

## **The Influence Of Leadership Style, Organizational Culture, And Job Satisfaction On Employee Loyalty Of PT. Anugerah Mahadaya Nusantara Banjarmasin**

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### **Abstract**

*This research aims to: First, analyze the partial effect of leadership style on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. Second, analyze the partial effect of organizational culture on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. Third, analyze the partial effect of job satisfaction on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. Fourth, analyze the simultaneous effect of leadership style, organizational culture, and job satisfaction on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin.*

*The population in this study consists of all permanent employees of PT. Anugerah Mahadaya Nusantara Banjarmasin, and the sample is the entire population, totaling 40 respondents. This study is a quantitative research using a descriptive quantitative approach. The analysis tools used in this study include validity and reliability tests for the data. The hypothesis testing methods used are the F-test and t-test.*

*Based on the results of the research conducted, the following conclusions can be drawn: First, leadership style has a partial effect on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. Second, organizational culture has a partial effect on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. Third, job satisfaction has a partial effect on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. Fourth, leadership style, organizational culture, and job satisfaction have a simultaneous effect on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin.*

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IJEBIR, Volume 04 Issue 02, 2025



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*For future research, it is recommended to further develop the factors that influence employee loyalty in the future. In addition, upcoming studies could use a broader subject of research with a larger sample size. Future research is also expected to add more items to the questionnaire to provide a more detailed measurement of each indicator, include independent variables that were not studied in this research, and incorporate other dependent variables such as employee performance.*

**Keywords:** leadership style, organizational culture, job satisfaction, employee loyalty.

## INTRODUCTION

The ability to deliver quality work to meet the overall needs of the company is the definition of employee performance. Employee loyalty is one of the factors that influence employee performance. According to Hasibuan (2011: 95), "employee loyalty is the dedication demonstrated through their willingness to protect and support the organization, both in the workplace and beyond, from irresponsible actions." Employees who are loyal to the company will always strive to do their best in their work. Several factors influence employee loyalty. In this study, the factors of loyalty being examined are leadership style, organizational culture, and job satisfaction.

Leadership style can be understood both directly and indirectly through a leader's reliance on their subordinates' abilities. In other words, leadership style encompasses the attitudes, behaviors, and strategies used by a leader, which result from skills, traits, or philosophies frequently applied when attempting to influence subordinates (Tirtadidjaja & Sarudin, 2022). In addition to leadership style, organizational culture also plays a crucial role in a company's operations. "According to the company, organizational culture is an element that can reduce employee turnover, as it encourages employees to grow alongside the company, meet company expectations, and achieve high performance" (Rahmah & Novita, 2022). Leadership style and organizational culture are closely related to job satisfaction levels. According to Hasibuan (2007: 202), "job satisfaction is a positive feeling and affection toward one's job."

PT. Anugerah Mahadaya Nusantara is a company engaged in the ship agency sector. The leadership of PT. Anugerah Mahadaya Nusantara Banjarmasin consistently motivates all employees on every occasion, whether during major meetings or on a personal level. The study conducted by Tirtadidjaja and Sarudin in 2022 stated that leadership style has a significant impact on employee loyalty. This company adopts an

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open and participative organizational culture. An open and participative organizational culture is associated with higher achievements and a sense of mutual trust among subordinates or organizational members (Noe & Mondy, 1996: 237). According to Wambugu (in Rahmah & Novita, 2022), "organizational culture distinguishes one organization from another as it encompasses ideas, systems, thoughts, steps, habits, traditions, and customs that vary in each organization."

In addition to leadership style and organizational culture, job satisfaction is also one of the factors that contribute to employee loyalty. Research conducted by Yusuf et al. (2023) revealed that job satisfaction has a positive and significant impact on employee loyalty. The indicators of job satisfaction include job content, salary/wages, promotion, supervision, and co-workers. At PT. Anugerah Mahadaya Nusantara Banjarmasin, all tasks are guided by standard operating procedures (SOPs) established by the company for each job performed by employees. The salaries/wages received by employees meet the minimum wage requirements, and promotions within PT. Anugerah Mahadaya Nusantara Banjarmasin are conducted as expected. However, in terms of supervision and co-worker relations, there are still some inconsistencies. Some employees neglect their duties, leading to their tasks being completed by other employees. Such situations sometimes cause conflicts among employees. Nevertheless, over the past five years, the company has experienced very low employee turnover. Below is a comparison table of the number of employees from 2018 to 2023.

