



Effect Of Organizational Culture And Leadership On Student Association Member Loyalty At The Faculty Of Economics And Business UNSIKA

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ABSTRACT

Purpose: This research aims to analyze the effect of organizational culture and leadership on member loyalty in the Student Association of the Faculty of Economics and Business, Universitas Singaperbangsa Karawang, considering that member loyalty is essential for organizational sustainability. **Methodology:** A quantitative research using a survey method on 50 respondents as a sample, and the data was analyzed using multiple linear regression analysis. **Results:** The findings indicate that organizational culture and leadership have significant partial and simultaneous effects on member loyalty. **Findings:** Organizational culture and leadership jointly explain 60.7% of the variance in member loyalty. **Novelty & Originality:** This study highlights the synergy between organizational culture and leadership in shaping loyalty within student organizations. The research specifically examines the context of HIMA in FEB UNSIKA using indicators aligned with student organizational dynamics. **Conclusions:** A participatory organizational culture and effective leadership significantly enhance member loyalty. **Type of Paper:** This paper is a research paper.

INTRODUCTION

Student organizations hold an important position in fostering character, leadership spirit, and social skills of students as the next generation and future leaders. The existence of student organizations provides a tangible contribution in instilling character values, such as leadership, sense of responsibility, teamwork, discipline, and concern for the social environment. Through various organizational activities, students gain contextual learning experiences, making student organizations a strategic means for developing soft skills as well as continuously shaping student character (Rizki et al., 2025). In addition, student organizations also serve as an effective contextual learning tool to enhance students' soft skills and emotional maturity (Tesa & Slipilia, 2025).

The level of success attained by an organization depends heavily on the excellence of its human resources (Dhiyanto & Astuti, 2025). In addition, the loyalty of a member is also a supporter of an organization's success. Loyalty can be understood as an honest, faithful, and trustworthy attitude. Loyalty is a staff member's faithfulness to their work responsibilities, rank, or organization (Hasibuan, 2013:169). Members who are loyal to a group are those who are willing to cooperate, willing to make sacrifices, able to control personal interests, and prioritize collective interests (Ramdani et al., 2024). Therefore, member loyalty can be defined as attitude and behavior of

members that demonstrate faithfulness to their organization or group, characterized by a willingness to cooperate, make sacrifices, restrain personal interests, and prioritize collective interests to achieve the organization's goals.

However, in practice, student organizations often face the problem of low member loyalty, which is indicated by decreased participation in activities, a lack of sense of ownership toward the organization, and a high rate of absenteeism in work programs. This condition poses a serious challenge because it can hinder the achievement of the organization's mission and vision. Members who have low loyalty to the organization can disrupt organizational performance, preventing the organization from reaching its expected targets (Simbolon, 2024).

According to Sutrisno (2015), factors that influence loyalty include organizational culture, recognition, and leadership. Organizational culture is a norms, system of values, and shared beliefs that shape behavior and interactions among members within an organization (Dedik et al., 2025). In his book, Schein (2010) explains organizational culture as "pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". Organizational culture functions as the identity of the institution, a tool for social control, a driver of collective commitment, and a guide for member behavior (Dedik et al., 2025). Consequently, a positive and strong organizational culture can encourage a favorable workplace, build togetherness, and solidify organizational identity. Therefore, organizational culture can be defined as a system of shared values, norms, and beliefs within an organization that guides members' behavior, fosters a sense of belonging, and supports the achievement of organizational goals.

Besides organizational culture, leadership is also an important factor in determining member loyalty (N. F. Wulandari et al., 2025). Leadership is an individual's ability to influence the thinking and behavior of others in order to align with the formulation and achievement of organizational goals within a certain situation (Rohmat, 2010:42). Effective leadership not only serves as a guide but also as a motivator and role model for members. Effective leadership can influence various dimensions within an organization, including member motivation, their involvement in activities, and ultimately loyalty to the organization (Haholongan et al., 2024). Leadership can be defined as the ability of an individual to influence the thinking and behavior of others to achieve organizational goals, while also serving as a guide, motivator, and role model for members.

