

The Role Of Organizational Culture And Work Ethics On Employee Retention At The North Luwu District Dprd Office

Achmad Sambudi¹, Saharuddin², Andi Rizkiyah Hasbi³

¹Faculty of Economics and Business, University of Muhammadiyah Palopo, 91922, Indonesia

²Faculty of Economics and Business, University of Muhammadiyah Palopo, 91922, Indonesia

³Faculty of Economics and Business, University of Muhammadiyah Palopo, 91922, Indonesia

Corresponding Author Email: 201120161@student.umpalopo.ac.id

Abstract

This research aims to determine and explain the partial and simultaneous influence of the variables Organizational Culture and Work Ethics on employee retention at the Luwu Regency DPRD Office. This research uses a descriptive quantitative approach using a questionnaire instrument for data collection. The population in this study was 150 by determining the sample using the Slovin formula to obtain a sample size of 115 employees. The partial test results show that the Organizational Culture variable has a significant influence on Employee Retention as evidenced by the partial test results (significant T value $0.001 < \alpha = 0.5$) and calculated T value $3.372 > T$ table value 1.658. The partial test results for the Work Ethics variable have a significant influence on Employee Retention as evidenced by the results of the T (Partial) test. The significant value is $0.000 < \alpha$ value = 0.5 and the calculated T is $6.804 > T$ table 1.658. And the results of simultaneous testing produce that the variables Organizational Culture and Work Ethics together have a significant influence on Employee Retention as evidenced by the results of the F Test, namely a significant value of F $0.000 < \alpha$ value = 0.5 and obtained F count 183,085 > F table 3.16.

Keywords: Organizational Culture, Work Ethics, RetentionEmployee.

1. Introduction

Human resources have important roles and tasks for an organization to realize its goals. All problems that occur in the organization have a huge impact on employee retention. (Putra et al., 2021) states that retention is an effort to retain employees to remain in the organization in order to achieve the organization's goals. In order to achieve goals in accordance with the vision and mission, organizations must be able to retain employees for a long period of time. (Putra and Rahyuda, 2016) states that retaining employees is the duty and responsibility of the organization itself.

According to (Sedarmayanti and Rahadian, 2018) Basically, the definition of organizational culture is a characteristic that exists in a group and is used as a guide for their behavior and differentiates them from other groups. So it can be said that organizational culture is a set of behavioral norms and values that must be understood and obeyed by the group of people who adhere to it. Organizational culture usually involves all the experiences, expectations and all the values within it. Then this organizational culture will be reflected through their daily activities, for example starting from their interactions with other people, how they work and the expectations they want to achieve in the future.

According to (Stephenson and Bell, 2019) Organizational culture is a system of shared meaning that is shared by each member and is what differentiates a particular organization from other organizations. Meanwhile, according to (Joushan, Shindie Aulia, Syamsul,

Muhammad, Kartika, 2015)states that organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals.

Apart from organizational culture, work ethics also influence employee retention. According to(Budianto, Pongtuluran and Y, 2018)Ethics are beliefs about right and wrong actions, or good and bad actions, which influence other things. So, work ethics can be interpreted as a doctrine about work that is believed by a person or group of people to be good and right which manifests itself specifically in their work behavior.

Ethics is the study of moral problems and choices. Ethics comes from the Greek word (ethos) which means attitude, personality, disposition, character and belief in something.(Wulandari and Djakfar, 2022)With this definition, it can be interpreted that work ethics in an organization or organization has an important role in carrying out a work system to achieve the goals of an organization or organization. So when an organization or organization is able to implement good work ethics, this will have an impact on the organization's performance system and the achievements of that organization or organization.

The phenomenon observed at the DPRD Office of North Luwu Regency is an increase in employee retention which does not seem to be clearly explained. Since 2022, it has been recorded that the employee retention rate in this office has increased significantly. Although the exact cause of this increase is unknown, this phenomenon indicates the existence of factors that may influence employees' decisions to remain at the institution.

Apart from that, work ethics at the North Luwu Regency DPRD Office is also in the spotlight. Many employees appear to lack good ethics in carrying out their duties and responsibilities. This phenomenon can trigger questions related to work culture in the office environment and its influence on employee behavior.

