



## **THE INFLUENCE OF LEADERSHIP AND WORK CULTURE ON EMPLOYEE WORK LOYALTY**

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### **Abstract**

Every company wants employees to be loyal employees. This is very important considering that employee loyalty can be a force to gain success and support the survival of the company. However, to realize this, companies must also be more adaptive to all aspects that shape it, such as leadership and work culture. In this study, all employees will be taken as the population. Probability sampling using simple random sampling technique is the type of sample. It is known that there were 100 respondents who were taken as samples. SPSS will be used during the collection, processing, analysis of the data. In addition, what is included in the data analysis is validity, reliability, multiple linear regression analysis using the t test, F test and the coefficient of determination test is also involved. The results of the study prove that there is a significant influence between leadership and work culture variables. Other research also states that there is a simultaneous influence of leadership and work culture on employee loyalty.

Keywords: leadership, work culture, employee work loyalty.

## Introduction

The world of work is a place where a group of individuals carry out a work activity. Every company has short-term and long-term goals that will be achieved through organizational systems and activities. Companies must have quality human resources so that goals can be achieved. They were selected from a good recruitment process so as not to cause problems when they become members of the organization (Fatimah et al., 2018). As revealed by Andayani (2011); Mahayana et al. (2017) that a company will be far more advanced because of employees. Employees have many active roles, starting from as planners, actors and regulators for the realization of company goals. How important human resources are to carry out work requires employees who have skilled abilities, have a great will and have high loyalty to the company (Naufalia et al., 2022; Retnowati, 2022).

Employees with high loyalty will have a positive influence (Mardikaningsih, 2020). It will increase results, reduce turnover and absenteeism, increase employee morale, increase loyalty, reduce complaints, facilitate efforts to attract employees and retain them and maintain a favorable employee attitude towards work and the environment (Gunawan, 2015). Darmawan et al. (2020) defines work loyalty as an attitude, an action based on ability and expertise, discipline and honesty while working, being able to create a supportive and pleasant atmosphere and being willing to work for a long time. The absence of absent employees for a certain period, as well as the small number of employees leaving the company can be an indicator of employee loyalty to a company (Khasanah et al., 2010; Putra et al., 2017). Loyalty that is formed in each individual employee is the hope of every company. Of course, the company's treatment of employees is not only an asset, but also a work partner to achieve goals (Darmawan, 2020). Loyalty that is expected to be formed in employees needs to be fought for through effective leadership.

The leadership system in the work environment has an impact on the work performance of its members. Leadership is a process so that other people are influenced in order to achieve a goal (Lestari et al., 2020). Based on the explanation by Ernawati et al. (2020) there is responsibility from the leader for the success or failure of the work carried out, besides that there are also other forms of responsibility based on well-formed cooperation between leaders and followers. There is a strong attachment

between leadership and loyalty because leaders will succeed in directing others to achieve a set goal depending on authority, in addition to how the loyalty of each employee can be achieved (Khasanah, 2018; Al Hakim & Hariani, 2021). Leadership must strengthen workers' bonds with the organization and not provide gaps for them to think about leaving the organization (Djazilan, 2020; Kurniawan et al., 2021).

There are certain characteristics of each company that differentiate between companies that are one with the other. This difference lies in the habits within the company, all the rules that may and may not be implemented by the employee or it is called work culture (Ardiansyah, 2017; Putra et al., 2020). Based on the explanation by Mardikaningsih et al. (2015); Hariani & Al Hakim (2021) work culture is usually formed since an organization was founded. The formation of a work culture when an organization is faced with a problem related to the survival of the organization due to external and internal changes (Jahroni et al., 2021; Mardikaningsih et al., 2022). For this reason, work culture can be interpreted as social values or patterns of behavior that are thoroughly related to reason and human behavior during a job (Mardikaningsih & Darmawan, 2012). Work culture becomes a habit that is passed down from generation to generation from an individual or group of individuals to determine their behavior while carrying out work based on the achievement of company goals and this is a start to form work loyalty.

Problems are often found such as employees who are often absent from work, employees who are lazy, lack of cooperation among employees, targeted production is rarely achieved, there are disputes between employees. According to the background described, the author is interested in researching the title of research on "The Influence of Leadership and Work Culture on Employee Loyalty".