The Faculty of Economics and Business at Singaperbangsa Karawang University (FEB UNSIKA) has several student organizations at the study program level, such as the Management Student Association, the Accounting Student Association, and the D3 Accounting Student Association. All of these student associations play a key role in developing students' potential within the faculty. However, the complex dynamics of the organizations and the diverse backgrounds of the members have the potential to affect member loyalty.

Although several studies have examined the influence of organizational culture and leadership on member loyalty, most of these studies still focus on formal organizations or certain student organizations. Empirical studies that investigate the effect of organizational culture and leadership on member loyalty at the faculty level comprehensively, involving several student associations within one faculty, are still limited. This situation indicates a research gap that needs to be explored further.

Based on the background outlined above, this study aims to analyze the influence of organizational culture and leadership on the loyalty of members of the Student Association of the Faculty of Economics and Business at Singaperbangsa University Karawang. The outcomes of this research are expected to provide theoretical contributions in the development of research on student organization management as well as practical contributions as material for evaluating and formulating strategies to increase member loyalty.

METHOD

Analysis Method

This research was conducted on members of the Student Association at the FEB UNSIKA. This research employs a quantitative approach using a survey method, as it aims to determine the influence of organizational culture and leadership on member loyalty through the measurement of statistical analysis.

The independent variables in this research are organizational culture and leadership, while the dependent variable is member loyalty. The organizational culture variable (X1) is measured based on indicators from Darmawan (2024), including member participation, acceptance of new ideas, team contribution, innovation & creativity, and rewards & recognition. The leadership variable (X2) is measured through indicators from Kurniawati & Raharja (2025), including decision-making, motivating, communication, controlling subordinates, and managing emotions. Finally, the member loyalty variable (Y) is measured through indicators from Nofriyandri & Adrian (2024), including organizational support, active participation, discipline, responsibility, and positive work attitude.

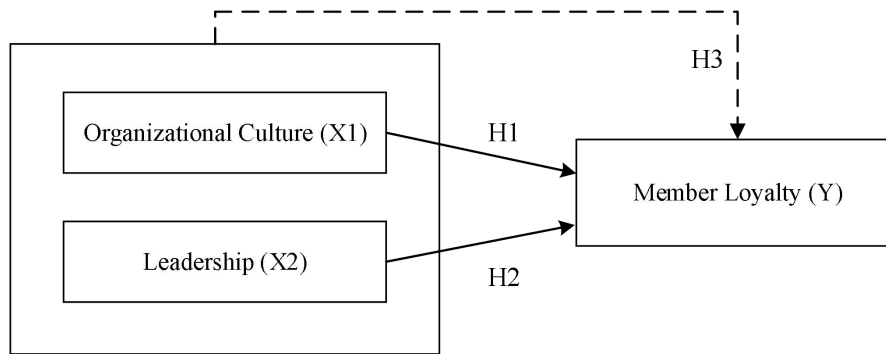
Table 1. Operational Definition of a Variable

Variable	Definitions	Indicator	Source
Organizational Culture Variable (X1)	a system of shared values, norms, and beliefs within an organization that guides members' behavior, fosters a sense of belonging, and supports the achievement of organizational goals.	1. Member Participation 2. Acceptance of new ideas 3. Team Contribution 4. Innovation & Creativity 5. Rewards & Recognition	Darmawan (2024)
Leadership (X2)	the ability of an individual to influence the thinking and behavior of others to achieve organizational goals, while also serving as a guide, motivator, and role model for members.	1. Decision Making 2. Motivating 3. Communication 4. Controlling subordinates 5. Controlling emotions	Kurniawati & Raharja (2025)
Member Loyalty (Y)	attitude and behavior of members that demonstrate faithfulness to their organization or group, characterized by a willingness to cooperate, make sacrifices, restrain personal interests, and prioritize collective interests to achieve the organization's goals.	1. Organizational Support 2. Active participation 3. Discipline 4. Responsibility 5. Positive work attitude	Nofriyandri & Adrian (2024)

Source: Processed Data, 2025

After explaining the previous problems, the hypotheses can be formulated as follows:

Figure 1. Hypotheses Research



- H1 : There is an effect of organizational culture on member loyalty.
- H2 : There is an effect of leadership on member loyalty.
- H3 : There is a simultaneous effect of organizational culture and leadership on member loyalty.

