

Analysis of Company Organizational Support for Millennial Employee Loyalty through Organizational Culture Mediation

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Abstract

This study examines the effect that organizational support and organizational culture have on increasing the loyalty of millennial employees at PT. Mandiri Tunas Finance. This study uses a quantitative descriptive method. When collecting the required data, researchers will distribute questionnaires to research samples. Related to this, the population of this study are employees of PT. Mandiri Tunas Finance as of January 2022 aged <35 years, where based on calculations carried out using the formula in accordance with the guidelines for determining the sample in the Structural Equation Modeling study, there were 70 samples. After getting responses from 70 samples, the researcher will recapitulate the data from the respondents. After that, the researcher will analyze the research data using the Structural Equation model. The results of this research show that Organizational Support has an effect on Organizational Culture. Apart from that, Organizational Culture can also increase Millennial Employee Loyalty. Finally, Organizational Support has no effect on Millennial Employee Loyalty, while Organizational Culture can mediate the influence of Organizational Support on Millennial Employee Loyalty.

Keywords: *Organizational Support, Organizational Culture, Millennial Employee Loyalty, PT. Mandiri Tunas Finance.*



A. INTRODUCTION

Along with the development of businesses that produce various kinds of daily necessities which are marketed openly, both in traditional markets and through advertisements in the media, this encourages people to own and enjoy the products they need. However, on the other hand, most people are not able to buy the goods they need with cash because they are classified as low-income people. This condition is a phenomenon and an undeniable fact that in the current era of globalization, society's need for financing is increasing, apart from bank financial institutions, there are also non-bank financial institutions such as financing institutions (Leasing). With this financing business, it is hoped that it can meet the needs of the community, especially in the field of financing, whether financing in the form of providing funds or capital goods.

The emergence of financing companies is because conventional financial institutions (banks) are considered not efficient enough to meet the funding needs of diverse communities. Another cause is due to the limited reach of credit distribution by banking companies and limited funds. The rapid development of financing companies has made financing service providers (leasing) compete to provide the best service, including the management of PT. Mandiri Tunas Finance (Munir Fuandi, 2019).

Leaders who are able to mobilize and direct their employees are not enough to enable an organization to achieve its goals, but also require organizational support. Organizational support is the extent to which employees believe that the organization values employee contributions and cares about employee welfare (Marthasari, 2020). Mandiri Tunas Finance must really pay attention to the commitment of its employees, because employee commitment given to the organization is very necessary to resolve internal organizational problems such as conflicts within the organization. With their high level of commitment, employees can survive in facing all the pressures that exist in the work environment. An organization also believes that organizational commitment can increase organizational support.

According to the media Kompas.com (2022) stated that PT. Bank Mandiri is the bank that has the largest assets in Indonesia. This is because Bank Mandiri provides a comprehensive series of products and services for individual and corporate customers through Community Financial Services (Retail Banking and Non-Retail Banking) and Global Banking, as well as automotive financing through its subsidiary, namely Mandiri Tunas Finance for four-wheeled vehicles. Mandiri Tunas Finance also continues to develop digital banking services and capacity through Mobile Banking or Internet Banking.

Research conducted by Wiliam and Thomas (2022) proves that company culture is closely related to job satisfaction, both of which also greatly influence employee loyalty. Apart from that, the same research also added that employees from the Millennial Generation have low job satisfaction when a company does not have flexible company cultures.

Based on the results of the descriptions above, it shows that the importance of organizational support or Perceived Organizational Support (POS) is to create organizational commitment in employees who work in the company, because Perceived Organizational Support (POS) is the most important concept in carrying out management in a company, where Perceived Organizational Support (POS) provides an explanation of the relationship between employees who are committed to the organization and the loyalty efforts they show, feeling worthy of getting real benefits and social rewards at the company. Negative behavior that arises due to the perception of organizational support from the employees themselves, due to a lack of support/supportive nature when rewards are considered unfair, when employees have a voice in making decisions but are not heard, and when they perceive their providers/supervisors as unsupportive.