**Table 1. Number of Employees at PT. Anugerah Mahadaya Nusantara Banjarmasin Years 2018 – 2023**

| No | Year | Number of Employees |
|----|------|---------------------|
| 1  | 2018 | 20 people           |
| 2  | 2019 | 19 people           |
| 3  | 2020 | 26 people           |
| 4  | 2021 | 27 people           |
| 5  | 2022 | 28 people           |
| 6  | 2023 | 40 people           |

Based on this phenomenon, the researcher believes that if leadership style, organizational culture, and job satisfaction are effectively managed, they can enhance employee loyalty, resulting in minimal turnover at PT. Anugerah Mahadaya Nusantara



Banjarmasin. Therefore, the researcher is interested in conducting a study at PT. Anugerah Mahadaya Nusantara Banjarmasin on the impact of leadership style, organizational culture, and job satisfaction on employee loyalty.

### **Objectives**

The objectives of this study are:

1. To analyze the influence of leadership style partially, on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin
2. To analyze the influence of organizational culture partially, on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin
3. To analyze the influence of job satisfaction partially, on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin
4. To analyze the influence of leadership style, organizational culture, and job satisfaction simultaneously, on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin

### **DISCUSSION**

The method used in this study is a quantitative descriptive method. Quantitative descriptive is a statistical analysis method used to provide an overview or description of the data that has been collected. The main purpose of descriptive statistics is to summarize and organize data systematically so that it can be understood and interpreted more easily.

The variables used in this study include independent variables: leadership style (X1), organizational culture (X2), and job satisfaction (X3), as well as the dependent variable: employee loyalty (Y). The sample in this study consists of the total population, which is 40 employees of PT. Anugerah Mahadaya Nusantara Banjarmasin. This research is a descriptive quantitative study, involving data collection, processing, simplification, presentation, and analysis in the form of numbers and descriptive explanations, with the aim of providing a clear understanding of the issue being studied. The researcher will evaluate the extent to which leadership style, organizational culture, and job satisfaction influence employee loyalty. Data processing will be conducted using Microsoft Excel and SPSS for Windows.

The data sources used in this study include primary data, which consists of observations and questionnaires, and secondary data obtained from journals, books, and websites. The questionnaire in this study uses a Likert scale and is distributed via Google

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Forms. This research is conducted over a period of seven months, from February to August 2024. Data quality testing includes validity and reliability tests, while hypothesis testing is conducted using the F-test (simultaneous) and t-test (partial).

To determine the contribution of independent variables to the dependent variable, it can be seen from the adjusted R square. The coefficient of determination ( $R^2$ ) basically measures the extent to which the model is able to explain the variation of the independent variable. In this study, the coefficient of determination can be seen in table 5.16 below. To determine the contribution of independent variables to the dependent variable, it can be seen from the adjusted R square. The coefficient of determination ( $R^2$ ) basically measures the extent to which the model is able to explain the variation of the independent variable. In this study, the coefficient of determination can be seen in table 2 below.

**Table 2  $R^2$  Test Result**

| Model | R     | $R^2$ | Adjusted R Square |
|-------|-------|-------|-------------------|
| 1     | 0,803 | 0,645 | 0,616             |

The results of the  $R^2$  test presented in Table 5.16 can be explained as follows:

1. The multiple regression coefficient ( $R$ ) = 0.803 indicates that leadership style, organizational culture, and job satisfaction have a very strong influence on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. This result aligns with Sugiyono's (2016: 260) statement that "if the correlation coefficient (multiple regression) is between 0.800–1.000, the influence of independent variables on the dependent variable is very strong."
2. The coefficient of determination ( $R^2$ ) is 0.645, derived from  $R^2 = 0.803^2$ . This demonstrates that leadership style, organizational culture, and job satisfaction collectively contribute 64.5% to employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin, while the remaining 35.5% is influenced by other variables not included in this study.