All members of the Student Association at FEB UNSIKA, amounting to 90 individuals, constitute the population of this research. The sample size was determined using the Slovin formula, as described by Altarés et al. (2003), as presented below.

$$n = \frac{N}{1 + Ne^2}$$

With:

n = the required sample size.

N = the population size.

e = the error rate (10%).

The results of the sample size calculation indicate that the minimum number of respondents required for this study is 47. However, to enhance the accuracy of the data, the sample size was increased to 50 participants. Data were obtained using questionnaires formulated in accordance with the indicators of the respective research variables. The research instrument framework employed in this study is presented below.

Table 2. Instrument Framework

Variable	Indicator	Statement Number
Organizational Culture (X1)	Member Participation	1, 2, 3, 4
	Acceptance of new ideas	5, 6, 7, 8
	Team Contribution	9, 10, 11, 12
	Innovation & Creativity	13, 14, 15, 16
	Rewards & Recognition	17, 18, 19, 20
Leadership (X2)	Decision Making	21, 22, 23, 24
	Motivating	25, 26, 27, 28
	Communication	29, 30, 31, 32
	Controlling subordinates	33, 34, 35, 36
	Controlling emotions	37, 38, 39, 40
Member Loyalty (Y)	Organizational Support	41, 42, 43, 44
	Active participation	45, 46, 47, 48
	Discipline	49, 50, 51, 52
	Responsibility	53, 54, 55, 56
	Positive work attitude	57, 58, 59, 60

Source: Processed Data, 2025

A five-point Likert scale, ranging from strongly disagree to strongly agree, was utilized as the research instrument to measure respondents' perceptions of organizational culture, leadership, and member loyalty. Sarwono (2006:93) explains that the Likert scale is commonly used to measure individual or group attitudes in research. Prior to data collection, the instrument underwent validity and reliability testing to ensure its appropriateness as a measurement tool. The analyses were conducted using the Statistical Package for the Social Sciences (SPSS) version 29. Instrument validity was evaluated through Pearson Product Moment correlation at a 5% sig. value, while reliability was determined based on Cronbach's Alpha coefficients.

Statistical data analysis was carried out in several stages. Initially, classical assumption tests were conducted as prerequisite analyses, including tests of normality, multicollinearity, and heteroscedasticity. After all assumptions were met, multiple linear regression analysis was conducted, followed by hypothesis testing through the t-test to examine partial effects, the F-test to assess simultaneous effects, and the coefficient of determination to evaluate the model's explanatory strength.

RESULTS AND DISCUSSION

RESULTS

Results of Research Instrument Data Quality Test

The validity test was performed to assess the appropriateness of the questionnaire by examining Pearson Product Moment correlation coefficients at a 5% sig. value. A questionnaire item is deemed valid when the calculated r-value exceeds the r-table value or when the sig. value is less than 0.05. Furthermore, Utami (2023) states that an instrument can be considered valid if the calculated r-value is higher than the corresponding r-table value.

Table 3. Validity Test

Var	Item	r _{value}	r _{table}	Ket	Var	Item	r _{value}	r _{table}	Ket
Organizational Culture (X1)	X1.1	0,604	0,273	Valid	Leadership (X2)	X2.1	0,520	0,273	Valid
	X1.2	0,541				X2.2	0,323		
	X1.3	0,395				X2.3	0,558		
	X1.4	0,386				X2.4	0,460		
	X1.5	0,429				X2.5	0,413		
	X1.6	0,525				X2.6	0,411		
	X1.7	0,524				X2.7	0,421		
	X1.8	0,436				X2.8	0,415		
	X1.9	0,424				X2.9	0,427		
	X1.10	0,579				X2.10	0,517		
	X1.11	0,688				X2.11	0,399		
	X1.12	0,568				X2.12	0,559		
	X1.13	0,382				X2.13	0,422		
	X1.14	0,584				X2.14	0,437		
	X1.15	0,589				X2.15	0,350		
	X1.16	0,559				X2.16	0,495		
	X1.17	0,574				X2.17	0,575		
	X1.18	0,545				X2.18	0,393		
	X1.19	0,625				X2.19	0,463		
	X1.20	0,476				X2.20	0,471		