Apart from that, company culture can also influence organizational support for employee loyalty. Several previous studies have also shown that corporate culture itself has also been proven to increase employee loyalty to a company. Zaman et al., 2019 proves that an organization's corporate culture can influence an employee's willingness to work outside their assigned job. In addition, the influence of corporate culture on increasing employee loyalty was found in research by Zaman et al. (2019); Karaalioglu and Karabulut (2019). Rubel and Kee (2013) in their research empirically

proved that employee involvement, organizational support and corporate culture have an influence on increasing employee loyalty. Based on the problems above, one of the causes of the problem is the effect of the lack of quality corporate culture in increasing employee loyalty and organizational support. For this reason, on this occasion researchers will try to conduct more in-depth research regarding this problem.

B. LITERATURE REVIEW

1. Millennial Employee Loyalty

According to (Safitri, 2015) loyalty or fidelity is an element that can be used in evaluating employees, including how loyal employees are to the work they do, their position and the organization. Millennial employee loyalty consists of their availability to work overtime, maintain business secrets, obey regulations, stay in the organization, and so on. According to (Heryati, 2016) Employee Loyalty: Companies with high loyalty will find it easier to achieve organizational goals that have been set in advance by the company owner. However, on the other hand, if the company's employee loyalty is relatively low, it will be difficult for the company to achieve its organizational goals that have been set in advance by the company owner.

According to (Mahayuni & Dewi, 2020) Employee Loyalty is an important thing for companies because it is something that is really needed, especially for employee courage which is aimed at being loyal to the company whether the company is in a positive or negative situation. According to (Purnamasari & Sintaasih, 2019) Employee Loyalty is seen from employee loyalty to an organization with a willingness to work together, look after each other and defend the organization both from within the company and outside the company to avoid irresponsible people.

Based on several Employee Loyalty theories according to the experts above, it can be concluded that Millennial Employee Loyalty is something that arises as a result of contact between the company and employees in the comfort zone, and ultimately loyalty arises from individuals aged less than 35, where individuals are able to make sacrifices to achieve company goals.

2. Factors that Influence Millennial Employee Loyalty

According to (Swadarma & Netra, 2020) the factors that influence millennial employee loyalty are as follows:

1. Compensation

It is a return that employees are entitled to obtain in order for the company to provide high and good compensation, so employees will give a high sense of loyalty to an organization or company.

2. Motivation

Motivation from the company can also influence Millennial Employee Loyalty, where providing good motivation can make employees feel motivated and enthusiastic about work, of course employees will give a sense of loyalty wholeheartedly to an organization or company.

3. Work environment

A good work environment can also create a sense of employee loyalty towards the company, where this work environment factor will influence an employee's comfort in remaining in an organization or company.

3. Millennial Generation

Generation is a social phenomenon that occurs due to differences in the age or year of birth of a group of individuals with other groups. According to (Mannheim, 1952; Pilcher, 2017) generations occur due to social phenomena that have several similarities, such as age, patterns of experience, and patterns of thinking. Additionally, individuals will be classified into the same generation if they have the same year of birth over a period of 20 years (Mannheim, 1952; Pilcher, 2017). For this reason, (Strauss & Howe, 2000) created a theory of generational differences based on the similarity of the birth year period which includes the lost generation, government issue generation, silent generation, boom generation, generation X, and millennial generation.

Apart from the differences in birth years for each generation, the millennial generation also has another definition. For example, the millennial generation is a generation that grew and developed during the internet boom (Lyson, 2004; Putra, 2019). The millennial generation is very familiar with the use of technology, such as cellphones, computers, laptops and the internet.

4. Organizational Support

Waileruny (2014) said that organizational support is the degree to which employees believe the organization values their contributions and cares about their welfare. So it can be concluded that organizational support is a form of attitude, contribution or treatment provided by the organization which is used as a stimulus by its employees regarding how far the organization where they work appreciates their contribution and cares about their welfare. Or in other words, organizational support is how the company or organization appreciates the contribution of employees to the progress of the company (valuation of employees. contribution) or the organization and the company's attention to their lives (care about employees. well-being).

5. Organizational Culture

Organizational culture is a variety of values that envelop the typical patterns of thought, ideas and behavior held and carried out by human resources in an organization to achieve its goals. As stated by Fahmi (2017), organizational culture is the result of the process of merging the cultural styles and behavior of each individual that were previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals. Meanwhile, according to Torang (2014), organizational culture can also be said to be habits that are repeated over and over again and become values and lifestyles of a group of individuals in an organization which are followed by subsequent individuals. This means that culture can be intentionally or unintentionally held and passed down from generation to generation within an organization. Darodjat (2015) further

stated that organizational culture is a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by the members of an organization as guidelines for behavior and solutions. organizational problems.

