manetje & Martins, 2009). A strong culture also gives employees a shared identity and values, which can improve their performance (Susanto & Priowidodo, 2025). This sense of fairness and security makes employees feel valued, so they are more likely to stay with the company for a long time (Suharti & Suliyanto, 2012). Therefore, a well-managed role-oriented culture is important for creating a loyal and dedicated workforce.

Drawing on the findings of the above literature review (Razali et al., 2018; Ericsson, 2018; Manetje & Martins, 2009; Suharti & Suliyanto, 2012; Susanto & Priowidodo, 2025; Razali et al., 2018; Manetje & Martins, 2009; Suharti & Suliyanto, 2012; Susanto & Priowidodo, 2025), the researcher formulates the following hypothesis:

H2: Role-oriented culture is significantly associated with employee loyalty.

Achievement-orientated culture

An achievement-orientated culture has a complex effect on employee loyalty. This type of culture, which focuses on reaching goals, is also called a

rational culture (Ericsson, 2018; Manetje & Martins, 2009). Many studies show a positive link. For example, Razali et al. (2018) found that a similar innovative culture positively impacts loyalty. Also, an achievement culture is connected to affective commitment, which is an emotional attachment (Umemezia & Osifo, 2021), and normative commitment, which is a feeling of duty (Mikušová, Klabusayová & Meier, 2023). This means employees feel more connected to the company. However, the relationship can also be negative. A study by Mikušová, Klabusayová & Meier (2023) found a negative link between an achievement culture and employees' emotional feelings. This can happen when leaders are too demanding (Al-Qassabi & Don, 2025). Therefore, while an achievement-orientated culture can increase loyalty by focusing on success, it must also be supportive to keep employees happy and committed.

Drawing on the findings of the above literature review (Manetje & Martins, 2009; Hoang Hien & Tuan, 2023; Ericsson, 2018; Razali et al., 2018; Umemezia & Osifo, 2021; Mikušová, Klabusayová & Meier, 2023; Al-Qassabi & Don, 2025; Manetje & Martins, 2009; Ericsson, 2018), the researcher formulates the following hypothesis:

H3: Achievement-oriented culture is significantly associated with employee loyalty.

Support-orientated culture

A support-oriented culture has a strong, positive effect on employee loyalty. This type of culture is based on mutual trust and is very people-oriented, focusing on teamwork and encouragement (Bamidele, 2022; Al-Qassabi & Don, 2025). Many studies confirm this positive link, finding that supportive cultures significantly increase employee commitment and loyalty (Alvi et al., 2014; Ericsson, 2018; Mikušová, Klabusayová & Meier, 2023; Suharti & Suliyanto, 2012). This happens because the culture supports the needs of employees, which makes them feel valued and recognized (Hoang Hien & Tran Thanh Tuan, 2023).

A supportive culture builds loyalty mainly through trust and job satisfaction. When a company is honest, it helps employees trust their leaders and coworkers (Xiong et.al, 2016; Matzler & Renzl, 2006), and this trust leads to more loyalty (Melian-Alzola & Martin-Santana, 2020). Also, this culture improves job satisfaction, which creates a better relationship between the employee and the company, resulting in higher loyalty (Asiedu, 2015; Turkyilmaz et al., 2011). Therefore, creating a supportive workplace is a key way for companies to build the trust and satisfaction that leads to loyal employees.

Drawing on the findings of the above literature review (Bamidele, 2022; Al-Qassabi & Don, 2025; Razali et al., 2018; Xiong et al., 2016; Hoang Hien & Tran Thanh Tuan, 2023; Alvi et al., 2014; Mbayongli & Placide, 2021; Mikušová, Klabusayová & Meier, 2023; Suharti & Suliyanto, 2012), the researcher formulates the following hypothesis:

H4: Support-oriented culture is significantly associated with employee loyalty.