Var	Item	r_{value}	r_{table}	Ket
Member Loyalty (Y)	Y1	0,520	0,273	Valid
	Y2	0,581		
	Y3	0,391		
	Y4	0,608		
	Y5	0,448		
	Y6	0,445		
	Y7	0,471		
	Y8	0,480		
	Y9	0,625		
	Y10	0,391		
	Y11	0,562		
	Y12	0,369		
	Y13	0,445		
	Y14	0,454		
	Y15	0,518		
	Y16	0,456		
	Y17	0,428		
	Y18	0,512		
	Y19	0,516		
	Y20	0,483		

Source: Processed Data, 2025

According to Table 2, all items for each variable show $r_{value} > r_{table}$ which means all items are valid.

Reliability test is used to assess the reliability level of the instrument as a data collection tool. Instrument reliability was assessed through the Cronbach's Alpha technique, with a reliability criterion of $\alpha > 0.6$. The outcomes of the reliability testing are shown below.

Table 4. Reliability Test

Variabel	Cronbach's Alpha	Minimum Value	Ket
X1	0,858	0,6	Reliable
X2	0,793		
Y	0,829		

Source: Processed Data, 2025

Based on Table 3, all items for each variable show Cronbach's Alpha values > 0.6 , indicating acceptable reliability. The outcomes of the validity and reliability analyses confirm that the research instrument meets the required criteria, thereby making it suitable for measuring the variables examined in this study.

Classical Assumption Test Results

Once the data were collected, the initial step of the analysis involved conducting classical assumption tests. These tests were carried out to ensure the accuracy and appropriateness of the statistical analysis (Iba & Wardhana, 2021:40). The classical assumption testing comprised normality, multicollinearity, and heteroscedasticity tests. The normality test aims to assess whether the regression model meets the assumption of normal data distribution between the dependent and independent variables. The One-Sample Kolmogorov-Smirnov (1-Sample K-S) test was applied to assess the classical assumptions. According to Rofiah (2021), "the data are considered normally

distributed if the sig. value exceeds 0.05. The outcomes of the normality test are presented as follows”.

Figure 2. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	8.69488331
Most Extreme Differences	Absolute	.097
	Positive	.097
	Negative	-.076
Test Statistic		.097
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.285
	99% Confidence Interval	Lower Bound .273
		Upper Bound .296

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Data processed SPSS, 2025

Based on the Figure 1., the Asymp. Sig. (2-tailed) value was 0.200, exceeding the significance threshold of 0.05. This result indicates that the residuals in the regression model follow a normal distribution. Consequently, the normality assumption required for regression analysis has been satisfied, allowing the model to be used for subsequent analysis.

Furthermore, a multicollinearity test was conducted to identify potential correlations among the independent variables within the regression model. This test was assessed by analyzing tolerance values and Variance Inflation Factor (VIF) statistics. An appropriate regression model is characterized by the absence of strong correlations among independent variables. According to Rahmah and Novita (2022), “multicollinearity is indicated when the correlation coefficient exceeds 95%, the tolerance value is below 0.10, or the VIF value is greater than 10. The results of the multicollinearity test are presented below”.

Figure 3. Test of Multikolinearity
Coefficients^a

		Collinearity Statistics	
	Model	Tolerance	VIF
1	X1	.326	3.069
2	X2	.326	3.069

A. Dependent Variable : Y

Source: Data processed SPSS, 2025

The results of the multicollinearity analysis reveal that both organizational culture (X1) and leadership (X2) have tolerance values of 0.326 (> 0.10) and VIF values of 3.069 (< 10). Therefore, the regression model is free from multicollinearity problems and meets the required assumption.

Furthermore, heteroskedasticity testing was conducted to examine whether the residual variance differs across observations in the regression model. When the residual variance is consistent, the condition is referred to as homoskedasticity, whereas varying residual variance indicates heteroskedasticity. This assessment was performed using the Glejser test, which involves regressing the independent variables against the absolute residual values. According to Ghazali (2018), “the absence of heteroskedasticity is confirmed when the sig. value of each independent variable exceeds 0.05”.

