

THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE LOYALTY WITH WORK SATISFACTION AS AN INTERVENING VARIABLE



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Abstract

This study aims to analyze the influence of leadership style and organizational culture on employee loyalty at PT Garment Sukabumi, with job satisfaction as an intervening variable. This study uses a quantitative approach with a survey method, involving 322 employees of PT Garment Sukabumi as respondents. Data were collected through a questionnaire that measured employee perceptions of leadership style, organizational culture, job satisfaction, and employee loyalty. Data analysis was carried out using multiple linear regression techniques and mediation tests. The results showed that leadership style and organizational culture had a positive and significant effect on employee loyalty, both directly and indirectly through job satisfaction as an intervening variable. In particular, job satisfaction was shown not to mediate the influence of leadership style and organizational culture on employee loyalty. This study provides an important contribution to understanding the factors that influence employee loyalty, especially in the context of manufacturing companies, and provides recommendations for the management of PT Garment Sukabumi to improve the quality of leadership style and organizational culture to motivate employees and increase their loyalty. These findings are expected to provide insight for other companies that want to strengthen the relationship between leadership style, organizational culture, and employee loyalty.

Keywords: Leadership Style, Organizational Culture, Employee Loyalty, Job Satisfaction, Intervening Variables

INTRODUCTION

The garment industry is one of the economic sectors that has unique characteristics that distinguish it from other labor-intensive industries. Garment companies operate in a competitive environment and have various challenges to face, such as market fluctuations, rapid changes in fashion trends, and intense competition. These challenges cause business actors to choose to produce garments in developing countries, one of which is Indonesia, which can provide a workforce with flexible regulations to reduce production costs. This is evidenced by the number of medium and large garment companies spread across various regions in Indonesia, which is approximately 5,000 factories (Business Indonesia, 2021). With the number of employees reaching 3.65 million people (Kurniawan, 2022).

The turnover rate at PT Garment Sukabumi during 2020-2023 exceeded the percentage set by the buyer. At PT Garment Sukabumi itself, the standard set by the buyer is that the turnover rate should not exceed 3% of the total employees. However, PT Garment Sukabumi has a problem with a high employee turnover rate. This condition raises an urgent need to dig deeper into the factors that influence the low level of employee loyalty.

Many factors influence employee loyalty, including compensation and benefits, work environment, career development opportunities, and work-life balance (Purwanggono, 2024). Fair and competitive compensation, including salary and benefits, as well as additional benefits such as health insurance and retirement plans, can increase employee satisfaction and loyalty. In addition, a comfortable, safe, and supportive work environment, as well as good relationships between colleagues, contribute to employee loyalty (Amalou, 2024).

Loyalty is an attitude that arises as a result of the desire to be loyal and improve, whether in one's job, group, superior, or company, which causes a person to make sacrifices to satisfy other parties or society (Putri, 2024). This shows how important employee loyalty is for a company (Ega, 2020). The existence of a leader figure who can be a role model and an organizational culture that makes employees feel safe and comfortable in the company is the hope of the company because it will have a positive impact on the company, one of which is the creation of employee loyalty (Safira & Adlina, 2022). Employee loyalty is one of the important aspects that influences the success and stability of an organization (AHMAD, 2023). This loyalty does not happen by chance but is influenced by various factors that

interact with each other and create a conducive work environment. Based on previous research, leadership style, and organizational culture are two important factors that play a significant role in shaping employee loyalty.

Leadership style can be seen both directly and indirectly in terms of a leader's dependence on the abilities of his subordinates (Tirtadidjaja & Sarudin, 2022). Leadership style has been widely researched and recognized as having a significant influence on various aspects of employee behavior and performance (Sibuea et al, 2022). Theories such as the Leader-Member Exchange (LMX) Theory suggest that the qualitative relationship between leaders and their followers can directly influence employee satisfaction, commitment, and ultimately, employee loyalty (Pramusti & Anjelia, 2023). In the context of PT Garment Sukabumi, considering the high turnover rate, it is important to evaluate how the leadership style applied can affect internal dynamics and employee loyalty. Good leadership can create a positive work climate, provide recognition, and build a relationship of mutual respect between leaders and subordinates (Suleman, Ansar, & Suling, 2022).

