

## ORGANIZATIONAL BEHAVIOR AND ITS INFLUENCE ON EMPLOYEE LOYALTY AT WAJIR SEAFOOD

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### Abstract

The purpose of this scientific research is to examine how organizational behavior (including leadership, communication, and work culture) impacts employee loyalty at Wajir Seafood, Medan. This study employs a census approach as its quantitative research method, involving a sample of 50 employees. Data was gathered through questionnaires and analyzed using simple linear regression with SPSS Version 22. The findings reveal that organizational behavior significantly affects employee loyalty ( $\beta = 0.351$ ,  $p = 0.001$ ), showing a moderate correlation ( $R = 0.437$ ) and a contribution of 19.1% ( $R^2 = 0.191$ ). These results align with the theories proposed by Robbins (2002) and Luthans (2011), highlighting the necessity of a supportive work environment. However, 80.9% of other factors, such as compensation and training, have not been investigated in this model. The study concludes that enhancing organizational behavior could be a preliminary strategy for fostering employee loyalty, although it should be supplemented by additional interventions. Practical implications include enhancing internal communication, recognition systems, and training programs for better outcomes.

Keywords : Organizational behavior, employee loyalty.

### BACKGROUND

Organizations including supportive leadership, effective communication, and a conducive work environment can have an increase in employee performance. Stating the importance of organizational behavior in increasing productivity and efficiency in fast food restaurants (Ridha et al. Di Besto, Lubuk Begalung, 2023). Wajir Seafood is a halal restaurant in Medan that was established in 2008, starting from a street stall and becoming one of the leading seafood restaurants in the city. Founded by Robin Hie Sioe Hiong and Hendrik Nuridah, this restaurant is managed by PT Wajir Seafood Makmur with the concept of "Noble Taste, People's Price". Serving seafood such as Steamed Tiociu Fish, Spicy Sauce Crab, and Nestum Shrimp, Wajir Seafood is known for its quality raw materials at affordable prices, starting from IDR 28,000 to above IDR 100,000. Currently, this restaurant operates in two of its three shophouses and supports MSMEs and culinary tourism in Medan.

A common issue at Wajir Seafood is a discrepancy between what they ordered and what they received. A customer stated that they ordered fried shrimp, but what they received was fried fish. When confirmed through the restaurant's website, the restaurant confirmed that the order was indeed the same, despite the significant price difference. The customer was disappointed and felt that the handling of the issue was unprofessional and unhelpful. Furthermore, external factors such as customer density also affect service loyalty. The restaurant is often crowded, indicating that although Wajir Seafood has many loyal fans,

there is still room to maintain and improve service loyalty. It is important for restaurants to take customer complaints seriously, improve communication quality, and confirm alignment in service to secure the loyalty of existing customers and attract new ones.

Customers who are satisfied with the quality of service they receive tend to be more loyal. Service quality can be seen from responsiveness, such as the readiness and desire of staff to build trust and confidence in customers, and empathy, the individualized attention staff provide to customers. Employee behavior greatly influences service loyalty because they are the face of the organization for customers: friendly and polite, creating a pleasant experience, and making customers feel valued.

Organizational behavior that faces challenges is common in the culinary industry, especially as businesses grow. Some of the potential challenges facing Wajir Seafood include service quality and consistency. As a highly sought-after and busy restaurant, the challenge is maintaining quality service and consistency in every dish. Suboptimal organizational behavior can be seen in high work pressure. Staff may experience stress due to the high volume of customers, impacting the friendliness or speed of service.

## **THEORETICAL BASIS**

### **Organizational Behavior**

Organizational behavior is the activities and attitudes of individuals and groups within an organization (Stephen P. Robbins, 2002). It is argued that understanding employee behavior can help managers manage effectively (Fred Luthans, 2011), observing organizational behavior in organizational situations to improve work effectiveness. It covers the group, individual, and organizational aspects.

From the two theoretical foundations of organizational behavior according to Robbins and Luthans' theory, it can be interpreted as the science of playing an important role in increasing work success and efficiency through managing individuals and groups in organizations.

### **Organizational Behavior Indicators**

According to Robbins and Luthans (2002), indicator behavioral organization is

1. Work success
2. Communication to the organization
3. work effectiveness

### **Employee Loyalty**

Employee loyalty is an employee's emotional bond and commitment to the organization, their willingness to remain with the organization and provide superior participation. This loyalty demonstrates an employee's willingness to stay long-term and provide optimal service. According to Robbins and Judge (2017),

## Employee Loyalty Indicators

According to Robbins and Judge (2017), employee loyalty is

1. Participation in work
2. Willing to provide the best service

## Thinking Framework

The logical relationship from organizational behavior to service loyalty are;

Organizational Behavior:

An organizational culture that is supportive, service-oriented, transparent, and empowers employees will be formed from the values, norms, and practices fostered within the organization.