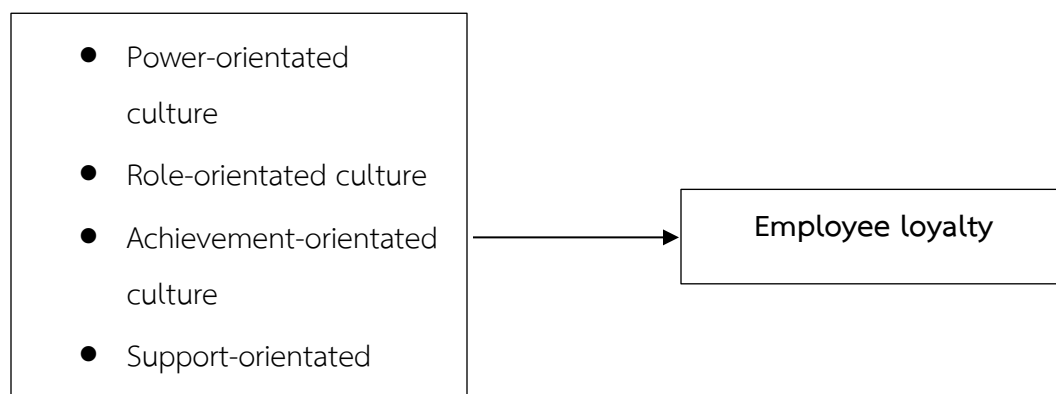


Figure 1 Conceptual framework

Methodology

Population and Sampling

According to Etikan (2016), a good way to do research with a small group is to study everyone in the group. This study looks at all the workers at ABC Company. The company is in the Jiading District in Shanghai, and it has 129 workers. Because the number of workers is small, this research will use total population sampling, which is a kind of purposive sampling. This means the study will include all 129 workers. This is the best method because it helps to get information from every person. When all workers take part, the results of the study are more correct and show a true picture of the company. Therefore, every worker at the company will be invited to join the research.

Research Instrument

This study used a questionnaire as the main tool to get data from employees at ABC company. The questionnaire was designed to measure organisational culture and employee loyalty. The questions were written in simple and clear language so that every employee could understand them. The questionnaire was divided into different parts. Each part asked about one important topic for the research. All the questions used a 5-point rating scale, which is also called a Likert scale. This scale lets employees show how much they agree or disagree with a statement. The choices on the scale were (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree. Using this scale helps to collect data that is easy to analyse.

The different parts of the questionnaire were developed using ideas from many scholars. The part on power-orientated culture was based on the work of Ericsson (2018), Razali et al. (2018), and Manetje and Martins (2009). The part on role-orientated culture used ideas from scholars like Suharti and Suliyanto (2012) and Susanto and Priowidodo (2025). For the achievement-orientated culture section, the questions were developed from the ideas of Manetje and Martins

(2009) and Razali et al. (2018). The part about support-orientated culture was based on the work of Bamidele (2022) and Al-Qassabi and Don (2025). Finally, the section on employee loyalty was developed using ideas from scholars such as Matzler and Renzl (2006), Long et al. (2012), and Qi et al. (2024). This method made sure that the questions were based on good academic research.

The questionnaire was checked carefully before it was used. First, the advisor reviewed all questions to make sure they were clear and correct for the study. The researcher made changes based on the advisor's advice. Second, the language was made simple so all employees could understand it. Third, a pilot test was done with 15 employees. Their feedback helped to make the final questionnaire better. Fourth, a reliability test was done using Cronbach's alpha. The test showed that all parts of the questionnaire were reliable because the scores were all above 0.70. The scores were 0.762 for Employee Loyalty, 0.795 for Power-Oriented Culture, 0.722 for Role-Oriented Culture, 0.842 for Achievement-Oriented Culture, and 0.838 for Support-Oriented Culture. This means the questionnaire was consistent and good for collecting data.

Data Collection

For data collection, the researcher used both primary and secondary data. To get primary data, the researcher gave a printed questionnaire to all 129 employees at the company. The researcher collected the questionnaires at the company to make sure many employees returned them. For secondary data, the researcher used information from the company's website, books, and academic journals. This was done to get more information about the company and the research topic. Using two types of data helps make the study's findings more reliable.

Data Analysis

To analyse the data, the researcher will use statistical tests to check the research hypotheses. These tests will show the relationship between organisational culture and employee loyalty. The study will use Pearson

correlation to measure how strong this relationship is. Simple linear regression will also be used to find out if organisational culture can predict employee loyalty. The results from these tests will help the researcher to accept or reject the study's hypotheses. Moreover, normality, multicollinearity, autocorrelation testing will present in the next section.