In addition, organizational culture also plays a very important role in shaping employee loyalty. A strong and positive organizational culture can create a supportive work environment, which in turn increases employee loyalty. Other studies emphasize that a good organizational culture is able to provide a sense of security, appreciation, and involvement to its employees. A culture that reflects values such as integrity, cooperation, and innovation will shape employee behavior and attitudes that follow organizational goals. Organizational culture, as formulated in the literature, is an amalgam of various cultural styles or individual behaviors that were previously separate, which are then united in a series of new norms and philosophies. This concept creates a group synergy that is characterized by energy and pride in facing various situations and certain goals. In addition, organizational culture functions as a framework for forming ideal patterns of beliefs, expectations, and values designed to overcome external and internal challenges. This equips new members or employees with knowledge about effective ways to respond, think, and overcome problems faced (Annisa Nurliani Afandi Nurul Fatimah, 2023).

PT Garment Sukabumi is a garment company located in Sukabumi Regency which was established in 2013. PT Garment Sukabumi is a clothing manufacturer for the GAP, Old

Navy, and Banana Republic brands. PT Garment Sukabumi has an average number of employees reaching 1800 in 2022 and 2023. PT Garment Sukabumi has implemented a leadership style that is in accordance with buyer standards. This is evidenced by the audit and training provided by the buyer regarding leadership and organizational culture.

This dissatisfaction can have a negative impact on employee loyalty, which can ultimately increase the turnover rate of PT Garment Sukabumi. The results of interviews with the HRD manager of PT Garment Sukabumi stated that although the buyer's assessment of the leadership style and organizational culture was positive, many employees chose to resign because they were uncomfortable with their superiors and the organizational culture implemented at PT Garment Sukabumi. This discomfort includes several aspects, such as an overly autocratic leadership style, lack of effective communication between superiors and subordinates, and lack of support and appreciation for employee contributions. In addition, a rigid organizational culture that does not support innovation and employee development are also factors that cause discomfort. These complaints have a significant impact on the loyalty of PT Garment Sukabumi. According to the HRD manager of PT Garment Sukabumi, low employee loyalty is also influenced by employees' dissatisfaction with their current jobs, such as lack of opportunities for career development and imbalance between work and personal life. This phenomenon is an alarm for companies to review the factors that affect employee resilience and satisfaction in the long term. Turnover rates not only incur significant recruitment costs but can disrupt the smooth running and reduce the efficiency of the organization as a whole. Low employee loyalty has been determined as the dependent variable in this study, to uncover and address its root causes, increase employee retention, and strengthen the company's internal structure.

RESEARCH METHOD

This study uses an explanatory research method, which aims to explain the causal relationship between the variables studied. In this study, data were collected through questionnaires distributed to employees of PT Garment Sukabumi. The questionnaire was designed to measure employee perceptions of leadership style, organizational culture, job satisfaction, and employee loyalty. The collected data were then analyzed using appropriate

statistical techniques, such as multiple linear regression analysis and Structural Equation Modeling (SEM), to test the formulated hypotheses. The population in this study included all employees of PT Garment Sukabumi. The total number of employees in this company is 1859 people, consisting of various positions and departments. The minimum sample number for this study using the Slovin formula with an accuracy level of 95% is 331.9 or rounded up to 332 respondents.

RESULTS AND DISCUSSION

Classical Assumption Test

Normality Test

Guidelines for decision-making in normality tests using Kolmogorov-Smirnov are:

- a. If the sig. value (significance) or probability value ≥ 0.05 then the data distribution is declared normal.
- b. If the sig. value (significance) or probability value < 0.05 then the data distribution is declared abnormal.

Table 1.
Normality Test

		Unstandardized Residual
N		322
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.64835920
Most Extreme Differences	Absolute	.042
	Positive	.032
	Negative	-.042
Test Statistic		.042
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Results of processing by the author using SPSS 25

Based on Table 1, it is known that the Asymp.Sig.(2-tailed) value is 0.200, which means it is more than 0.05. In accordance with the basis for concluding the normality test which states that if the sig. (significance) or probability value ≥ 0.05 , the data distribution is declared normal, meaning that the data used in this study is normally distributed.

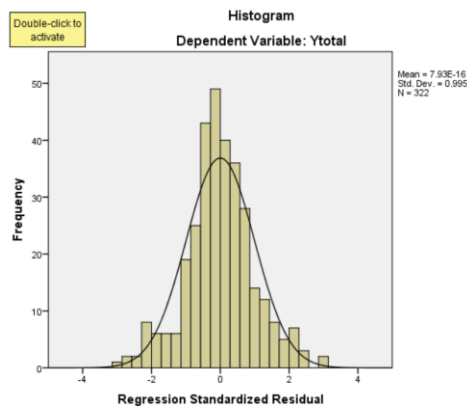


Figure 2.
Histogram

Source: Results of processing by the author using SPSS 25

Figure 2 above shows that most of the histograms appear to follow a normal curve, so it can be said that the data is normally distributed.