Even though work ethics show weaknesses, the organizational culture in the office is considered quite good. This suggests that, although there are certain aspects that need improvement in individual behavior, the overall organizational culture can be considered a positive force. There may be efforts on the part of management to create a work environment that is conducive and supports developmentemployee, which in turn can contribute to high retention rates. Therefore, further studies may be needed to understand the underlying dynamics of this phenomenon in more detail and depth.

Based on the background above, the author is interested in conducting research with the title The Influence of Organizational Culture and Work Ethics on Employee Retention in the DPRD Office of North Luwu Regency.

2. Methodology

In this research, a descriptive quantitative approach is used, the data analysis technique for this research uses multiple regression analysis techniques using the SPSS 25 analysis tool and the research used to collect data is a questionnaire. According to Sugiyono (2006:80) Population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be the focus of the study and then drawing conclusions about the sample from that population. The population of this study was all 150

employees at the North Luwu Regency DPRD office. To determine the number of samples, the Slovin formula is used as follows:

$$\text{Slovin's formula } n = \frac{N}{1+N\alpha^2} = \frac{150}{1+150(0,5)^2} = 115$$

Information: n = sample

N= population

α = error tolerance limit

Based on the Slovin formula calculation above, the number of samples taken was 115 people. According to (Sugiyono, 2011) in(Ariana, 2016)The sample is part of the number of characteristics possessed by the population. Sampling was carried out using probability sampling, namely the simple random sampling technique, simple random sampling or simple random sampling is the process of selecting sampling units in such a way that each sampling unit in the population has an equal chance of being selected for the sample.(Triasmoko et al, 2014).

3. Result and Discussion

3.1. Research result

The data analysis technique used in this research is instrument analysis, namely validity test, reliability test, multiple linear regression test, T test and F test to determine the influence of organizational culture (X1), work ethics (X2), on employee retention (Y). This method was tested using the SPSS 25 computer program. The influence of the independent variable on the dependent variable was tested using a confidence level of 90% or α of 10%.

Validity test

The validity test is used to find out whether the instrument used is valid, if the instrument is valid then it is suitable for use in research. If r calculated > r table with a significance level of 10% or 0.1 then the instrument is said to be valid.

Table 1. Validity Test Results

Validity Test of Organizational Culture Variables				
Items	R count	R table	Significant	Information
BO 1	0.814	0.1832	0,000	Valid
BO 2	0.831	0.1832		
BO 3	0.725	0.1832		
BO 4	0.777	0.1832		
BO 5	0.842	0.1832		
BO 6	0.853	0.1832		
BO 7	0.705	0.1832		
BO 8	0.762	0.1832		
Validity Test of Work Ethics Variables				
Items	R count	R table	Significant	Information
ET 1	0.672	0.1832	0.000	Valid
ET 2	0.765	0.1832		
ET 3	0.758	0.1832		
ET 4	0.777	0.1832		
ET 5	0.710	0.1832		
ET 6	0.525	0.1832		
ET 7	0.781	0.1832		
ET 8	0.661	0.1832		
ET 9	0.601	0.1832		

ET 10	0.894	0.1832		
Validity Test of Employee Retention Variables				
Items	R count	R table	Significant	Information
RK 1	0.664	0.1832	0,000	Valid
RK 2	0.718	0.1832		
RK 3	0.691	0.1832		
RK 4	0.530	0.1832		
RK 5	0.529	0.1832		
RK 6	0.615	0.1832		
RK 7	0.661	0.1832		
RK 8	0.529	0.1832		
RK 9	0.765	0.1832		
RK 10	0.794	0.1832		

Based on the table above, an instrument is said to be valid if $R \text{ count} > R \text{ table}$ at a significance level of 10% or 0.1 and if $R \text{ count} < R \text{ table}$ then the instrument is invalid. According to the results of the validity test above, all items obtained $R \text{ count} > R \text{ table}$, this shows that the items in the variables Organizational Culture, Work Ethics and Employee Retention have a correlation coefficient value greater than 0.1832. This shows that the calculated R is greater than the R table, so all items from the variable are valid.

4. Reliability Test

The aim of the reliability test is to determine whether the questionnaire shows consistency when measurements are carried out repeatedly using the questionnaire. The questionnaire is said to be reliable if Cronbach's alpha is > 0.6 .

