

Analysis of Leadership Style and Motivation Towards Employee Job Satisfaction and Loyalty

Sabilar Rosyad*, Danu Kusbandono, Evi Yulia, Ike Susanti, Nurus Safa'atillah

Universitas Islam Lamongan, Indonesia

*Corresponding author. Email: rosyadabil4@unisla.ac.id

ABSTRACT

This study aims to determine the analysis of Leadership Style, and Motivation on Job Satisfaction and Employee Loyalty at the Industry and Trade Office of Lamongan Regency. This study uses a quantitative research method through the distribution of questionnaires and using SPSS 26. The number of samples used is 45 employees using total sampling because the population is relatively small. The analysis technique uses validity test, reliability test, classical assumption test, multiple linear regression analysis test, multiple correlation test, determination coefficient test, t test and F test. The conclusion states that partially and simultaneously leadership style and motivation affect job satisfaction and employee loyalty at the Industry and Trade Office of Lamongan Regency

Keywords: *Leadership Style, Motivation, Job Satisfaction, Employee Loyalty*

1. INTRODUCTION

Human resource development is an important focus in realizing sustainable and globally competitive corporate transformation. As time goes by, competition between companies cannot be avoided, this kind of competition will require organizations to be better at managing human resources in order to keep up with global competition that is difficult to predict. In building a company, proper management and utilization of human resources will encourage the company to easily achieve its goals. Humans have the opportunity to become a leader, considering that humans have different characteristics so that this can be a value for each individual. The differences in individual characteristics are what create their own uniqueness which causes each person to have different leadership styles and certain ways to overcome the problems they face.

Sukmawati et al., (2020) leadership style is a way or technique of a person in carrying out leadership and can also be interpreted as a behavioral norm used by a person when the person tries to influence the behavior of others. A good leader is a leader who is able to bring the company into healthy competition to become a leading company. In addition to leadership factors, providing motivation also influences employee satisfaction and loyalty. According to Marwanto & Hasyim (2023) motivation is a desire that arises in humans because they are inspired, encouraged, and encouraged to carry out activities with sincerity. One of the important means of human resources in organizations or companies is the creation of a sense of job satisfaction in employees, employee job satisfaction cannot be equated because of individual character, this will create different levels of job satisfaction between employees.

Employee sense of accomplishment at work is what defines job satisfaction. When they are satisfied with their jobs, employees are more likely to be productive, have higher retention rates, are more committed to the organization, and pay more attention to the quality of their work Fauzi et al., (2022). Loyalty related to the level of trust is a desire to protect and save face for others. If someone has loyalty and trust in something, then that person is willing to sacrifice and be loyal to the thing they believe in, Pratama & Armanu (2022). The phenomenon that often appears in an organization is the relationship between leaders and subordinates, because these two elements of the company or organization can move and achieve the desired goals. If a leader is good and can be responsible in carrying out his duties, then employees will behave in such a way that a leader sets an example for his employees.

Ningrum & Purnamasari (2022) stated that leadership style has a positive but insignificant effect on employee loyalty, Nurhaeda, Z (2020) stated that there is no effect of leadership style on job satisfaction, Batubara, DW, & Sari, EP (2023) stated that leadership style has a positive but insignificant effect on employee loyalty. Based on the results of previous research, it is known that there are still gaps and differences between research results and existing phenomena, so the researcher decided to research leadership style and motivation on employee job satisfaction and loyalty.

2. RESEARCH METHODS

This study uses quantitative research methods. Quantitative research methods are research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative or artistic, with the aim of testing the established hypothesis, Sugiyono (2019). Based on the objectives of this study, quantitative research methodology is used to perfect the research process on Leadership Style Analysis, Motivation, Job Satisfaction and Employee Loyalty.

The measurement of the variables used is using a Likert scale, with a population and sample of 45 employees of the Lamongan Regency Industry and Trade Service. where the sampling technique used in this study uses the Total Sampling Technique, namely a sampling technique where all members of the population are used as samples Sugiono (2017) This is done because the population is small, namely less than 100 people.

The data collection method of this research is survey and questionnaire. The data analysis technique in this research uses SPSS analysis to manage data related to variables used in the research with statistical formulas in the application. After obtaining the expected data from the research.