According to Krietner and Kinicki (in Zuki, 2016), organizational culture is a form of assumptions that are held, accepted implicitly by a group and determines how the group feels, thinks and reacts to its diverse environment. Apart from that, organizational culture can be interpreted as the perception formed within an organization that determines how members of that organization react to the environment around them (Krisnandi et al, 2019). Furthermore, according to Robbins (1990 in Krisnandi et al., 2019) culture is a set of dominant values supported by an organization. This definition refers to a system of mutually accepted meanings. Robbins stated that every organization has its own pattern of ritual beliefs, myths and practices that have developed over a long time.

6. Hypothesis Development

Based on the explanations in the previous section. Researchers can develop a research conceptual framework. This is done in order to provide an overview of the relationship between one variable and other research variables. The relationships and description of the relationships between the variables in question are: 1) Organizational support influences organizational culture; 2) Organizational Support and Organizational Culture influence Millennial Employee Loyalty; and 3) Organizational Culture can mediate the influence of Organizational Support on Millennial Employee Loyalty.

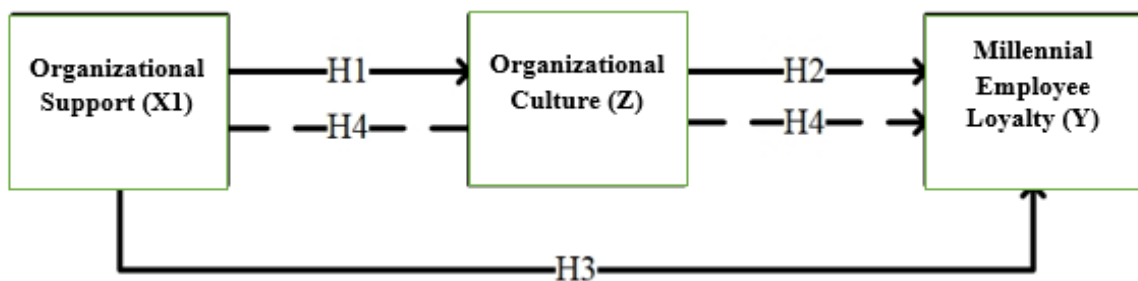


Figure 1. Framework

C. METHOD

This research is a study that uses quantitative descriptive methods. One of the reasons that encourages researchers to use this research method is because of its advantages. The advantage in question is that the quantitative descriptive method is based on the philosophy of postpositivism. Where this method is a research instrument, data collection technique, and research results will focus more on the view of the condition of the research object (Sugiono, 2014). As explained by Sugiono (2014), the nature of descriptive research is research that will describe, explain, or document facts regarding the characteristics or relationships between phenomena that exist in a research object. Related to this explanation, this research will explain and describe the facts between phenomena that occur among PT employees. Mandiri Tunas Finance as of January 2022 who are <35 years old. In this

regard, this section will include an explanation of Research Objects, Types and Sources of Data, Data Analysis Methods.

D. RESULT AND DISCUSSION

1. Statistic Analysis

Statistical analysis is the process of collecting, presenting, analyzing and interpreting data to describe and understand phenomena or events in a statistical context. The goal is to present relevant information, draw conclusions based on existing data, and identify patterns or trends in the data. Statistical analysis is used in a variety of scientific disciplines and fields, including social sciences, natural sciences, economics, medicine, business, and more. The results of descriptive statistical analysis are presented in the following table:

Table 1. Descriptive Analysis of Variables

	No.	Missing	Mean	Median	Min	Max	Standard Devia...
X1.1	1	0	4.029	4.000	2.000	5.000	0.654
X1.2	2	0	4.014	4.000	2.000	5.000	0.707
X1.3	3	0	3.986	4.000	2.000	5.000	0.765
Z1.1	4	0	3.900	4.000	2.000	5.000	0.700
Z1.2	5	0	3.943	4.000	1.000	5.000	0.826
Z1.3	6	0	3.843	4.000	2.000	5.000	0.710
Z1.4	7	0	3.943	4.000	2.000	5.000	0.826
Z1.5	8	0	3.900	4.000	2.000	5.000	0.740
Z1.6	9	0	3.886	4.000	2.000	5.000	0.785
Y1.1	10	0	3.414	4.000	1.000	5.000	0.933
Y1.2	11	0	3.900	4.000	2.000	5.000	0.813
Y1.3	12	0	3.700	4.000	2.000	5.000	0.724
Y1.4	13	0	3.986	4.000	2.000	5.000	0.746
Y1.5	14	0	3.886	4.000	2.000	5.000	0.687