Results

This section is for the second research objective, which is to check the relationship between organizational culture and employee loyalty at ABC company. This part shows the analysis for hypothesis testing. It starts with a normal distribution test to check if the data can be used for more analysis. Then, it uses correlation, multicollinearity, and regression tests to check the relationships between the variables.

Normal Distribution Testing

Table 1 gives the results for the normal distribution test of the data. The test looked at employee loyalty and the different types of organizational culture. The mean scores for all variables are high, from 3.70 to 4.14, which shows that respondents gave positive answers. The standard deviation for each variable is low, with all values below 0.777. This means the answers from people were not too spread out. According to George and Mallery (2024), the numbers for skewness and kurtosis should be between +2 and -2 for the data to be normal. In this study, the skewness values (from -1.040 to 0.711) and most kurtosis values (from 0.529 to 2.180) are within this correct range. These results show the data has a normal distribution, so it is good for further analysis.

Table 1 The results of the analysis of Normal Distribution Testing

Variables	\bar{X}	S.D.	SW	KR
Employee Loyalty (Y_EMY)	3.73	0.678	-1.040	0.849
Power-Oriented Culture (POC)	3.90	0.677	-0.1270	2.180
Role-Oriented Culture (ROC)	3.92	0.766	-1.040	0.666
Achievement-Oriented Culture (AOC)	3.70	0.777	-0.818	0.529
Support-Oriented Culture (SOC)	4.14	0.298	0.711	1.850

Correlation Analysis and Multicollinearity Testing

Table 2 shows the results of the correlation test. Employee loyalty has a positive relationship with all four types of organizational culture. The strongest connection is with support-oriented culture ($r = 0.637$). This shows that employees are more loyal when the company supports them. The other culture types also have a strong and positive connection to employee loyalty. All the relationships are significant, which means the results are reliable. A test was also done to check for multicollinearity. This test checks if the variables are too similar to each other. According to Hair et al. (2010), the VIF scores should be less than 10. The VIF scores in this study are all between 1.150 and 2.470. This means there is no multicollinearity problem. Therefore, all four culture types can be used for more analysis.

Table 2 The results of Correlation Analysis and Multicollinearity Testing

	Y_EMY	POC	ROC	AOC	SOC	VIF	Tolerance
Y_EMY	1.000						
POC	0.577**	1.000				1.150	0.867
ROC	0.501**	0.542**	1.000			1.440	0.696
AOC	0.518**	0.559**	0.620**	1.000		2.470	0.405
SOC	0.637**	0.671**	0.771**	0.738**	1.000	2.290	0.436

** A significant at the 0.01 level

The Result of Hypothesis Testing

Table 3 shows the results of the multiple regression analysis. This test helps to see how the four types of organizational culture affect employee loyalty. The results show that the model is good for explaining employee loyalty. The R-squared value is 0.456. This means that the four culture types together can explain 45.6% of why employees are loyal. The F-value is 25.80, and it is significant ($p < 0.001$). According to Field et.al. (2013), this means the model is statistically significant and useful.

The results for each culture type are also in the table. Support-oriented culture has the biggest positive effect on employee loyalty ($\beta = 0.2994$, $p = 0.005$). Role-oriented culture also has a small positive effect ($\beta = 0.0622$, $p = 0.005$). However, power-oriented culture ($\beta = -0.1254$, $p = 0.030$) and achievement-oriented culture ($\beta = -0.1825$, $p = 0.037$) have a small negative effect. All these results are statistically significant. The Durbin-Watson value is 1.17, which checks if the data has an autocorrelation problem.