Employee satisfaction and engagement :

Organizational behavior: Organizational behavior studies show that good management practices (such as effective leadership , fair reward systems , career development , and open communication) will increase employee job satisfaction and engagement. Satisfied and engaged employees tend to have high morale, less stress, and feel more empowered.

Superior Quality of Service :

Organizational Behavior: Motivated employees with relevant skills (the result of good training and development, an aspect of OD) will deliver high-quality service. This includes speed, accuracy, friendliness, problem-solving skills, and personalized service.

In short, logically, healthy and effective organizational behavior can create an atmosphere within the organization that makes employees feel valued, motivated, and empowered. Such employees then provide superior service to customers, which leads to customer satisfaction, builds trust, and ultimately, encourages service loyalty.

This is a positive cycle where investments in internal organizational behavior yield external benefits in the form of customer loyalty.

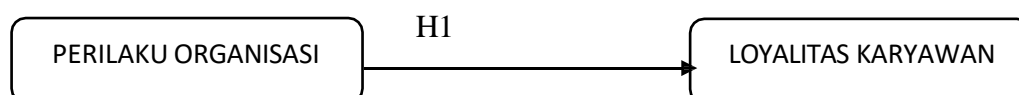


Figure 1. Thinking Framework

## Research Hypothesis

Hypothetically effective organizational behavior includes a positive culture, job satisfaction, and employee engagement that positively influences the quality of service provided which in turn increases customer satisfaction and trust .

encourage service loyalty . A hypothesis is a general statement tested in a study that summarizes the essence of the assumed relationship between variables.

**H1** : There is a relationship or influence. A supportive corporate culture and employee participation have been shown to have a positive impact on employee loyalty.

## METHODOLOGY

According to Sugiyono (2018), this research method is a quantitative approach used to examine quantitative/statistical data, and aims to test predetermined hypotheses. The type of causal associative research according to Sanusi (2011), aims to determine the causal relationship between one or more variables. Population and sample, the population in this study is all service employees in the organization/company totaling 50 employees. According to Arikunto (2017) the sampling technique used in this study is the census method where if the population in this study is less than one hundred, so the entire population is taken as a sample. So the sample in this study amounted to 50 employees. The method of data collection using a questionnaire is a data collection technique by providing a list of questions to respondents for themselves (Nazir 2011).

## RESULTS AND DISCUSSION

### Normality Test Results

The following are the results of the normality test in this study .

Table 1. Normality Test Kolmogorov-Smirnov test for one sample

		Unstandar- zed
N		50
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.41757524
Utmost divergences	Supreme	.115
	Positive	.070
	Negative	-.115
Test Measure		.115
Asymp. Sig. (2-tailed) <sup>c</sup>		.098
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Say.	.097
	99% Statistical interval	Minimum limit
		Maximum limit
		.104

a. The distribution of the test follows a normal pattern.

b. Derived from the dataset.

c. Lilliefors Significance Adjustment.

d. Lilliefors technique utilizing 10,000 Monte Carlo samples with an initial seed of

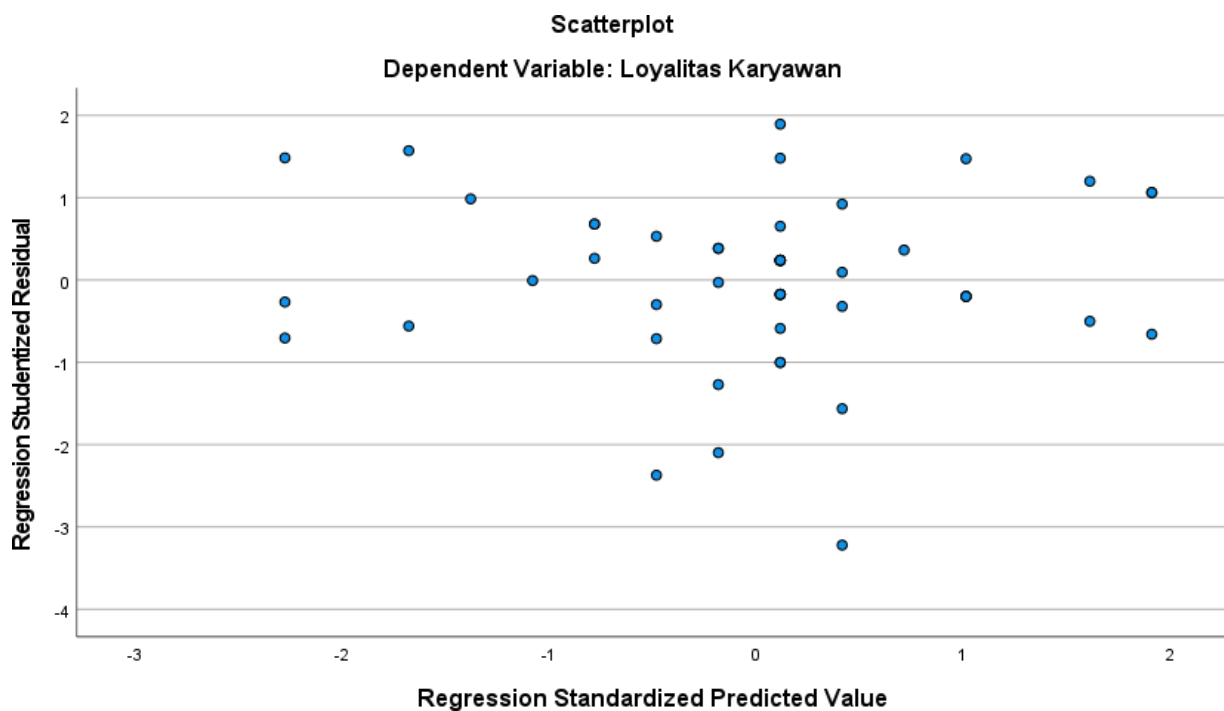
2,000,000.