This research used the results of 70 respondents to the questionnaire given. Furthermore, the indicators of the Organizational Support variable have the smallest value of 2 and the largest 5. The same variable has an average value of 4.02, 4.01, and 3.98 and a standard deviation of 0.654, 0.707, and 0.765. In this regard, the indicators for the Organizational Culture variable have the smallest value of 1 and the largest value of 5. Meanwhile, the same indicators have mean values of 3.9, 3.9, 3.8, 3.9, 3.9, and 3.8 and standard deviations of 0.7, 0.8, 0.7, 0.8, 0.7, and 0.7. Finally, Millennial Employee Loyalty indicators have an average value of 3.4, 3.9, 3.7, 3.9, and 3.8. Meanwhile, the standard deviation values for the same indicators are 0.9, 0.8, 0.7, 0.7, and 0.6.

2. Outer Model Evaluation

Outer Model Evaluation is one of the important aspects in structural modeling analysis in the context of path analysis methods or structural equation modeling (SEM). The outer model in SEM refers to the relationship between latent variables (constructs) and observed variables which are measured by indicators or items. Outer Model evaluation aims to measure the extent to which the indicators or items are adequate in measuring the construct they represent.

3. Validity Test

A validity test is a research or statistical method used to assess the extent to which a measurement or assessment tool (such as a questionnaire, test, or scale) is accurately measuring what it is intended to measure. In other words, validity tests help determine whether the instrument is valid for its intended purpose, whether that purpose is to measure a specific construct, attribute, or characteristic.

a. Convergent Validity Test

Convergent validity is a type of construct validity that assesses the degree to which scores from a measurement instrument or questionnaire correlate positively with scores from other instruments or measures that are theoretically expected to be related to the same construct. In simpler terms, it evaluates whether different methods of measuring the same underlying construct yield similar or converging results.

The purpose of a convergent validity test is to provide evidence that a particular measurement instrument is measuring the construct it claims to measure. If the measurement instrument demonstrates strong positive correlations with other instruments or measures that theoretically assess the same construct, it suggests that the instrument is indeed measuring the intended construct effectively.

Table. 2 Convergent Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Budaya Organisasi (Z)	0.933	0.934	0.947	0.750
Dukungan Organisasi (X1)	0.850	0.877	0.908	0.768
Loyalitas Karyawan (Y)	0.842	0.854	0.887	0.612

In connection with the explanation above, in this section the researcher will carry out a validity test on the research variables. The following are the test results: Hair et al. (2014) explained that when testing convergent validity, researchers can use an AVE value of ≥ 0.5 as the testing standard. In connection with this, the table above proves that all research variables can be declared to have passed the convergent validity test. This is proven by the AVE value for the Organizational Culture variable of 0.750; Organizational Support worth 0.768; and Millennial Employee Loyalty of 0.612.

b. Discriminant Validity Test

After the research variables have passed the convergent validity test, the researcher will conduct a discriminant validity test. Following are the test results:

Table. 3 Discriminant Validity Test

	Budaya Organisasi (Z)	Dukungan Organisasi (X1)	Loyalitas Karyawan (Y)
Budaya Organisasi (Z)	0.866		
Dukungan Organisasi (X1)	0.854	0.876	
Loyalitas Karyawan (Y)	0.873	0.739	0.783

In conducting discriminant validity testing, the examiner will use the loading value of an indicator variable which is compared with the loading value of other variables. This comparison can also be called a cross-loading value, where the loading value of the initial variable indicator must be greater than the loading value of the other variables. The comparison results are presented in the table above. The table shows that the discriminant validity test requirements have been fulfilled with the loading value of the initial indicator being greater than the loading value of the other indicators (Hair et al., 2014).

4. Reliability Test

The next stage in evaluating the outer research model is to carry out a reliability test. In conducting reliability tests on respondent data, researchers can use a Composite Reliability value of ≥ 0.6 so that respondent data can be declared to have passed the reliability test (Sugiyono, 2018).