Table 3 Multiple Regression Results

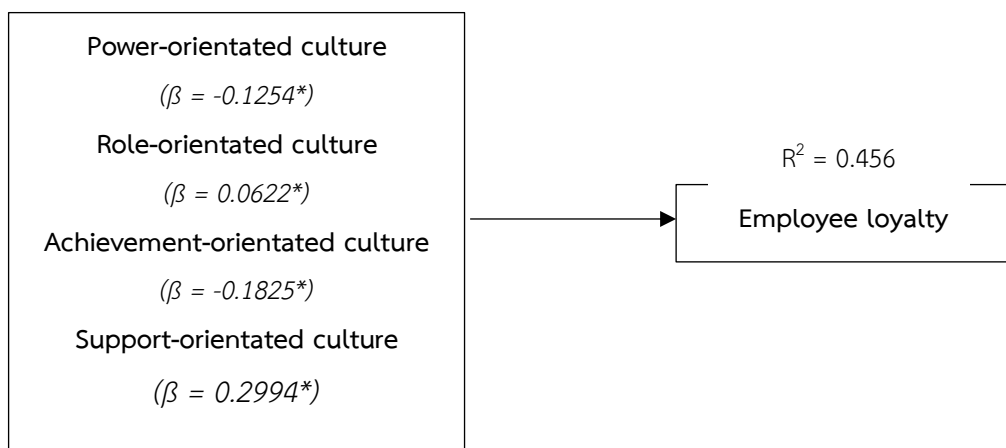
Independent Variable	Dependent Variable: Y_EMY				
	b	Std. Error	β	t	Sig.
	0.231	0.6427	-	0.359	0.420*
POC	0.196	0.1624	-0.1254	1.207	0.030*
ROC	0.200	0.1695	0.0622	1.874	0.005*
AOC	0.544	0.1924	-0.1825	0.038	0.037*
SOC	0.499	0.1007	0.2994	1.951	0.005*
R = 0.675, R ² = 0.456, Adjusted R ² = 0.436, F = 25.80, p = < 0.001, Durbin-Watson = 1.17					

Based on the table 3, the researcher can draw the regression equation as
Unstandardized Coefficients:

$$Y_{EMY} = 0.231 + 0.196_{(POC)} + 0.200_{(ROC)} + 0.544_{(AOC)} + 0.499_{(SOC)}$$

Standardized Coefficients:

$$Z_{YEMY} = -0.1254_{(ZPOC)} + 0.0622_{(ZROC)} - 0.1825_{(ZAOC)} + 0.2994_{(ZSOC)}$$



* A significant at the 0.05 level

Figure 2 Multiple Regression Results

Table 4 The Result of Hypothesis Testing

Hypothesis	Coefficients	Result
H1: Power-oriented culture has a significant relationship with employee loyalty.	-0.1254*	Accepted
H2: Role-oriented culture has a significant positive relationship with employee loyalty.	0.0622*	Accepted
H3: Achievement-oriented culture has a significant relationship with employee loyalty.	-0.1825*	Accepted
H4: Support-oriented culture has a significant positive relationship with employee loyalty	0.2994*	Accepted

* A significant at the 0.05 level

Discussion

The result of the study supports the first hypothesis (H1) that power-oriented culture has a significant relationship with employee loyalty. This culture is common in organizations where leaders have strong control and authority, and the environment is formal with clear rules and responsibilities (Ericsson, 2018; Razali et al., 2018). Manetje and Martins (2009) explain that this culture can create order and predictability, which gives employees a sense of stability. However, the findings show that the relationship is negative, meaning strong use of power may reduce emotional loyalty. Research by Razali et al. (2018), Umemezia and Osifo (2021), and Mikušová, Klabusayová, and Meier (2023) found that employees are more loyal when they have freedom to express ideas and join in decision-making, while top-down control may lower satisfaction and increase turnover. At the same time, some studies, such as Umemezia and Osifo (2021), suggest that power-oriented culture can increase normative commitment, where employees stay out of duty even if they lack emotional connection. Razali et al. (2018) and Mikušová, Klabusayová, and Meier (2023) also note that a rule-based system can

give comfort to those who value stability. This shows that power-oriented culture can have both positive and negative effects, depending on the type of loyalty and the values of the employees.

The result supports the second hypothesis (H2) that role-oriented culture has a significant positive relationship with employee loyalty. This shows that when employees work in a structured environment with clear rules and responsibilities, they are more likely to remain committed to the organization. In this culture, employees know their duties and what the company expects, which creates a workplace that is organised and easy to understand (Razali et al., 2018; Ericsson, 2018). Manetje and Martins (2009) explain that this culture supports stability and efficiency, which increases satisfaction and trust. Studies also confirm that employees value predictability, authority, and emotional attachment when working in a role culture (Razali et al., 2018; Manetje & Martins, 2009). In addition, fairness and equality are important factors, as everyone follows the same rules and feels respected (Suharti & Suliyanto, 2012). Susanto and Priyowidodo (2025) add that a strong culture builds a shared identity and purpose, which makes employees feel part of a team. These findings show that role-oriented culture encourages loyalty by giving employees stability, fairness, and emotional connection to the organization.