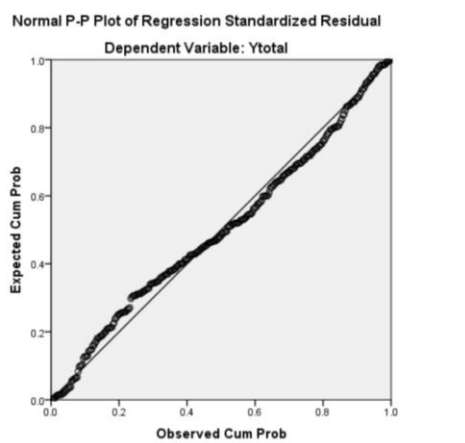


Figure 3.
P-Plot

Source: Results of processing by the author using SPSS 25

Figure 3 above shows that the points on the P-Plot appear to follow the diagonal line, so it can be said that the data is normally distributed.

Heteroscedasticity Test

The heteroscedasticity test is performed to ensure that the variance of the residuals is constant across the range of predictor values. The absence of heteroscedasticity in a regression model means that the variance of the residuals does not change with changes in the predictor values, which is an important assumption for the validity of the regression

model. In this study, the heteroscedasticity test was performed, the results of the heteroscedasticity test can also be seen in the Scatterplot below:

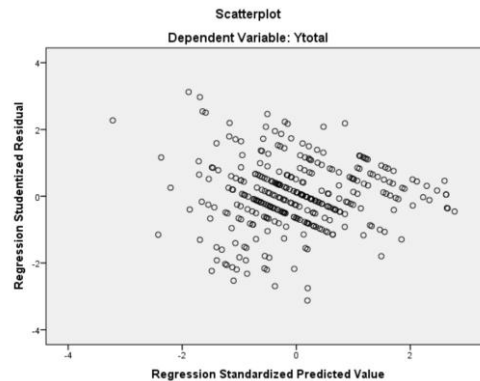


Figure 4.
Scatterplot Diagram

Source: Results of processing by the author using SPSS 25

In Figure 4, it can be seen that the scatterplot diagram does not form a particular pattern and is spread out, thus it can be concluded that the regression does not experience heteroscedasticity interference.

Multicollinearity Test

In this study, the multicollinearity test was conducted using the Variance Inflation Factor (VIF) value. The basis for decision-making in this multicollinearity test is:

- a. If the tolerance value is > 0.10 and the variance inflation factor (VIF) value is < 10 , then there is no multicollinearity in the data.
- b. If the tolerance value < 0.10 and the variance inflation factor (VIF) value > 10 , then multicollinearity occurs in the data.

The following are the results of the multicollinearity test calculated using SPSS:

Table 2.
Multicollinearity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.148	.113		1.304	.193		
	X1Total	-.015	.036	-.039	-.417	.677	.437	2.288
	X2Total	-.023	.025	-.078	-.940	.348	.555	1.802
	MTotal	.057	.041	.120	1.398	.163	.515	1.941

a. Dependent Variable: YTotal

Source: Results of processing by the author using SPSS 25

The test results show that the VIF value for leadership style is 2.288, for organizational culture is 1.802, and for job satisfaction is 1.941. All of these values are below the threshold of 10, indicating the absence of multicollinearity problems. This means that in the regression analysis, the contribution of each independent variable to the dependent variable (employee loyalty) can be interpreted without worrying about the effects of collinearity. In other words, these results ensure that each independent variable in the regression model has a unique contribution in explaining the variability of employee loyalty at PT Garment Sukabumi.

Multiple Linear Regression Analysis

This research is a four-variable research with the following description:

X1Total = Leadership Style (Independent variable)

X2 Total = Organizational Culture (Independent variable)

M Total = Employee Satisfaction (Involving variable)

Y Total = Loyalty (Dependent variable)

The following are the results of the regression analysis using the Four Steps Approach method from Baron & Kenny (1986) which was used to test the regression model.

Step 1

In step 1, a regression analysis was conducted on the independent variables X1Total and X2Total with the dependent variable YTotal. The results of the regression model testing can be seen in Table 3 and Table 4.