Table 4. Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Budaya Organisasi (Z)	0.933	0.934	0.947	0.750
Dukungan Organisasi (X1)	0.850	0.877	0.908	0.768
Loyalitas Karyawan (Y)	0.842	0.854	0.887	0.612

Based on the reliability test results in the table above, the organizational culture variable has a Composite Reliability value of 0.94; Organizational Support has a Composite Reliability value of 0.91; and Millennial Employee Loyalty has a Composite Reliability value of 0.88. This proves that each variable in this research passed the reliability test. In other words, the variables of this research can be said to be reliable.

5. Inner Model Evaluation

Inner model evaluation is a critical step in structural equation modeling (SEM), a statistical technique used in research to analyze and model the relationships among latent (unobservable) variables and their observed indicators or measures. While outer model evaluation focuses on the measurement part of SEM, inner model evaluation is concerned with assessing the structural relationships between latent variables in the proposed theoretical model.

6. The R-Squared (R²) Value

The R-squared (R²) value, also known as the coefficient of determination, is a statistical measure used to assess the goodness of fit of a regression model. It quantifies the proportion of the variance in the dependent variable that is explained by the independent variables in the model. In other words, R² measures how well

the independent variables predict or account for the variability in the dependent variable.

Table. 5 Calculating R² Value

	R Square	R Square Adjusted
Budaya Organisasi (Z)	0.729	0.725
Loyalitas Karyawan (Y)	0.762	0.755

Based on the table above, it can be seen that the R-Square value shows a value of 0.72 for the influence of the Organizational Support variable on Organizational Culture. Apart from that, the R-Square value shows a value of 0.762 Organizational Support and Organizational Culture on Millennial Employee Loyalty. Thus, the R-Square value in this study describes the magnitude of the influence of the Organizational Support variable on Organizational Culture of 72%. Apart from that, the magnitude of the influence of Organizational Support and Organizational Culture on Millennial Employee Loyalty is 76% (Sugiyono, 2018).

7. Hypothesis Test

Finally, after the variables in this study passed the Validity, Reliability and \bar{r} -Square tests. Researchers will test the hypothesis in this research. The test in question is:

Table. 6 Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Budaya Organisasi (Z) -> Loyalitas Karyawan (Y)	0.892	0.895	0.134	6.654	0.000
Dukungan Organisasi (X1) -> Budaya Organisasi (Z)	0.854	0.854	0.044	19.422	0.000
Dukungan Organisasi (X1) -> Loyalitas Karyawan (Y)	-0.022	-0.023	0.155	-0.143	0.887

Based on the table above, this research illustrates that Organizational Support influences Organizational Culture and Millennial Employee Loyalty. Apart from that, the test above also explains the influence of Organizational Culture on Millennial Employee Loyalty. This is proven by the p-value above. In the table, it is proven that the influence of organizational support on organizational culture has a p-value of 0.00, which is smaller than 0.05. In line with the influence of Organizational Culture on Millennial Employee Loyalty which also has a p-value of 0.00. In contrast to the two previous test results, the influence of Organizational Support on Millennial Employee Loyalty is 0.887, which is greater than 0.05. In other words, Hypotheses 1 and 2 in this study are accepted and Hypothesis 3 is rejected.

Apart from that, in determining whether this research can accept Hypothesis 4, researchers can prove this through the value of indirect effects or Total Indirect Effects (Hair et al., 2014). The Total Indirect Effects Test in this research will be explained in the table below:

Table 7. Total Indirect Effects Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Budaya Organisasi (Z) -> Loyalitas Karyawan (Y)					
Dukungan Organisasi (X1) -> Budaya Organisasi (Z)					
Dukungan Organisasi (X1) -> Loyalitas Karyawan (Y)	0.761	0.765	0.127	6.008	0.000

Based on the table above, Organizational Culture is proven to be able to mediate the influence of Organizational Support on Millennial Employee Loyalty. This can be evidenced by a P value that is smaller than 0.05, namely 0.00. Thus the research accepts Hypothesis 4 like Hypotheses 1 and 2 (Hair et al. 2014).