Table 2. Reliability Test Results

Variable	Cronbach's alpha	Standard	Information
Organizational Culture (X1)	0.911	0.6	Reliable
Work Ethics (X2)	0.943	0.6	Reliable
Employee Retention(Y)	0.913	0.6	Reliable

Based on the reliability test results table above, it shows that the variables Organizational Culture (X1) 0.911, Work Ethics (X2) 0.943 and Employee Retention (Y) 0.913 are reliable because Cronbach alpha is greater than 0.6. So all instruments are said to be reliable.

5. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the magnitude of the influence between the independent (dependent) variables, namely Organizational Culture (X1), Work Ethics (X2) on the dependent (independent) variable, namely Employee Retention (Y).

Table 3. Multiple linear regression results

Coefficients ^a		
Model		Unstandardized Coefficients
		B
Total_a (Constant)		2,112
Total_X1 (Organizational Culture)		,371
Total_X2 (Work Ethics)		,618

a. Dependent Variable: Total_Y

Based on the table above, the following regression model is obtained:

$$Y = 2.112a + 0.371X1 + 0.618X2$$

From the equation above it can be concluded as follows:

1. The constant value obtained is 2.112, this result shows that if all independent (free) variables have a value of zero, then the Y value is 2.112.
2. If Organizational Culture X1 increases by one unit, then employee retention variable Y will increase by 0.371 units.
3. If the Work Ethics variable X2 experiences an increase or unit, then employee retention variable Y will increase by 0.618.

Based on the results above, it can be seen that the contribution of the independent variable to the dependent variable includes Organizational Culture (X1) 0.371, Work Ethics (X2) 0.618 so it can be concluded that the Work Ethics Variable (X2) has the greatest influence on the performance of agricultural instructors because it has a coefficient value The largest regression is 0.618 compared to the coefficient value of the Work Ethics variable (X1) of 0.371.

T Test (Partial)

The partial test is used to determine whether each or partially independent variable has a significant influence or not on the dependent variable. It is said to be significant if the significance value is < 0.1 and is said to be influential if T count $>$ T table.

Table 4. T test results (partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,112	2,047		1,032	,304
	Total_X1 (Organizational Culture)	,371	,110	,300	3,372	,001
	Total_X2 (Work Ethics)	,618	,091	,605	6,084	,000

a. Dependent Variable: Total_Y

Based on table 4. The T test above for the Organizational Culture variable (X1) shows that the significance value of t (0.001) is smaller than $\alpha = 0.5$, namely the significant value of $t < \alpha = 0.5$ and the calculated T is $3.372 >$ T table 1.658. So the hypothesis is accepted so it can be concluded that Organizational Culture (X1) can significantly influence employee retention (Y).

The T test for the Work Ethics variable (X2) obtained a significance value of t (0.000) smaller than $\alpha = (0.5)$, namely the significance value of $t (0.000) < \alpha$ value = 0.5 and T count $6.084 >$ T table 1.658. So the hypothesis is accepted so it can be concluded that Work Ethics (X2) can significantly influence employee retention (Y). From the overall results it can be concluded that the variables Organizational Culture (X1), Work Ethics (X2) have a significant influence on partial employee retention (Y).

F Test (Simultaneous)

The F test or joint or simultaneous test is used to determine whether the independent variable has a significant or simultaneous effect on the dependent variable, it is declared significant if the significance value is <0.5 and it is said to have a joint or simultaneous effect if $F_{count} > F_{table}$.

Table 5. F test (simultaneous)

ANOVA ^a						
Model		Sum of Squares	f	Mean Square	F	Sig.
1	Regression	3517.339		1758.670	183,085	,000b
	Residual	1075.843	12	9,606		
	Total	4593.183	14			
a. Dependent Variable: Total_Y						
b. Predictors: (Constant), Total_X2, Total_X1						

Based on table 5, the significance value f (0.000) is obtained. If the significance value of f (0.000) is smaller than $\alpha = 0.5$ (significant value of $f_{0.000} < \alpha_{value} = 0.5$) and the calculated f value is (183.085), then the calculated F is $183.085 > F_{table} 3.16$. By accepting the hypothesis, it can be concluded that there is a significant influence simultaneously between the independent variables Organizational Culture (X1) and Work Ethics (X2) on the dependent variable Employee Retention (Y).

3.2 Discussion

The Influence of Organizational Culture on Employee Retention

Based on the analysis results, it was obtained that Organizational Culture (x1) t value was $3.372 > t_{table} 1.658$ and the significant value was $0.001 < 0.5$. This shows that there is a significant influence of organizational culture (x1) on employee retention.

