

The Influence of Leadership Style and Job Satisfaction on Work Loyalty at CV. Harco Nancy

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ABSTRACT

Objective: This study aims to analyze the partial influence of leadership style on job loyalty, examine the partial impact of job satisfaction on job loyalty, and investigate the combined effect of leadership style and job satisfaction on job loyalty at CV. Harco Nancy. **Methods:** This quantitative research involves 50 employees of CV. Harco Nancy, using multiple regression analysis, t-tests, determination coefficient (R^2), and F-tests to evaluate the relationships between the independent variables (leadership style and job satisfaction) and the dependent variable (job loyalty). **Results:** Findings reveal that leadership style significantly affects job loyalty, evidenced by a significance level of $0.000 < 0.005$. Job satisfaction also has a significant positive impact on job loyalty, with a significance level of $0.000 < 0.005$. Furthermore, leadership style and job satisfaction together significantly influence job loyalty, confirmed by an F-value of 65.592 with a significance of $0.000 < 0.005$. **Novelty:** This study provides insights into the importance of leadership and job satisfaction in enhancing employee loyalty. It highlights the role of other influential factors such as motivation and work enthusiasm, offering a basis for further research on employee loyalty dynamics.

INTRODUCTION

In today's global era, there is an increasingly short gap between expectations and reality expressed by employees, thus giving a sense of enthusiasm to the organization or company. In this regard, companies need to work hard to address employees' concerns or desires. It is often associated with the saying that a leader who engages in peer pressure has a very strong sense of loyalty to his subordinates. On the other hand, work ethics is a kind of seal (positive) that gives employees confidence in accordance with the work given, developing according to the employee in the work situation. As a result, loyal employees will have a high work ethic and will have a bad impact on the employee's ability to complete tasks which ultimately hinders their desire to improve work performance.

A key factor that influences an organization's success is its ability to adapt to significant changes for the business. In leadership, experience is required to develop the art and stability of the company. This is because the success of employees in achieving the company's goals and objectives depends on how well a leader leads by providing effective guidance and support to employees in achieving their goals. Mention of CV about leadership qualities. Harco Nancy is still a bit too stiff to adjust.

In addition, the work experience listed in CV Harco Nancy is very low and does not meet expectations, resulting in some employees who are willing to work and contribute to the work environment, and there are also employees who do not meet expectations. responsibilities given by supervisors. There are various factors that cause a worker to be less productive and happy, such as inconsistent policies at work, inconsistent work

standards, and inconsistent facilities provided to employees. This work-related leave is one of the main causes of low employee performance at work, which is caused by ineffective and efficient leadership.

Due to Harco Nancy's lack of motivation, employee loyalty became less developed. This is related to leadership and also work performance are the two most important factors that must be considered in order to improve employee work performance and launch the company's mission with a positive attitude so that it can provide feedback that has a positive impact on employee work performance. Therefore, this study wants to find out whether employee loyalty and work performance are positively correlated with employee CV loyalty. Harco Nancy.

Literature Review

According to Hasibuan (2021:210), employee loyalty is defined as the willingness of employees and the willingness of employees to use their wisdom and time to help the organization achieve its goals. On the other hand, according to Kadir (2021:151), employees must have all the necessary skills, abilities, time, and energy to contribute to the company's goals and be able to overcome obstacles. They must also not engage in activities that can harm the company after they become employees of the company.

According to Chaerudin (2020), examples used to reduce the loyalty of a worker are:

1. Obey the rules.

Dedicated workers are ensured to comply with the regulations; The following tactics are caused by workers' anxiety because the regulations are strictly enforced from the Company to prevent business interruptions. This learning will make workers more obedient to the rules without feeling threatened or intimidated if the rules are violated.

2. Responsible for the organization.

When an employee understands the meaning of loyalty, the employee directly has full responsibility for the organization where he works. Workers must always be careful when carrying out their duties, but still dare to develop innovations so that the interests of the Company are achieved.

3. Have an open mind about the organization.

When a worker has a strong sense of loyalty, they will automatically develop a strong sense of loyalty where their organization works. Workers are always vigilant when carrying out their obligations, but sometimes they are quick to think of innovations to answer business needs.