3. RESULTS AND DISCUSSIONS

3.1. T-Test (Partial)

The t-test is used to test the significance of the influence of the variables Leadership Style (X1), Motivation (X2) on Job Satisfaction (Y1) and Employee Loyalty (Y2). With the provision that the calculated t must be greater than the t table, and vice versa, or it can also be seen from the significance value, if the value is less than 0.05 then the hypothesis will be accepted. The results of the t-test in this study can be seen as follows:

Table 1. T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constantine)	-0.746	3,984		-187	0.852
Leadership Style	0.635	0.147	0.501	4,304	0,000
Motivation	0.0691	0.224	0.360	3,092	0.004

It can be explained that from the leadership style (X1) has a calculated t value of $4.304 > t$ table 2.019 and a significance value of $0.000 < 0.05$, it can be concluded that H_0 is rejected and H_1 is accepted, meaning that the leadership style variable has a positive and significant effect on job satisfaction at the Industry and Trade Service of Lamongan Regency.

The motivation variable (X2) has a calculated t value of $3.092 > t$ table 2.019 and a significant value of $0.004 < 0.05$, so it can be concluded that H_0 is rejected and H_2 is accepted, meaning that the motivation variable has a positive and significant effect on job satisfaction at the Industry and Trade Service of Lamongan Regency.

Table 2. T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constantine)	-5576	3,668		-1520	0.136
Leadership Style	0.515	0.136	0.429	3,787	0,000
Motivation	0.830	0.206	0.457	4,033	0,000

The Leadership Style variable (X1) has a t count of $3.787 > t$ table 2.019 and a significance value of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_3 is accepted, meaning that the Leadership Style variable has a positive and significant effect on Employee Loyalty at the Lamongan Regency Industry and Trade Service.

And the motivation variable (X2) has a t count of $4.033 > t \text{ table } 2.019$ and a significance value of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_4 is accepted, meaning that the motivation variable has a positive and significant effect on employee loyalty at the Lamongan Regency Industry and Trade Service.

3.2. F TEST (Simultaneous)

The F test in this study is used to see the influence of all independent variables simultaneously on the dependent variable. The level used is 0.5 or 5%, if the significant value of $F < 0.05$, it can be interpreted that the independent variables simultaneously affect the dependent variable or vice versa.

Table 3. F test results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	262,641	2	131,320	24,561	0.000b
Residual	224,559	42	5,347		
Total	487,200	44			

Table 4. F Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression		2	123,218	27,186	0.000b
Residual		42	4,532		
Total		44			

The F count value is 24.561 and 27.186 then the significance value is $0.000 < 0.05$. The number of samples used is 45 and has 2 independent variables (X) so that the F table value can be seen as 3.23 and the F count is 24.561 and 27.186. So it can be concluded that the variables of leadership style and motivation have a simultaneous effect on employee job satisfaction and loyalty at the Industry and Trade Service of Lamongan Regency

3.3. Coefficient of Determination

The determinant coefficient in this study was conducted with the intention of measuring the ability of the model to explain how far the independent variables together influence the dependent variable which can be indicated by the R-Square value. To measure the magnitude of the influence of the variable can be seen from the percentage of the results of the R-Square column. In the results of the determinant coefficient below, it shows that the R Square result has a value of 0.539 or it can be said that the magnitude of the influence between variables has a percentage of 53.9% and the rest is from other factors that influence outside this study, namely 0.461 or 46.1%.

Table 5. Results of Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.734	0.539	0.517	2,312

Table 6. Results of Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.751	0.564	0.543	2,129

And in the results of the determinant coefficient above, it shows that the R Square result has a value of 0.564 and it can be said that the magnitude of the influence between variables has a percentage of 56.4%, and the rest is from other factors that influence outside this determination, namely 0.436 or 43.6%.

3.4. Multiple Linear Regression (Dominantly)

Table 7. Multiple Linear Regression Results

Model	Unstandardized Coefficients	Standardized		
-------	-----------------------------	--------------	--	--

			Coefficients		
	B	Std.Error	Beta	T	Sig.
(Constant)	-0.746	3,984		-0.187	0.852
Leadership Style	0.635	0.148	0.501	4,304	0.000
Motivation	0.691	0.224	0.360	3,092	0.004

Table 7. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	T	Sig.
(Constant)	-5,576	3,668		-1520	0.136
Leadership Style	0.515	0.136	0.429	3,787	0.000
Motivation	0.830	0.206	0.457	4,033	0,000