The research results also show that there is a relationship between organizational culture and employee retention. This is in line with the results of research conducted (Putra and Utama, 2018) obtained research results, namely that the various reasons cited regarding employees' decisions to stay were organizational culture, support from colleagues and superiors, growth opportunities, issues related to compensation, employee involvement activities, training and development, positive work environment and good working conditions. Sheridan, obtained the results that organizational cultural values will have a significant influence on retention rates. (Putra and Rahyuda, 2016) stated that culture is important in retaining employees.

(Hakim and Hadipapo, 2016) states that culture is important in retaining employees. There is a recent analysis from the Fortune organization that found that the attribute most associated with those in the top three rankings in an industry is "attracting and retaining people with impressive talent." The way these organizations do this is by taking their culture and values seriously, accepting the conclusion that organizational culture plays an important role in ensuring employee retention in the organization.

The Influence of Work Ethics on Employee Retention

Based on the results of the analysis, it was found that Work Ethics (x2) calculated a T value of $6.084 > T$ table 1.658 and a significant value of $0.000 < 0.5$. This shows that there is a significant influence of Work Ethics (x2) on Employee Retention (Y).

The results of this research are also the same as research conducted by (Ramadhan and Arifin, 2019) that Ethics can be understood as a rational statement (or expression) relating to the essence and basis of actions, correct decisions, and the principles underlying claims that these things are moral, praiseworthy, or reprehensible. Thus it can be concluded that ethics is a set of orders and principles of human life. In a broader sense, ethics is a set of values about good, right, bad and wrong based on the principles of morality, especially in behavior and actions so that ethics becomes an important factor in creating better conditions for human life.

The Influence of Organizational Culture and Work Ethics on Employee Retention

Based on the results of the analysis, organizational culture (x1) and work ethics (x2) obtained a calculated F value of $183.085 > F$ table 3.16 and a significant value of $0.000 < 0.5$, this shows that there is a significant influence of organizational culture and work ethics on employee retention. simultaneously or together.

The research results were developed by (Alhogbi et al., 2018) states that the stronger the organizational culture adopted, the higher the level of employee performance, which indicates the better the employee's intention to stay in the organization for a long period of time. There is a relationship between organizational culture that is able to retain employees to stay longer and is able to increase self-motivation to work better. When organizational culture is implemented well within the organization, it will increase employee retention (Putra and Rahyuda, 2016) conclusion that organizational culture and work environment play an important role in ensuring employee retention in the organization

4. Conclusion

Based on the results of the research and analysis that has been carried out, the following conclusions can be drawn:

1. The Organizational Culture variable (x1) has a partially significant effect on employee retention (y)
2. The Work Ethics variable (x2) has a significant effect on employee retention (y)

In the DPRD of North Luwu Regency, building and maintaining a positive organizational culture must be considered a top priority in human resource management strategies. It is important to create a supportive and inclusive work environment where every employee feels valued and supported. This can be achieved through open communication between management and employee, strong team building, and fair recognition of individual contributions. Good ethics in the workplace include honest, respectful, and responsible behavior. Through ongoing education and training, employees can be given a better understanding of expected standards of behavior and the consequences of ethical violations. It is hoped that the North Luwu Regency DPRD can maintain a good organizational culture and increase retention rates employee, which in turn will contribute to the overall progress and success of the organization.

5. Acknowledgement

I would like to express my deepest thanks to all the employees of the District DPRD office. North Luwu who has dedicated his time to help with this research. Hopefully this journal can be a source of inspiration and valuable information for fellow students who will conduct research. I really appreciate the professionalism and dedication of the District DPRD Office employees. North Luwu Hopefully this journal will continue to make a contribution. Researchers would like to express their deepest gratitude to;

1. Prof.Dr.H.Suhardi M Anwar, Drs.,M.M CIQaR as Chancellor of Palopo Muhammadiyah University
2. Dr. Antong, S.E., M.Si. as Dean of the Faculty of Economics and Business, Muhammadiyah University of Palopo.
3. Jumawan Jasman, S.E., M.M. as Head of the Management Study Program, Muhammadiyah University of Palopo
4. Saharuddin, S.E., M.M as supervisor 1
5. Andi Rizkiyah Hasbi, S.Pt., M.Sc. As mentor 2
6. To my beloved parents, thank you for your support
7. To my friends, thank you very much for their help during the process of compiling my journal.