4. Willingness to work together

Employees are not afraid to work with other workers when a group that allows them to support the institution in which they work and achieve what they want is not always achievable with a single employee acting alone.

5. A sense of belonging

Because employees who serve their superiors will ultimately develop an attitude that is in line with the company's goals, it is very important for employees to have a strong sense of responsibility and respect for the institution.

6. Interpersonal Hungan

If the worker has a strong loyal nature, it is ensured that there is a close connection with other employees and an understanding of them. This private relationship

includes the socialization of life, including professional connections as well as personal relationships.

7. Encourage employees

Having a heart at work means having a very high loyalty at work.

According to Nikmat (2022:42) states that the definition of peer pressure is the effort given by peers to influence others; The intensity of peer pressure can vary depending on the other person and the situation. According to Setiana (2022:6), the three main components of political leadership are philosophy, skills, and attitude of leaders. Behavior that is made to integrate the vision and mission of the organization aims for individuals to achieve is a leadership style. On the other hand, Zaharuddin (2021:50) states that the term "leadership" refers to the leadership style or method used by leaders to influence the decisions, actions, and behavior of organizational subordinates

The conceptual framework is intended to facilitate research from writing whose factors are used, including Leadership Style (X1) and Job Satisfaction (X2) to Work Loyalty (Y) so that it can be exemplified with a conceptual framework with the following image research:

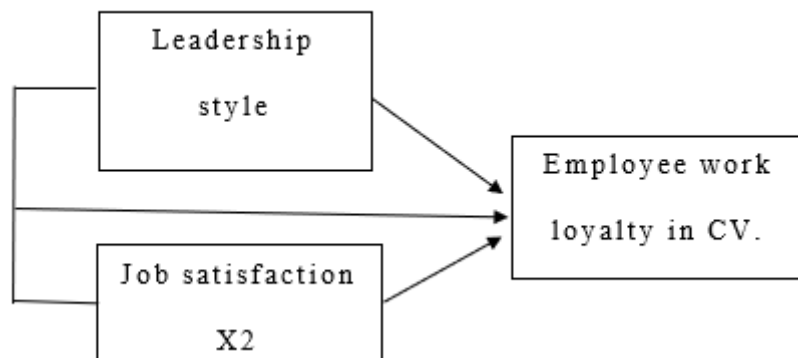


Figure 1 Conceptual framework

RESEARCH METHOD

The research was held at CV. Harco Nancy which is located at Jl. A. Yani IV No. 19AB, Kesawan, West Medan District, Medan City. The researcher made the location to be used in research because the CV company. Harco Nancy is quite needed in Leadership Style and Job Satisfaction to Job Loyalty" in CV. Harco Nancy.

According to Sugiyono (2021:126), population is a generalization of an area in which it is filled with objects, subjects, quantities, and also characteristics that are determined by the researcher so that they can be studied and also concluded. Therefore, the population is not only humans, but also the objects and subjects studied, for example, documents that are considered to be the object of research. Population is not only the number of objects and subjects studied, but also comprehensive in terms of characteristics or subjects that have properties or of objects themselves. The population concerned in the study is CV. Harco Nancy which consisted of 80 respondents.

The variables of the research were carried out consisting of variables that were planned for the study. The study used 2 (two) independent variables, where the first variable was free with leadership style (X1), the second independent variable was job satisfaction (X2) and the bound variable was job loyalty (Y).

RESULTS AND DISCUSSION

Results

Validity Test

The validation of the leadership style variable test is as follows:

Table 1. Results of the Validity Test of Leadership Style Variables
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
x1.1	28,38	18,159	,659	,933
x1.2	28,26	18,074	,669	,932
x1.3	28,36	17,378	,720	,929
x1.4	28,44	17,149	,832	,921
x1.5	28,46	16,131	,794	,924
x1.6	28,44	16,904	,838	,920
x1.7	28,44	17,149	,832	,921
x1.8	28,44	17,149	,832	,921

Source: Results processed by spss version 23

Based on Table 6, it is found that the test count of the Leadership Style variable has a higher value than the r table. Where r table can be seen in Junaidi's journal by using the formula $df=(N-2)$ where N is the total sample - 2, then $df=(50-2=48)$ so it can be concluded that r table is worth 0.278. It is concluded that all the results obtained from the Leadership Style are valid and can be used in research. The test of the validity of the Leadership Style (X1) variable is mentioned as follows:

Table 2. Results of the Validity Test of Leadership Style Variables
No Statement *Corrected Item Total* r table Information
Correlation (r_{hitung})

<i>Item 1</i>	0,659	0.278	Valid
<i>Item 2</i>	0,669	0.278	Valid
<i>Item 3</i>	0,720	0.278	Valid
<i>Item 4</i>	0,832	0.278	Valid
<i>Item 5</i>	0,794	0.278	Valid
<i>Item 6</i>	0,838	0.278	Valid
<i>Item 7</i>	0,832	0.278	Valid
<i>Item 8</i>	0,832	0.278	Valid

Source: Results processed by researchers with SPSS version 23

In table 7, it is seen that the highest value of r is $0.838 > r$ table is 0.278 and the lowest value r is $0.659 > r$ table 0.278 , then it is declared that the validity test on Leadership Style is declared valid.

Reliability Test

The reliability test is the level of an obstacle instrument from the research. Instruments that Reliable Was instrument which is used many times, in order to be measured the same with objects that are not different, are sure to produce the same results for the data. The reliability test can provide certainty with the respondents' answers answered from the questionnaire. This reliability test is carried out if the test has been confirmed to be valid and has also been validated.

Table 3. Instrument Reliability

Variable	Cronbach Alpha <i>Values</i>
Leadership Style (x1)	0,934
Job Satisfaction(x2)	0,870
Employee Loyalty (Y)	0,889

Source: Results processed by spss version 23 (2024)

Multiple Regression Analysis

The results of the regression analysis can be observed in the table below

Table 4. Multiple Linear Regression Results

Model	Coefficients ^a				Mr.	Collinearity Statistics	
	Unstandardize	Standar	t				
	d Coefficients	dized	Coeffici				
	B	Std.	Beta			Toler	BRIG
		Error				ance	HT
1	(Const ant)	2,407	2,873	,838	,406		
	X1	,291	,066	,352	4,373	,000	,868 1,152
	X2	,676	,082	,665	8,275	,000	,868 1,152

a. Dependent Variable: Y

It can be concluded from Table 4, the equation of the multiple liner regression in this research table is:

$$Y = 2,407 + 0,291X1 + 0,676X2$$

The answer can be seen based on the following information:

- Based on the modeled regression, the constant of the value listed is 2.407 interpreted as a variable that is free to model the assumption is zero, leveled outside the model of the fixed work loyalty variable with a large of 2.407 variables

Leadership Style in job satisfaction is not innovated, causing the work loyalty to still be the same 2.407 units.

- b) The value of the regression coefficient b1 of 0.291 research can be defined if when the Leadership Style increases by one unit, therefore it can increase the work loyalty by 0.291 units.
- c) The value of the regression coefficient b2 of 0.676 is interpreted from this research, when job satisfaction increases by one unit, it can add a percentage of job loyalty by 0.676 units.

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Partial Test (t-Test)

The results of the first hypothesis test can be partially observed in table IV. next:

Table 5. Test Results t

Model	Coefficients ^a				Mr.
	Unstandardized Coefficients	Standardized Coefficients	t		
	B	Std. Error	Beta		
(Constant)	2,407	2,873		,838	,406
X1	,291	,066	,352	4,373	,000
X2	,676	,082	,665	8,275	,000

a. Dependent Variable: Y

Source: Processing Results with SPSS Version 23

Referring to Table 15, the results are obtained, namely:

- a) The significance value in the Leadership Style variable (0.000) is below the alpha limit of 5%, which is 0.05 with a calculated t value of 4.373 ($n-50-2=48$) > t table 2.010. From this analysis, it rejects H0 at once. Ha is accepted in the Leadership Style variable. So, the Leadership Style variable has a significant effect on Work Loyalty on CV. Harco Nancy.
- b) The significance value in the Job Satisfaction variable (0.000) is below the alpha limit of 5%, which is 0.05 with a calculated t-value of 8.275 ($n-k=50-2=48$) > t table 2.010. From this analysis, Rejecting H0 as well as Ha were accepted in the Job Satisfaction variable. indicates that Job Satisfaction has a significant impact on Job Loyalty in CV. Haco Nancy.