Table 3.
Summary Model X1 Total and X2 Total against Y Total

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510a	.260	.256	2.68653

a. Predictors: (Constant), X2total, X1Total

Source: Edited by author, 2024

Table 4.
Anova X1 Total and X2 Total against Y Total

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	810,024	2	405.012	56,116	.000b

	Residual	2302.365	320	7.217		
	Total	3112.388	322			

a. Dependent Variable: Ytotal

b. Predictors: (Constant), X2total, X1Total

Source: Processed by the author, 2024

In Table 3 and Table 4, it can be seen that the regression model is significant at the 1% level, and both independent variables can explain the dependent variable by 25.6%. (Adjusted R square value).

Table 5.
Coefficient of X1 Total and X2 Total to Y Total

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,758	1.253		7,787	.000
	X1Total	.369	.059	.350	6.283	.000
	X2total	.133	.032	.235	4.228	.000

a. Dependent Variable: Ytotal

Source: Processed by the author, 2024

The results of the regression coefficient test in Table 5 show that both independent variables (leadership style and organizational culture) have a positive effect on the dependent variable (employee loyalty). Based on these results, it can be concluded that hypotheses 1 and 2 are accepted.

Step 2

In step 2, testing was conducted on the independent variables X1Total and X2Total with the mediator variable MTotal. The results of the regression model testing can be seen in Table 6 and Table 7.

Table 6.
Model Summary X1 Total and X2 Total against M Total

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462a	.214	.209	3.22093

a. Predictors: (Constant), X2total, X1Total

Source: Edited by author, 2024

Table 7.
Anova X1 Total and X2 Total against M Total

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	899,056	2	449,528	43,331	.000b
	Residual	3309.432	320	10,374		
	Total	4208.488	322			

a. Dependent Variable: Mtotal

b. Predictors: (Constant), X2total, X1Total

Source: Processed by the author, 2024

In the two tables above, it can be seen that the regression model is significant at the 1% level, and the two independent variables (Leadership Style and Organizational Culture) can explain the dependent variable (Job Satisfaction) by 20.9% (Adjusted R square value).

Table 8.
Coefficients of X1 Total and X2 Total to M Total

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,750	1,503		9.151	.000
	X1Total	.426	.070	.347	6,051	.000
	X2total	.117	.038	.177	3,086	.002

a. Dependent Variable: Mtotal

Source: Processed by the author, 2024

The results of the regression coefficient test in Table 8 show that both independent variables (Leadership Style and Organizational Culture) have a positive effect on the dependent variable (Job Satisfaction). Based on these results, it can be concluded that hypotheses 3 and 4 are accepted.

Step 3

In step 3, a regression was carried out on the mediator variable MTotal (Job satisfaction) with the dependent variable Y Total (Employee loyalty).

Table 9.
Model Summary M Total against Y Total

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503a	.253	.250	2.69593

a. Predictors: (Constant), Mtotal

Source: Edited by author, 2024

Table 10.
Anova M Total against Y Total

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	786,611	1	786,611	108,229	.000b
	Residual	2325.777	321	7.268		
	Total	3112.388	322			

a. Dependent Variable: Ytotal

b. Predictors: (Constant), Mtotal

Source: Processed by the author, 2024

The results of the regression model testing can be seen in Table 9 and Table 10 above. In both tables, it can be seen that the regression model is significant at the 1% level, and the mediator variable (Job satisfaction) can explain the dependent variable (Employee loyalty) by 25% (Adjusted R square value).

Table 11.
M Total to Y Total

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,962	1.158		9,464	.000
	Total	.432	.042	.503	10,403	.000

a. Dependent Variable: Ytotal

Source: Processed by the author, 2024

The results of the regression coefficient test in Table 11 show that the mediator variable (Job satisfaction) has a positive effect on the dependent variable (Employee loyalty). Based on these results, it can be concluded that hypothesis 5 is accepted.

Step 4

In step 4, testing of the mediator variable is carried out to determine whether the mediator variable can mediate the relationship between the two independent variables with the dependent variable. This analysis was carried out using Hierarchical Regression Analysis, where the regression was carried out in two stages. In the first stage, the two independent variables were entered into the equation without entering the mediator variable, and in the second stage the mediator variable was entered. If in the first stage the independent variable has a significant effect on the dependent variable, and in the second stage the independent

variable has no significant effect on the dependent variable, then it can be concluded that the mediator variable is proven to fully mediate the relationship between the independent variable and the dependent variable. If in the second stage the independent variable still has a significant effect on the dependent variable, but the level of significance decreases, then the mediator variable partially mediates the relationship between the independent variable and the dependent variable.