Figure 4. Glejser Test

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	10.062	3.893		2.585
	X1	.018	.090	.051	.203
	X2	-.070	.106	-.166	-.655

a. Dependent Variable: abs_res

Source: Data processed SPSS, 2025

According to the Glejser test, X1 and X2 yield significance values of 0.840 and 0.515, respectively, both above 0.05. These findings show that heteroscedasticity is absent, and the residuals have constant variance, indicating that the regression model satisfies the heteroscedasticity requirement.

Multiple Linear Regression Analysis

This study applies multiple linear regression analysis, as it involves two independent variables and one dependent variable. Pratama et al. (2022) states "The multiple regression model is used to determine the effect of independent variables on the dependent variable". Below are the outcomes of the multiple linear regression analysis.

Figure 5. Result of Multiple Linear Regression Analysis

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	13.656	6.505		2.099
	X1	.420	.150	.448	2.794
	X2	.407	.177	.368	2.295

a. Dependent Variable: Y

Source: Data processed SPSS, 2025

According to Figure 4, the following multiple linear regression equation is obtained.

$$Y = 13.656 + 0.420 X1 + 0.407 X2 + e$$

Explanation:

1. The constant value of 13.656, organizational culture (X1) and leadership (X2) are considered constant or have a value of zero, then member loyalty (Y) has a value of 13.656.
2. X1 has a regression coefficient of 0.420, indicating a positive effect on member loyalty. This can be interpreted as every one-unit increase in organizational culture resulting in a 0.420 increase in member loyalty, assuming the leadership variable is held constant. In addition, the sig. value of 0.008 (< 0.05) indicates that the effect of organizational culture on member loyalty is significant.
3. The regression coefficient for X2 is 0.407, suggesting a positive effect on member loyalty. In other words, for each one-unit increase in leadership, member loyalty rises by 0.407, while

holding organizational culture constant. With a sig. value of 0.026 (< 0.05), the effect of leadership on member loyalty is significant.

Hypothesis Test Results

The t-test is applied in simple or multiple linear regression analysis to examine the partial effects of organizational culture (X1) and leadership (X2) on the dependent variable, namely member loyalty (Y). The results of the t-test analysis are presented in Figure 4. The findings indicate that the variable X1 has a sig. value of 0.008, while the variable X2 shows a sig. value of 0.026.

Furthermore, the F-test was performed to assess the simultaneous influence of the independent variables on the dependent variable. The outcomes of this test are illustrated in the following figure.

Figure 6. Glejser Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5711.171	2	2855.586	36.230	<.001 ^b
	Residual	3704.449	47	78.818		
	Total	9415.620	49			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

The results of the F-test indicate an F-statistic value of 36.230 with a sig. value of 0.001. In addition, the coefficient of determination is used to assess the extent to which the regression model explains variations in the dependent variable (Fatmawati & Lubis, 2020). The results are presented below.

Figure 7. Test the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.590	8.878

a. Predictors: (Constant), X2, X1

Source: Data processed SPSS, 2025

Based on the analysis, the coefficient of determination (R^2) is 0.607. This implies that 60.7% of the variance in member loyalty can be explained by the combined influence of organizational culture (X1) and leadership (X2), with the remaining 39.3% influenced by factors not examined in this study.

DISCUSSION

Effect of Organizational Culture on Member Loyalty

The hypothesis testing results demonstrate that organizational culture (X1) significantly influences the loyalty of members of HIMA, Faculty of Economics and Business, Universitas Singaperbangsa Karawang, as indicated by a sig. value of 0.008 ($p < 0.05$). This result implies that stronger implementation of organizational culture is associated with higher levels of loyalty among members of the student organization.

Theoretically, these results are in line with the organizational culture theory proposed by Schein (2010), which states that "organizational culture will influence how a group works and solves problems, when these shared values and assumptions are understood and consistently applied, members tend to feel comfortable and attached to the organization". This is reinforced by Dedik et al. (2025), who state that "organizational culture can function as an institutional identity, a tool for

social control, a driver of collective commitment, and a guide for members' behavior". A strong organizational culture can create a sense of belonging and collective identity, thus encouraging members to demonstrate loyalty and commitment to the organization.

The results also support Meyer & Allen's (1997) organizational commitment theory, particularly affective commitment, which states that emotional attachment to the organization will increase when organizational values align with individual values. Thus, a positive organizational culture plays a role in strengthening members' emotional attachment, making them willing to stay, contribute, and continuously support the organization.