## Method

The population is all objects or objects with certain characteristics that will be studied, not only the subjects or objects studied, but all the characteristics of the subject or object (Hidayat, 2013). In this study, all employees will be taken as the population. Probability sampling using simple random sampling technique is the type of sample. It is known that there were 100 respondents who were taken as samples.

The involvement of the leadership variable (X.1) and work culture (X.2) is the chosen independent variable while the dependent variable chooses work loyalty (Y). The following is an explanation of the indicators of each variable in this study.

Leadership (X.1) is a process in which a person with the ability he has can influence other people so that other people are motivated to work according to the goals that have been set. The indicators according to Andayani (2019) are (a) intelligence, (b) maturity, social and broad social relations; (c); self-motivation and drive for achievement; (d) attitudes of human relations; (e) has a strong influence; (f) has a good relationship pattern; (g) has certain characteristics; (h) has a position or position; (i) able to interact; and (j) able to empower. Work Culture (X.2) as a group of basic thoughts or mental programs that can be used to improve work efficiency and human cooperation owned by a group of people. The indicators according to Khasanah (2018) are habits, regulations, and values. Work Loyalty (Y) is an attitude, an act of devoting one's abilities and expertise, discipline and honesty at work, creating a supportive and pleasant atmosphere at work, and a willingness to work for a longer period of time. Indicators according to Gunawan (2015) are (a) comply with regulations; (b) responsibility; (c) willingness to cooperate; (d) sense of belonging to the company; (e) interpersonal relationships; (f) liking for work; (g) dedication; (h) honesty.

Sources of research conducted are useful for obtaining data from leadership (X.1), work culture (X.2) and work loyalty (Y). The data in this study were collected using several techniques such as observation, interviews and questionnaires. The Likert scale will be used by researchers as a scale that indicates the level of agreement or disagreement based on a set of questions. Scores are determined at a value of one for STSS to eight for SSS. SPSS will be used during the collection, processing, analysis of the data. In addition, what is included in the data analysis is validity, reliability, multiple linear regression analysis using the t test, F test and the coefficient of determination test is also involved.

## Result and Discussion

The respondents were employees aged between 17-47 years. There is 12% for the 17-to-20-year age category. There is 63% for ages from 21 to 30 years. 25% belong to the age category of 31 to 47 years. As many as 19%

were male respondents and 81% were female respondents. 89% are respondents with high school education and 11% are respondents with higher education.

The validity test will show the quality of an instrument used to measure the variable to be studied. If it is included in the valid category, then all questions listed in the questionnaire can show an r value which can be greater than 0.30.

Reliability testing is related to the consistency of a measuring instrument so that it will show consistent results as long as the things that are a variable that are converted into a questionnaire form are responded to by the respond According to Darmawan (2015) this reliability test was carried out simultaneously on all the questionsents. Reliability results are considered reliable if the Cronbach alpha value which is the guideline can exceed the limit of 0.70.

Table 1. Reliability test results

No	Variable	Cronbach's Alpha	N of items	Information
1	Leadership (X.1)	0.723	12	Reliable
2	Work Culture (X.2)	0.768	8	Reliable
3	Work Loyalty (Y)	0.842	14	Reliable

(Source: SPSS Results, 2022)

Table 1 can show that each variable produces a value exceeding 0.70. With this, the instrument is indeed reliable and in the questionnaire all the questions are appropriate if used as a tool for collecting research data.

Table 2. t-Test and Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20.493	4.370		4.689	.000
X.1	7.893	.661	.698	11.945	.000
X.2	3.757	.797	.275	4.717	.000

Source: SPSS Output Results

Contributions based on independent variables to the dependent variable can be identified through multiple linear regression analysis. According to the processed data, the results are obtained according to table 2. From the independent variables of leadership (X.1) and work

culture (X2) and their influence on work loyalty, an equation can be formed.  $Y = 20.493 + 7.893 X.1 + 3.757 X.2 + e$ . Interpretation: The constant (a) = 20.493 is considered to be the value of a bound variable i.e., employee work loyalty (Y) without being influenced by leadership (X.1) and work culture (X.2). This means that if the free variable is equal to 0, it is predicted that the employee's work loyalty (Y) will be 20,493.