Source: Data Processing Results 2024

3.5. Discussion

The results of the discussion of the variables of leadership style (X1), motivation (X2) have a partial effect on job satisfaction (Y1) and employee loyalty (Y2) at the Department of Industry and Trade of Lamongan Regency. This result is clarified by the results of the data obtained from the leadership style variable (X1) which has a calculated t (4.304 and 3.787) > 2.019 , the job satisfaction variable has a calculated t (3.092 and 4.033) > 2.019 . All have a calculated t value $>$ from the t table. The results of the F test show that the calculated F is (24.561 and 27.186) with a significance value of $0.000 < 0.05$. It can be seen that the value of the F table is 3.23 and the calculated F is (24.561 and 27.186). So it can be concluded that the variables of leadership style and motivation have a simultaneous effect on employee job satisfaction and loyalty. Which means that the variables of leadership style and motivation have a simultaneous effect on employee job satisfaction and loyalty at the Department of Industry and Trade of Lamongan Regency. Among the variables of leadership style (X1), motivation (X2) that has the most dominant influence on job satisfaction (Y1) at the Department of Industry and Trade of Lamongan Regency is the motivation variable (X2). This can be proven by the results of multiple linear regression which show motivation results with a coefficient value of 0.691. While the leadership style variable (X1) with a coefficient value of 0.635. So it can be concluded that H_0 is rejected and H_5 is accepted.

4. CONCLUSION

The results of the study indicate that Leadership Style (X1) and Motivation (X2) have a significant and partial effect on Job Satisfaction (Y1) and Employee Loyalty (Y2). Leadership Style (X1) and Motivation (X2) have a simultaneous effect on Job Satisfaction (Y1) and Employee Loyalty (Y2). The most dominant variable is the Motivation variable (X2).

Based on the research that has been conducted by the researcher, there are certainly limitations made by the researcher, because the researcher is also an ordinary human being who has his own thoughts and has mistakes that are made either intentionally or unintentionally. Therefore, the limitations in this study are the time constraints for the researcher, the number of respondents is only 45, and this study only examines leadership style, motivation, job satisfaction and employee loyalty. So it is hoped that further researchers can add respondents and add variables such as work discipline and professionalism to differentiate this study.

REFERENCE

- Afandi, A., & Bahri, S. (2020). The Influence of Motivational Leadership and Work Discipline on Employee Performance. *Maneggio: Scientific Journal of Master of Management*, 3(2), 235-246.
- Arianti, WP, Hubeis, M., & Puspitawati, H. (2020). The Influence of Job Satisfaction Factors on Employee Engagement at Perwiratama Group. *Journal of Management Theory and Application*, 13(1), 31-48.
- Aufa, In'amul. 2021. "The Relationship Between Self-Interest and Employee Work Loyalty at Cv. Dai Rembang", Thesis, Faculty of Psychology and Health, Walisongo State Islamic University, Semarang, Semarang.