These findings empirically support previous research, including Molo & Juhaeti (2023), who found that organizational culture has a partial and significant effect on employee work loyalty, as indicated by a calculated t-value of 5.160, which is greater than the table t-value of 2.042. Ayunda et al. (2022) also reported a similar finding, stating that the organizational culture variable influences employee loyalty at a value of 22.75%, with 77.3% influenced by other factors. Rose's (2019) study, analyzed using path analysis, also reported similar results. Consequently, it can be concluded that organizational culture within HIMA FEB UNSIKA plays an key role as a foundation for building members' loyalty through the internalization of values, active participation, and appreciation of members' contributions.

Effect of Leadership on Member Loyalty

The t-test results show that leadership (X2) has a sig. value of 0.026 (< 0.05). This indicates that the quality of leadership in HIMA FEB UNSIKA plays an key role in increasing the loyalty of organization members to the contributions of organization members. Theoretically, these findings align with the leadership theory proposed by Northouse, which states that leadership is the process of influencing individuals or groups to achieve common goals (Ruhmady & Omolu, 2023). Leaders who are able to make decisions accurately, provide motivation, establish effective communication, and manage emotions will find it easier to build members' trust, which ultimately results in increased loyalty to the organization. Empirically, this study aligns with the findings of Mahliga (2024), Wulandari et al. (2024), Tawaris et al. (2022), Suka & Made (2021), and Nuriyah & Azizah (2021) that leadership has an influence on member loyalty. Thus, leadership in student organizations not only plays a role in performing structural functions but also serves as a strategic factor in building member loyalty through effective organizational leadership.

Effect of Organizational Culture and Leadership on Member Loyalty

Based on the F-test, organizational culture and leadership together have a significant impact on HIMA FEB UNSIKA members' loyalty, with $F = 36.230$ and sig. = 0.001 (< 0.05). The R^2 value of 0.607 indicates that these variables explain 60.7% of the variation in loyalty, with the remaining portion influenced by factors outside the study. These findings indicate that member loyalty in student organizations is not formed partially, but rather through a synergy between a positive organizational culture and effective leadership. Empirically, this study supports the findings of Rahmah & Novita (2022) that there is a partial influence of organizational culture and leadership on member loyalty.

Multiple linear regression analysis results show that, both independent variables show a positive effect on member loyalty, but with different levels of influence. Organizational culture has a regression coefficient of 0.420, which is higher than leadership with a coefficient of 0.407. These findings indicate that organizational culture has a relatively more dominant influence in increasing the loyalty of HIMA FEB UNSIKA members. This suggests that strengthening values, participation, and recognition within the organization plays an key role in building member loyalty, which is reinforced by effective leadership.

In the context of student organizations, the synergy between a participative organizational culture and effective leadership can create internal stability, increase member engagement, and strengthen loyalty as a strategic asset of the organization. High member loyalty impacts the

sustainability of the organization, the efficiency of program implementation, and the achievement of organizational goals in a sustainable manner.

CONCLUSION

This research shows that organizational culture and leadership have a significant impact on the loyalty of members of HIMA at FEB UNSIKA, both partially and simultaneously. These findings confirm that member loyalty is formed through the internalization of strong organizational values as well as leadership that can guide, motivate, and build member commitment.

Theoretically, this research contributes by reinforcing the view that organizational culture and leadership are strategic factors in building loyalty in student organizations, as well as expanding the study of loyalty in the context of non-profit and academic organizations. These findings affirm loyalty as a form of social capital that supports organizational sustainability and builds member commitment.

Practically, the outcomes of this research can serve as a basis for the HIMA FEB management at Singaperbangsa Karawang University to strengthen organizational culture and improve leadership quality in order to maintain member loyalty. The limitation of this study lies in measuring the effect of organizational culture and leadership on member loyalty at the faculty level as a whole, without differentiating the analysis for each existing association. This approach was chosen to obtain a general overview of member loyalty in student organizations within FEB UNSIKA. Therefore, future research is recommended to examine the effect of organizational culture and leadership on each association more specifically, considering that each association has different organizational characteristics and dynamics.

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