8. Evaluation of Analysis Model Output

Based on the previous explanations, the following are the results of the Analysis Model Output in this research:

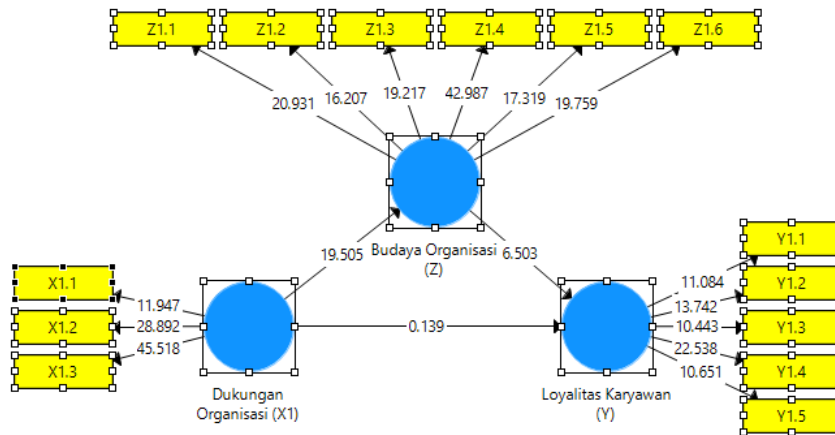


Figure 2. Analysis Model Output Results

Related to the explanation of Outer Model Evaluation and Inner Model Evaluation in this research. The image of the output results of the analysis model above illustrates the relationship between the indicators and the variables of this research. Apart from that, the image above also illustrates the results of testing the hypothesis of this research. Based on the tests above, this research can draw a conclusion that:

1. H1: Organizational support influences organizational culture

Based on the results of analysis or testing of research hypotheses, this research proves that organizational support is proven to influence organizational culture. Where this is evidenced by a P value that is smaller than 0.05.

2. H2: Organizational culture influences Millennial employee loyalty

In addition, based on testing the research hypothesis. This study proves that organizational culture influences Millennial employee loyalty. This is illustrated by the results of the P Value which is smaller than 0.05.

3. H3: Organizational support has no effect on Millennial Employee Loyalty

Furthermore, this research also proves that organizational support has no effect on Millennial employee loyalty. This is proven by the P value which is greater than 0.05.

4. H4: Organizational Culture can mediate the Effect of Organizational Support on Millennial Employee Loyalty

Finally, this research proves that Organizational Culture can mediate the influence of Organizational Support on Millennial Employee Loyalty. This is illustrated by the P Value which is smaller than 0.05.

Based on this table, Indicator X1.3 has the highest T Statistics value compared to other Organizational Support variable indicators, namely 45,518. Apart from that, Indicator Z1.4 has the highest T Statistics value compared to other Organizational Culture indicators, namely 42,987. Finally, the Y1.4 indicator has an influence value of 22,538. This proves that this indicator is the indicator that has the most influence on Millennial Employee Loyalty. These three indicators illustrate that employee welfare is the indicator that most influences organizational support. Apart from that, in terms of Organizational Culture, the tasks given in detail are the indicators that most influence Organizational Culture. Lastly, promoting the company to customers and the general public is the indicator that most influences Millennial Employee Loyalty.

9. Discussion

a. Hypothesis 1

Based on hypothesis testing in the previous section, it is proven that Organizational Support influences Organizational Culture at PT. Mandiri Tunas Finance. This is proven by a P value of 0.00, which is less than 0.05.

Next, based on the meaning of Organizational Support and Organizational Culture. Organizational support is the extent to which employees believe that the organization values employee contributions and cares about employee welfare (Kaswan, 2017). Meanwhile, Organizational Culture is the result of the process of merging the cultural styles and behavior of each individual that were previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals (Fahmi, 2017).

The arguments and results of this research are supported by an explanation by Robbins and Judge (2015). The two authors explain that organizational support in the form of appreciating employee contributions, caring about employee welfare, or providing moral support can influence organizational culture itself. The two authors also added that when an organization gets used to providing support to employees, the organization itself will build a new culture within the organization. Apart from that, Imsaniar (2015) also explained something similar to this research.

Furthermore, Tirastittam et al., (2020) also explained that when an entity increases organizational support, the entity will form an organizational culture that

supports the loyalty of its employees. Lastly, Zaman et al. (2019) also proves that when a company increases its support for employees, the company will improve the company's work environment or organizational culture.

b. Hypothesis 2

Based on hypothesis testing in the previous section, it is proven that Organizational Support influences Millennial Employee Loyalty at PT. Mandiri Tunas Finance. This is proven by a P value of 0.00, which is less than 0.05.