- Bahri, S., & Nisa, YC (2017). The Influence of Career Development and Work Motivation on Employee Job Satisfaction. *Scientific Journal of Management and Business*, 18(1), 9-15.
- Batubara, DW, & Sari, EP (2023). The Influence of Leadership Style, Motivation and Work Environment on Employee Loyalty (Case Study at the Department of Industry and Trade of North Sumatra Province). *Journal of Creative Student Research*, 1(1), 286-306.
- Batubara, SS (2020). The Influence of Leadership Style on Employee Performance in the Procurement Department of PT Inalum (Persero). *Liabilities (Journal of Accounting Education)*, 3(1), 40-58.
- Cahya, AD, Rahmadani, DA, Wijiningrum, A., & Swasti, FF (2021). Analysis of Human Resource Training and Development. *Yume: Journal Of Management*, 4(2).
- Chaerudin, A. (2020) *Human Resources: The Main Pillar of Organizational Operational Activities*. Pert Edition. Edited By SM Subakti. Sukabumi: Cv Jejak, Member of Ikapi. Sukabumi.
- Citra, LM (2019). The Influence of Leadership, Job Satisfaction and Work Motivation on Employee Loyalty. *Maneggio: Scientific Journal of Master of Management*, 2(2), 214-225.
- DJ, YR, Rosyad, S., & Najiah, EF (2023). DETERMINANTS OF LEADERSHIP, WORK ENVIRONMENT, MOTIVATION ON EMPLOYEE PERFORMANCE AT PT TELKOM BRANCH SURABAYA. *Journal of Economics*, 12(3), 1620-1623.
- Fauzi, A., Wulandari, AS, Cahyani, DR, Nurfitri, N., Khairani, N., Deva, R., & Nursafitri, S. (2022). The Influence of Job Satisfaction and Job Stress on Turnover Intention in Employees (Performance Management Literature Review). *Journal of Applied Management Science*, 4(2), 229-241.
- Febriana, A., & Kustini, K. (2022). The Impact of Compensation and Workload on Employee Loyalty at PT. Berlian Multi Sejahtera. *Scientific Journal Of Reflection: Economic, Accounting, Management And Business*, 5(3), 656-664.
- Hamzah, Nur, (2014). The Influence of Leadership on Employee Performance with Work Motivation as an Intervening Variable at PT. Inkud Agritama. *Journal of Economic Appreciation*. Vol 2 (2): 95-101
- Hariyanti, M. (2022). The Influence of Leadership Style and Motivation on Work Loyalty with Job Satisfaction as an Intervening Variable on Employees. *Journal of Business and Economics (Jbe) Upi Yptk*, 7(1), 40-46.
- Hasan, J. (2021). The Influence of Leadership Style, Workload and Work Environment on Employee Loyalty at PT Perintis Perkasa Medan. *Journal of Economics and Business Literacy*, 3(1), 77-86.
- Hutahaean, WS (2021). *Introduction to Leadership*. Malang: Ahlimedia Press.
- Jami'juniawan, A., & Utami, E. (2020). The Influence of Job Training on Job Satisfaction at the Public Broadcasting Institution of the Republic of Indonesia Television, East Kalimantan Station. *Borneo Studies And Research*, 2(1), 544-551.
- Kurniawan, IS (2019). Factors Affecting Employee Loyalty. *Performance*, 16(1), 85-97.
- Larissa, V., & Susilarini, T. (2023). The Relationship Between Work Stress and Compensation with Employee Loyalty at PT. X in North Jakarta. *Innovative Creative Psychology*, 3(1), 56-64.
- Mahayuni, AAP, & Dewi, AASK (2020). The Influence of Transformational Leadership, Work Environment, and Motivation on Employee Loyalty. *E-Journal of Management*, Udayana University.
- Mahayuni, AAP, & Dewi, ASK (2020). The Influence of Transformational Leadership, Work Environment, and Motivation on Employee Loyalty (Doctoral Dissertation, Udayana University).
- Marwanto, AE, & Hasyim, W. (2023). The Influence of Leadership, Motivation and Work Environment on Employee Loyalty at PT Penjalindo Nusantara (Metaflex). *Ikraith-Ekonomika*, 6(1), 44-51.
- Meutia, KI, & Narpati, B. (2021). Contribution of Workload and Incentives to Employee Job Satisfaction in Manufacturing Companies. *Forkamma Scientific Journal of Management*, 5(1), 42-52.
- Mindari, E. (2020). The Influence of Leadership Style and Work Discipline on the Performance of Employees at the Cambai District Office, Prabumulih City. *Integrity Journal of Professional Management (Ijupro)*, 1(1), 59-70.