The regression coefficient for leadership (X.1) of 7.893 means that if leadership increases by 1 unit, employee work loyalty (Y) will increase by 7.893 assuming that the work culture variable (X.2) is equal to 0. The regression coefficient for work culture (X.2) of 3.757 means that if the work culture increases by 1 unit, employee work loyalty (Y) will increase by 3.757 assuming that the leadership variable (X.1) is equal to 0.

The partial effect of the independent variable on the dependent variable can be tested by the t test, the results of which are listed in table 2. According to the determination of significance at the 5% level (0.05) it is known that partially the leadership variable (X.1) affects employee loyalty (Y) with a significant effect because 0.000 is less than 0.05. For work culture (X.2) it can also partially and significantly affect employee loyalty (Y) because 0.000 is less than 0.05.

The simultaneous effect based on the independent variable on the dependent variable, the results can be known through the F test. Table 3 shows the results.

Table 3. ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15362.169	2	7699.035	137.300	,000 <sup>b</sup>
	Residual	7586.262	97	56.075		
	Total	22948.431	99			

Source: SPSS Output Results

F-count reaches 137.300 and for significance it also reaches 0.000. If described, then simultaneously leadership (X.1) and work culture (X.2) have an effect with significant results on work loyalty (Y).

The magnitude of the influence of leadership (X.1) and work culture (X.2) variables on work loyalty (Y) can be seen from the R-Square value.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 <sup>a</sup>	.739	.734	7.488

Source: SPSS Output Results

Employee loyalty (Y) can be formed from the contribution of leadership (X.1) and work culture (X.2) of 73.9%. The percentage is still 26.1%, which means there are still several other independent variables involved in forming work loyalty.

The results of the study can reveal that there is a significant influence of the leadership variable on employee loyalty. Good leadership certainly can and succeeds in influencing employees constructively so that they can carry out according to orders based on the achievement of goals (Issalillah, 2020). The leader has responsibility for the failure or success of the work carried out (Retnowati et al., 2022; Munir, 2022). This shows that there is a close relationship between leadership and loyalty because leaders who are successful in directing others have a responsibility that is largely determined by the abilities and policies of the leader (Andayani, 2019; Putra & Mardikaningsih, 2022).

Other findings also state that work culture variables with significant results can affect employee loyalty. Each company has characteristics that are not the same as other companies. In the work carried out there needs to be an adjustment between workload, task complexity and employee capabilities (Santosa, 2002). The more appropriate in placing employees, employees can work well, there are appropriate rewards from the company, then employee loyalty to the company can be realized (Mahyanaila, 2016).

Another finding is that simultaneously leadership and work culture can affect employee loyalty. Therefore, a maximum management system is needed based on the correct work culture values in accordance with the abilities and experience of employees and there needs to be supervision from good leadership (Newstorm & Davis, 1996; Mardikaningsih & Darmawan, 2020). Loyalty is basically loyalty, devotion and trust given or shown to a company in which there is a sense of love and responsibility to try to provide the best service and behavior (Hariani, 2021; Handayani & Khairi, 2022). Thus, it can be stated that employees who are loyal to the company are employees who are willing to work together, which

means willing to sacrifice themselves, willing to control themselves and able to show self-interest (Mathis & Jackson, 2009; Hutomo, 2011). Willingness to sacrifice involves awareness to devote himself to the company, this dedication will support employee participation in the company (Sinambela et al., 2022). Employees who are loyal and have trust, then there is a willingness to sacrifice and be loyal to what is believed (Radjawane, 2022). There is a positive relationship between loyalty and trust, which means that the higher the employee's trust in the company, the higher the employee's loyalty to the company.

Employee loyalty to the organization can bring responsibility that creates morale (Werdati, 2020). To realize employee loyalty, companies must ensure that there is a feeling of kinship between employees and the company. With this feeling of shared fate, the company's progress and setbacks are also felt by employees.

## Conclusion

The results of the study prove that there is a significant influence between leadership and work culture variables. Other research also states that there is a simultaneous influence of leadership and work culture on employee loyalty.

As a company leader, you must have responsibility for the failure or success of carrying out a job. In addition, there must be responsibility based on good coordination or cooperation between leaders and subordinates. The company provides socialization to employees regarding company habits, regulations that are applied for employees to follow so that the organizational culture that the company has built properly can all be obeyed.

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