The findings support the third hypothesis (H3) that achievement-oriented culture has a significant relationship with employee loyalty. This type of culture, also called rational culture, focuses on goals, performance, and productivity (Ericsson, 2018; Manetje & Martins, 2009). Employees are expected to work hard and reach targets, and when goals are clear and rewards are fair, they may feel proud and loyal to the organization (Hoang Hien & Tuan, 2023). However, the result of this study shows a negative beta value, which means the effect is not always positive. A strong focus on achievement can create pressure and stress, and if employees feel unrewarded, their loyalty may decrease. Previous studies by Razali et al. (2018), Manetje and Martins (2009), and Umemezia and Osifo

(2021) found that achievement-based culture can increase both affective and normative commitment, while Mikušová, Klabusayová, and Meier (2023) showed that a goal-driven culture supports loyalty when the environment is fair and positive. On the other hand, research also warns that too much pressure on performance may reduce emotional loyalty and make employees want to leave (Al-Qassabi & Don, 2025). This shows that achievement-oriented culture must be balanced. Organizations need to promote high performance while also giving support and recognition, so employees feel both productive and committed.

The result strongly supports the fourth hypothesis (H4) that a support-oriented culture has a significant positive relationship with employee loyalty. A support-oriented culture is based on trust, teamwork, and respect, where employees feel cared for by leaders and co-workers (Bamidele, 2022). In such a workplace, employees feel safe to share ideas and work closely with others (Al-Qassabi & Don, 2025). When the environment feels like a family, employees are happier and more comfortable, which makes them want to stay longer in the organisation (Razali et al., 2018). Studies also confirm that supportive cultures increase commitment and engagement, as employees feel valued and respected (Suharti & Suliyanto, 2012; Njugi & Nickson, 2014). Emotional support builds stronger connections between employees and the company, which is a key factor in loyalty (Mikušová, Klabusayová & Meier, 2023). Trust is also important, as employees who believe their leaders are honest and fair show higher cooperation and morale (Xiong et al., 2016; Matzler & Renzl, 2006). Job satisfaction plays a central role, because when employees are supported and respected, they are more satisfied and willing to stay (Asiedu, 2015; Turkyilmaz et al., 2011). Therefore, a support-oriented culture helps organizations keep loyal employees by creating trust, satisfaction, and a positive work environment.

Recommendation

Recommendation for the businesses

First, businesses should build a strong support-oriented culture in the workplace. This culture helps employees feel safe, respected, and valued. When employees receive help from their leaders and co-workers, they are more satisfied with their jobs. A friendly and trusting environment increases employee loyalty. Companies can do this by offering support programs, encouraging teamwork, and listening to employees' needs. Managers should show care and fairness in their actions. This will help workers feel more connected and willing to stay with the company for a long time.

Second, businesses should create a clear and structured role-oriented culture. This means giving every employee a clear job description and clear responsibilities. When employees know what to do and who to report to, they feel less confused and more focused. This type of culture also helps make the workplace fair and organized. Employees feel more secure when they understand their role and can follow the rules. A well-managed structure can build trust and make employees feel more loyal to the company.

Third, businesses should manage achievement-oriented culture carefully. This culture focuses on reaching goals and getting good results. It can increase employee loyalty when done in a fair way. However, if the pressure is too high or rewards are not equal, employees may feel unhappy. Therefore, managers should set fair goals and give rewards to those who perform well. At the same time, they should support their teams and avoid too much pressure. A balanced achievement culture can help workers stay motivated and loyal.

Finally, businesses should understand the effects of a power-oriented culture on employee loyalty. This culture depends on leaders making most decisions. Some employees may feel safe under strong leadership. But others may feel less free and less happy. Companies should use power carefully and

include employees in decision-making when possible. Leaders should also be open and fair. This will help improve emotional connection and loyalty. A good power culture is one that combines strong leadership with respect and trust for all employees.

Recommendation for Academic

For academic researchers, it is recommended to study more about how different types of organizational culture affect employee loyalty in various industries. Future research should compare power-oriented, role-oriented, achievement-oriented, and support-oriented cultures in different countries or job sectors. This can help scholars understand if the same culture works the same way in every place. Researchers should also use both qualitative and quantitative methods to get deeper insights. Interviews, surveys, and case studies can show how employees feel and what makes them loyal. This will help improve knowledge in the field and support better management practices.

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