- Mustomi, D., & Reptiningsih, E. (2020). Leadership Style in the Perspective of the Millennial Generation. *Scientific Journal of Management, Economics, & Accounting (Mea)*, 4(1), 189-199.
- Nabawi, R. (2019). The Influence of Work Environment, Job Satisfaction and Workload on Employee Performance. *Maneggio: Scientific Journal of Master of Management*, 2(2), 170-183.
- Naufalia, S., Darmawan, D., Jahroni, J., Anjanarko, TS, Munir, M., & Arifin, S. (2022). The Influence of Quality of Work Life, Total Management Quality and Work Stress on Employee Loyalty. *Journal of Trends Economics and Accounting Research*, 2(4), 114-120.
- Ningrum, P., & Purnamasari, W. (2022). The Influence of Leadership Style and Organizational Culture on Employee Job Satisfaction and Loyalty. *Iqtishadequity Journal of Management*, 4(2), 107-115.
- Nurhaeda, Z. (2020). The Influence of Leadership Style, Motivation and Compensation on Employee Job Satisfaction. *Mirai Management Journal*, 5(3), 109-123.
- Parashakti, RD, & Setiawan, DI (2019). Leadership Style and Motivation on Employee Performance at Bank Bjb Tangerang Branch. *Journal of Ocean Economics and Business*, 10(1).
- Potu, J., Lengkong, VP, & Trang, I. (2021). The Influence of Intrinsic Motivation and Extrinsic Motivation on Employee Performance at PT. Air Manado. *Emba Journal: Journal of Economic, Management, Business and Accounting Research*, 9(2).
- Pratama, RY, & Armanu, A. (2022). The Effect of Compensation and Work Environment on Employee Loyalty. *Journal of Entrepreneurship and Innovation*, 1(2).
- Prawira, I. (2020). The Influence of Compensation, Leadership and Work Facilities on Employee Job Satisfaction. *Maneggio: Scientific Journal of Master of Management*, 3(1), 28-40.
- Rahwani, R., & Murtani, A. (2020). Analysis of the Influence of Leadership Style on Job Satisfaction, Performance and Loyalty of Employees of 212 Mart, Medan City. *Student Journal of the Faculty of Economics and Business*, 1(1), 113-125.
- Riyanto, Slamet., & Hatmawan, AA (2020). *Research Methods Quantitative Research Research in the Fields of Management, Engineering, Education and Experiments*. Yogyakarta: Deepublish.
- Santoso, AB, & Yuliantika, R. (2022). The Influence of Job Satisfaction and Compensation on Intention to Stay. *Scientific Journal of Management, Economics, & Accounting (Mea)*, 6(3), 1407-1422.
- Sianturi, MM, & Pramukty, R. (2023). Analysis of the Influence of Compensation, Work Stress, and Work Environment on Employee Loyalty. *Musytari: Management Balance, Accounting, and Economics*, 1(6), 11-20.
- Slamet, R., & Wahyuningsih, S. (2022). Validity and Reliability of Job Satisfaction Instruments. *Alliance: Journal of Management and Business*, 17(2).
- Sofyandi and Garniwa. (2012). *Organizational Behavior*. First Edition. Yogyakarta: Graha Ilmu.
- Sudiantini, D., & Saputra, F. (2022). The Influence of Leadership Style: Job Satisfaction, Employee Loyalty and Commitment at PT Lensa Potret Mandiri. *Formosa Journal Of Sustainable Research*, 1(3), 467-478.
- Sugiyono. (2016). *Quantitative, Qualitative, and Mixed Methods Research Methods*. Bandung: Alfabeta.
- Sugiyono. (2017). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta, Cv.
- Sugiyono. (2019). *Quantitative, Qualitative & Rnd Research Methods*. Bandung: Alfabeta.
- Sugiyono. 2019. *Quantitative Qualitative Research Methods and R&D*. Bandung: Alfabeta Bandung.
- Sukmawati, E., Ratnasari, SL, & Zulkifli, Z. (2020). The Influence of Leadership Style, Communication, Training, Work Ethic, and Individual Characteristics on Employee Performance. *Jurnal Dimensi*, 9(3), 461-479.
- Suryani, R. (2020). The Influence of Motivation, Compensation, and Workload on Employee Loyalty at PT. Cosmoproft Indokarya Banjarnegara. *Medikonis*, 20(1), 1-10.
- Ulfa, R. (2021). *Research Variables in Educational Research*. Al-Fathonah, 1(1), 342-351.

- Umar, A., & Norawati, S. (2022). The Influence of Motivation on Employee Performance with Organizational Commitment as an Intervening Variable at UPT Sungai Duku Pekanbaru. *Jesya (Journal of Economics and Sharia Economics)*, 5(1), 835-853.
- Utari, S., & Hadi, MM (2020). Democratic Leadership Style of Yogyakarta City Library (Case Study). *Scientific Library Journal*, 6(1), 994-1002.
- Wahyudi, M. (2019). The Influence of Discipline and Motivation on Employee Performance. *Scientific Journal Of Reflection: Economic, Accounting, Management And Business*, 2(3), 351-360.
- Widodo, SE (2015). *Human Resource Development Management*. Yogyakarta: Pustaka Pelajar.
- Witari, B., & Heryenzus. (2019). The Effect of Compensation and Motivation on Employee Loyalty at Ktm Resort. *Core It Scientific Journal*, X, 1–7.
- Za'ra, R., Puspitosari, D., & Khaerani, A. (2023). The Influence of Hybrid Working System, Leadership Style and Worker Motivation on Employee Job Satisfaction During the Covid-19 Pandemic. *Journal of Social and Science*, 3(3), 216-235.