Furthermore, based on the meaning of Organizational Culture and Millennial Employee Loyalty, according to Torang (2014) organizational culture is a habit that is repeated over and over again and becomes a value and lifestyle for a group of individuals in an organization which is followed by subsequent individuals. In other words, culture can be intentionally or unintentionally held and passed down from generation to generation within an organization. Apart from that, Millennial Employee Loyalty is an act of awareness for the good of the company, even at the expense of their own interests (Swadarma & Netra, 2020).

The results of this research are supported by research conducted by Krisnandi et al (2019). This research explains that an appropriate organizational culture for employees will increase the willingness of these employees to sacrifice their own interests for the good of the company. Apart from that, Sigit & Kustiyono (2020) also explained something similar. The two researchers explained that the right organizational culture in a manufacturing company can increase the loyalty of Millennial employees in the manufacturing company itself.

In contrast to this, Vatankhah, Javid & Raoofi (2016) explained that organizational culture cannot minimize the counter-loyalty work behavior of employees working in the aviation industry sector. Counter-loyalty work behavior can be described as employee behavior that interferes with Loyalty at work.

c. Hypothesis 3

Based on hypothesis testing in the previous section, it is proven that Organizational Support has no effect on Millennial Employee Loyalty at PT. Mandiri Tunas Finance. This is proven by the P value of 0.887, which is less than 0.05. Furthermore, in terms of understanding Organizational Support, it is the extent to which employees believe that the organization values employee contributions and cares about employee welfare (Morris, 2019). Apart from that, Millennial Employee Loyalty is an element that can be used in evaluating employees, including employee loyalty to the work they do, their position and the organization. Millennial Employee Loyalty consists of their availability to work overtime, maintain business secrets, obey regulations, stay in the organization, and so on (Safitri, 2015).

In contrast to this research, Rajagukguk (2017) explains that organizational support provided by an entity can increase the desire to sacrifice the self-interest of employees for the good of the company. This research also adds that the loyalty of employees majoring in a state university in North Sumatra Province can be increased by improving employee welfare. Apart from that, Safitri (2015) and Farida & Oetomo

(2016) prove the same thing. This research proves that increasing compensation for manufacturing employees will have an impact on the loyalty of these employees.

d. Hypothesis 4

Based on hypothesis testing in the previous section, it is proven that Organizational Culture can mediate the Effect of Organizational Support on Millennial Employee Loyalty at PT. Mandiri Tunas Finance. This is proven by a P value of 0.00, which is less than 0.05.

From its meaning, Organizational Culture is the perception formed within an organization that determines how members of that organization react to the environment around them (Krisnandi et al., 2019). In addition, Organizational Support is the degree to which employees believe that the organization values their contributions and cares about their welfare (Waileruny, 2014). Furthermore, Millennial Employee Loyalty itself can be interpreted as employee loyalty to an organization with a willingness to work together, look after each other and defend the organization both from within the company and outside the company to avoid irresponsible people (Purnamasari & Sintaasih, 2019).

The results of this research are in line with research conducted by Farida & Oetomo (2016). This research proves that habits that have become a culture in an entity can increase the support of that entity, which will also end in increasing Millennial Employee Loyalty. This research also adds that when a company builds a habit of improving the welfare of its employees, the company will ultimately minimize employee resignation. This is also in line with the explanation of Mahayuni & Dewi (2020). This research explains that Millennial Employee Loyalty in companies in Samarinda City can be increased through Organizational Support, where this can also be taken further by building a company's Organizational Culture in providing support to its employees.

E. CONCLUSION

Based on the results of the analysis carried out by researchers entitled Company Organizational Support Strategy for Millennial Employee Loyalty through Organizational Culture Mediation (Study at PT. Mandiri Tunas Finance), the following conclusions were obtained: 1) Based on the results of the analysis, it shows that Organizational Support has an effect on Organizational Culture ; 2) Based on the analysis results, it shows that Organizational Culture has an influence on Millennial Employee Loyalty; and 3) Based on the analysis results, it shows that Organizational Support has no effect on Millennial Employee Loyalty. Based on the results of the analysis, it shows that Organizational Culture can Mediate the Effect of Organizational Support on Millennial Employee Loyalty

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