Simultaneous Test (Test F)

The following are the results of the F test in the study projected in the table below:

Table 6. Test Result F

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Mr.
1	Regression	550,714	2	275,357	65,592	,000b
	Residual	197,306	47	4,198		

Total	748,020	49
a. Dependent Variable: Y		
b. Predictors: (Constant), X2, X1		

Source: Processing Results with SPSS Version 23

Referring to the results of the regression test carried out, the significance value is 0.000. Where it is displayed than the significance value of F is less than 5% (0.05) or the value of F count = 65.592 > 2.80 F table (df1 = k-1=3-1=2) while (df2 = n - k (50-2=48)). It can be interpreted that if all independent variables, namely Leadership Style, Job Satisfaction have a significant effect on CV Employee Loyalty. Harco Nancy.

Coefficient of Determination (R²)

The following table displays the results of the determination test:

Table 7. Coefficient Determination Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,858a	,736	,725	2,049

Source: Processing Results with SPSS Version 23

Refer to table 17 if you can see the Adjusted R value Square namely 0.725 or 72.5% of the variation of the free variable while the remaining 27.5% was influenced by external factors outside this study.

Discussion

The Influence of Leadership Style on Employee Performance Loyalty

The research in question supports previous research that has been carried out by Evi Resepina Br. Sembiring which shows that leadership and organizational culture in their own ways also affect negatively and positively which affects the way employees work. The following is in accordance with the previous study, with the number 5% (0.05) or tcount = 4.373 (n-k50-2=48) > ttable 2.010. Looking at the results obtained, it rejects H0 at once. Ha is accepted in the Leadership Style variable. Therefore, the variables of Leadership Style affect the performance loyalty of the CV. Haco Nancy

The Effect of Performance Satisfaction on Employee Loyalty

The evidence from the researcher that was carried out, encouraged the researcher and has been proven by Fitri Wakhiyada yurso et al . which shows that the analysis obtained shows that the insight, silmultan with a leadership style and satisfaction in work has a positive and also significant effect on the performance of workers. This is in accordance with previous researchers, there is an alpha number of 5% (0.05) or t count = 8.275 (n-k=50-2=48) > t table 2.010. Proof of acquisition rejects H0 at once. Ha is accepted in the Job satisfaction variable. Therefore, the Job Satisfaction rate has a significant impact on Job Loyalty on CVs. Haco Nancy.

The Influence of Leadership Style and Job Satisfaction on Employee Loyalty

The research shows evidence of analysis in this research, a significance value of 0.000. which must be lower than 5% or 0.05. The value of F calculates = 65.592 > 2.80 Ftable (df1 = k-1=3-1=2) while (df2 = n - k (50-2=48)). It can be concluded that all independent numbers are Leadership Style, Job Satisfaction has a significant effect on CV Employee Loyalty.

Harco Nancy. In order to find out the magnitude of the percentage of the free variable with the change of the related variable using the determinant coefficient. There is also a result of the Coefficient of Determination (R^2) value, which is 0.725 or 72.5%. What binds the variable variables is Leadership Style and Job Satisfaction with a model willing to explain the variables of CV Employee Job Loyalty. Harco Nancy for the rest with a figure of 27.5% can be influenced by other variables than outside the model. There are also other problems that affect morale, training, and other variables.

CONCLUSION

This study establishes that both leadership style and job satisfaction significantly influence job loyalty at CV. Harco Nancy, with evidence showing that these variables, independently and together, enhance employee loyalty as indicated by statistically significant results ($p < 0.005$). **Implication:** These findings suggest that companies aiming to increase employee loyalty should focus on fostering effective leadership and enhancing job satisfaction. Efforts such as leadership training and creating a supportive work environment may be beneficial. **Limitation:** The study is limited by its sample size of 50 employees from a single organization, which may restrict the generalizability of the findings to other contexts or industries. **Further Research:** Future studies should consider larger and more diverse samples across different organizations and explore additional factors such as motivation, work enthusiasm, and training programs, which could further illuminate the dynamics of job loyalty.

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