Table 12.
Model Summary Hierarchical Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510a	.260	.256	2.68653
2	.593b	.351	.345	2.51975

a. Predictors: (Constant), X2total, X1Total

b. Predictors: (Constant), X2total, X1Total, Mtotal

Source: Processed by the author, 2024

Table 13.
Anova Hierarchical Regression Analysis

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	810,024	2	405.012	56,116	.000b
	Residual	2302.365	319	7.217		
	Total	3112.388	322			
2	Regression	1093.356	3	364,452	57,402	.000c
	Residual	2019.032	319	6,349		
	Total	3112.388	322			

a. Dependent Variable: Ytotal

b. Predictors: (Constant), X2total, X1Total

c. Predictors: (Constant), X2total, X1Total, Mtotal

Source: Processed by the author, 2024

In both regression models, it can be seen that the influence of both is significant. In model 1 where there are two independent variables, both variables are able to explain the dependent variable by 25.6% (Adjusted R Square value), and in model 2 where the mediator variable is entered into the regression equation, it is proven that the three variables are able to explain the dependent variable by 34.5%. This shows that when the mediator variable enters, the relationship between the independent variable and the dependent variable becomes increasingly clear.

Table 14.
Hierarchical Regression Analysis Coefficient
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,758	1.253		7,787	.000
	X1Total	.369	.059	.350	6.283	.000
	X2total	.133	.032	.235	4.228	.000
2	(Constant)	5,735	1,321		4.342	.000
	X1Total	.244	.058	.232	4.202	.000
	X2total	.099	.030	.175	3.305	.001
	Total	.293	.044	.340	6,680	.000

a. Dependent Variable: Ytotal

Source: Processed by the author, 2024

The results of the regression coefficient test in step 4 can be seen in Table 14. In model 1, it can be seen that both independent variables have a significant effect on the dependent variable. When the mediator variable enters model 2, it can be seen that the influence of the two independent variables (Leadership Style and Organizational Culture) on the dependent variable (Employee Loyalty) does not change. These results indicate that the mediator variable Job Satisfaction does not mediate the relationship between the two independent variables, namely Leadership Style and Organizational Culture with the dependent variable Employee Loyalty. Based on these results, it can be concluded that hypothesis 6 is rejected.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded:

1. The Influence of Leadership Style on Employee Loyalty

In this study, leadership style has been proven to have a positive influence on employee loyalty at PT Garment Sukabumi. Leadership implemented by management, which prioritizes open communication, provides clear direction and involves employees in the decision-making process, can increase employee loyalty to the company. A positive leadership style creates a sense of security and respect for employees, which makes employees more committed and ready to give their best to the organization.

2. The Influence of Organizational Culture on Employee Loyalty

This study also shows that organizational culture has a positive effect on employee loyalty. Employees who feel part of a positive culture tend to have a higher level of emotional attachment to the company. This increases their commitment to stay and work harder for the progress of the company. Therefore, creating an inclusive organizational culture and supporting employee development is very important to increase loyalty.

3. The influence of leadership style on job satisfaction

The results of the study indicate that leadership style has a positive effect on job satisfaction. Where the better the leadership style applied by PT Garment Sukabumi, the more it will increase employee job satisfaction. The leadership style applied by management, which prioritizes open communication, provides clear direction and involves employees in the decision-making process provides job satisfaction to employees. A positive leadership style makes employees tend to feel more comfortable and appreciated.

4. The influence of organizational culture on job satisfaction

The results of the study also show that organizational culture has a positive effect on job satisfaction. Where the more positive the organizational culture implemented at PT Garment Sukabumi, the more employee job satisfaction increases. An organizational culture that supports and prioritizes values such as collaboration, openness, and mutual respect creates a positive and comfortable environment for employees so that it can increase employee job satisfaction at PT Garment Sukabumi.

5. The influence of job satisfaction on employee loyalty

The results of this study indicate that job satisfaction has a positive effect on employee loyalty. Employees who are satisfied with positive work environment conditions, positions/jobs given according to employee abilities/capacities, and feel fairness in rewards tend to be more committed and give their best to the Company.

6. The influence of job satisfaction in mediating the influence of leadership style and organizational culture on employee loyalty

One of the key findings of this study is the role of job satisfaction as an intervening variable in the relationship between leadership style and organizational culture on

employee loyalty. Job satisfaction does not mediate the positive influence of leadership style and organizational culture on employee loyalty. The significance of the influence of leadership style and organizational culture on employee loyalty does not change, weaken, or strengthen, and its influence does not change to negative when job satisfaction is entered as an intervening variable.

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