Thank you to all parties involved for their guidance and support during this effort.

6. Reference

- Aditya, DMN and Susilo, H. (2015) 'Application of Back to Back Mindmap Conversion Based on Lesson Study to Increase Conceptual Understanding, Retention of Biology Department Students in the Plant Physiology Course, University of Malang', Proceedings of the 2015 National Seminar on Biology Education, pp. 42–49.
- Alhogbi, B.G. et al. (2018) 'The influence of organizational culture and work environment on employee performance', 120(1), pp.022. Available at: http://www.uib.no/sites/w3.uib.no/files/attachments/1.ahmed_affective_economies_0.pdf <http://www.laviedesidees.fr/Vers-une-anthropologie-critique.html> <http://www.cairn.info.lama.univ>.
- Ariana, R. (2016) 'Population, Sample, Sampling Technique', pp. 1–23.
- Budianto, A., Pongtuluran, Y. and Y, S. (2018) 'The influence of work ethics, work motivation and financial compensation on employee performance', Performance, 14(1), p. 1. Available at: <https://doi.org/10.29264/jkin.v14i1.2472>.
- Hakim, A. and Hadipapo, A. (2006) 'Human Resources in Wawotobi', 16, pp. 1–11.
- Harvida, DA and Wijaya, C. (2020) 'Factors that Influence Employee Turnover and Retention Strategies as Prevention of Employee Turnover: A Literature Review', Journal of Public Administration Science, 16(1), pp. 13–23.
- Joushan, Shindie Aulia, Syamsul, Muhammad, Kartika, L. (2015) 'The Influence of Organizational Culture and Employee Engagement on Employee Performance at PT

- PLN (Persero) Bekasi Area', *Journal of Management Applications*, 13(66), pp. 697–703.
- Putra, I. and Rahyuda, A. (2016) 'The Influence of Compensation, Work Environment and Perceived Organizational Support (Pos) on Employee Retention', *Udayana University Management E-Journal*, 5(2), p. 255155.
- Putra, INTD et al. (2021) 'The Effects of Quality of Work Life on Job Performance, Work Motivation, Work Ethics, Job Satisfaction, and Self-efficacy of Hotel Employees in Lombok', *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 10(3) , pp. 19–37. Available at: <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85125878421&partnerID=40&md5=6f9890f5038173a232e859d7b2a51e7e>.
- Putra, IPAPA and Utama, IWM (2018) 'The Influence of Organizational Culture, Organizational Commitment and Compensation on Retention p', *Udayana University Management E-Journal*, 7(11), p. 5930. Available at: <https://doi.org/10.24843/ejmunud.2018.v07.i11.p05>.
- Ramadhan, MS and Arifin, J. (2019) 'Effectiveness of Probity Audit in Preventing Fraud in Procurement of Goods and Services', *Multiparadigm Accounting Journal*, 10(3), pp. 550–568. Available at: <https://doi.org/10.21776/ub.jamal.2019.10.3.32>.
- Sedarmayanti, S. and Rahadian, N. (2018) 'The Relationship between Work Culture and Work Environment on Improving Employee Performance in Higher Education Institutions', *Journal of Administrative Science: Media for the Development of Administrative Science and Practice*, 15(1), pp. 63–77. Available at: <https://doi.org/10.31113/jia.v15i1.133>.
- Stephenson, A.L. and Bell, N. (2019) 'Social identity and the prison health worker: Implications for practitioner satisfaction and turnover intentions', *Health Care Management Review*, 44(4), pp. 286–295. Available at: <https://doi.org/10.1097/HMR.0000000000000179>.
- Triasmoko, D., Mukzam, MD and Nurtjahjono, GE (2014) 'Research on Employees of PT Pos Indonesia (Persero) Kediri City Branch', *Journal of Business Administration (JAB)*, 12(1), pp. 1–10.
- Wulandari, EP and Djakfar, M. (2022) 'Islamic Business Ethics in Economic Development Efforts in the Halal Industrial Sector', *Pelita Bangsa Sharia Economic Journal*, 7(02), pp. 103–110. Available at: <https://journal.lppmpelitabangsa.id/index.php/jespb/article/view/419>.