Source : SPSS version 22

The results of the Normality Test using *the one-Sample Kolmogorov-Smirnov Test* have a significant value of  $0.098 > 0.05$ , which means that the data in this study are normally distributed.

### Heteroscedasticity Test Results

The following are the results of the heteroscedasticity test .



**Figure 2. Results of Heteroscedasticity Test**

Source : SPSS version22

The scatterplot graph above shows randomly scattered points without a clear pattern above or below the number 0 on the Y axis, indicating that there is no heteroscedasticity problem in this study.

### Results of Simple Linear Regression Analysis

Below are the results of the simple linear regression analysis conducted in this study.

**Table 2. Simple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say.
	B	Std. Error	Beta		

1	(Constant)	6.986	2.487		2.809	.007
	Organizational Behavior	.351	.104	.437	3.368	.001

a. Dependent Variable : Loyalitas karyawan

Source : SPSS version 22

The following are the results of the interpretation:

1. The constant value is 6.986  
When the organizational behavior variable = 0, then the predicted value of employee loyalty is 6.986.
2. The regression coefficient has a value of 0.351

For every 1 unit increase in organizational behavior , employee loyalty will increase by 0.351 units.

## t- Test Results

The following are the results of the t -test in this study

Table 3. t Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.986	2.487		2.809	.007
	Organizational Behavior	.351	.104	.437	3.368	.001

a. Dependent Variable : loyalitas karyawan

Source : SPSS version22

From the results of the t-test, the probability of significance is 0.007 and 0.001 is smaller than 0.05, so organizational behavior has a significant effect on employee loyalty.

## Determination Test Results

The following are the results of the determination test

Table 4. Determination Test Overview of the model<sup>b</sup>

Model	R	R Square	Revised R Square	Std. Error of the Evaluation
1	.437 <sup>a</sup>	.191	.174	2.44263

- a. Prophet: (fixed), Organizational Behavior
- b. Conditional Variable: Loyalitas Karyawan

Source : SPSS Version 22

The test results presented in the table above indicate a positive relationship between organizational behavior and employee loyalty ( $R = 0.437$ ). This indicates that 19.1% of the variation in employee loyalty can be explained ( $R^2 = 0.191$ ), while the remaining 80.9% is influenced by factors not included in this model.

## Discussion

Research results show that organizational attitudes have a positive and significant impact on employee loyalty at Wajir Seafood. This finding aligns with Robbins' (2002) opinion, which states that organizational attitudes, encompassing individual, group, and structural aspects, play a significant role in increasing work efficiency.

The correlation value ( $R = 0.437$ ) indicates a significant relationship between organizational behavior and employee loyalty. This is supported by Robbins and Judge's (2017) opinion, which states that employees who feel valued through good management practices (such as effective leadership, transparent communication, and fair rewards) tend to be more loyal. However, the R Square value (0.191) indicates that 19.1% of changes in employee loyalty are influenced by organizational behavior, while 80.9% are influenced by other factors such as compensation, career development opportunities, or the physical condition of the workplace. This finding is in line with the research of Ridha et al. (2023) in Besto, Lubuk Begalung, which emphasizes the importance of collaboration between organizational behavior and external factors such as incentive systems to increase employee loyalty.

## CONCLUSION AND RECOMMENDATIONS

Based on the test results and data analysis, it can be concluded that organizational performance has a positive impact on employee loyalty. This is evidenced by the t-test, which showed significant values of 0.007 and 0.001 ( $< 0.05$ ), resulting in the rejection of the null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_1$ ). When companies focus on the well-being of their employees (both physical and mental), their job satisfaction increases.

Satisfied employees are usually more loyal because they feel the company cares about their well-being. Research shows a real and

significant influence between organizational behavior and employee loyalty.

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