### Hypothesis testing

Hypothesis testing aims to identify whether there is a clear and reliable influence between the independent variables (leadership style, organizational culture, and job satisfaction) on the dependent variable (employee loyalty).



## 1. F Test (simultaneous)

The F test statistic basically shows whether all independent variables entered into the model have a joint influence on the dependent variable. In this study, the F test value can be seen in table 3 below.

**Table 3. F Test Result (Simultaneous)**

| <b>F hitung</b> | <b>Sig.</b> | <b>F table</b> |
|-----------------|-------------|----------------|
| 21,845          | 0,000       | 2,886          |

At a 95% confidence level ( $\alpha = 0.05$ ) with  $df_1 = 3$  and  $df_2 = 40-3-1 = 36$ , the F-table value is 2.886, as shown in the F-test results in Table 5.17. The data indicates that the significance value is  $< 0.05$  and the calculated F-value is greater than the F-table value, meaning that  $H_0$  is rejected and  $H_a$  is accepted. Thus, there is a significant simultaneous effect of leadership style, organizational culture, and job satisfaction on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin, which has been statistically proven.

## 2. T Test (partial)

The t-test (partial) is used to test how far the influence of the independent variables used in this study individually in explaining the dependent variable partially. In this study, the t-test value can be seen in table 4. below.

**Table 4. T Test Result (Partial)**

| <b>Variable</b>                  | <b>T test</b> | <b>Sign</b> | <b>T table</b> |
|----------------------------------|---------------|-------------|----------------|
| leadership style ( $X_1$ )       | 5,114         | 0,000       | 2,028          |
| Organizational culture ( $X_2$ ) | 8,075         | 0,000       | 2,028          |
| Job satisfaction ( $X_3$ )       | 6,050         | 0,000       | 2,028          |

Based on the t-test results in Table 5.18, the findings are as follows:

1. The calculated t-value for the leadership style variable ( $X_1$ ) is 5.114, which is higher than the t-table value of 2.028, and the significance value is 0.000, which is less than 0.05 ( $0.000 < 0.05$ ). This indicates that leadership style has a significant partial influence on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin, with a probability error level of 0.000 (less than 0.05). Based on this, the hypothesis



- stating that leadership style has a partial influence on employee loyalty is statistically proven and accepted ( $H_a$  is accepted, and  $H_0$  is rejected).
2. The calculated t-value for the organizational culture variable ( $X_2$ ) is 8.075, which is higher than the t-table value of 2.028, and the significance value is 0.000, which is less than 0.05 ( $0.000 < 0.05$ ). This indicates that organizational culture has a significant partial influence on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin, with a probability error level of 0.000 (less than 0.05). Based on this, the hypothesis stating that organizational culture has a partial influence on employee loyalty is statistically proven and accepted ( $H_a$  is accepted, and  $H_0$  is rejected).
  3. The calculated t-value for the job satisfaction variable ( $X_3$ ) is 6.050, which is higher than the t-table value of 2.028, and the significance value is 0.000, which is less than 0.05 ( $0.000 < 0.05$ ). This indicates that job satisfaction has a significant partial influence on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin, with a probability error level of 0.000 (less than 0.05). Based on this, the hypothesis stating that job satisfaction has a partial influence on employee loyalty is statistically proven and accepted ( $H_a$  is accepted, and  $H_0$  is rejected).

## CONCLUSION

Based on the research findings, the following conclusions were drawn:

1. Leadership style has a partial influence on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. The most influential indicator is the ability to generate inspirational motivation, while the least influential indicator is the ability to demonstrate ideal influence. In this study, leadership style has been shown to have a significant effect on employee loyalty.
2. Organizational culture has a partial influence on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. The most influential indicator is result orientation, while the least influential indicator is aggressiveness. This study demonstrates that organizational culture has a significant effect on employee loyalty.
3. Job satisfaction has a partial influence on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. The most influential indicator is job content (the job itself), while the least influential indicator is promotion. This study confirms that job satisfaction has a significant impact on employee loyalty.



4. Leadership style, organizational culture, and job satisfaction have a simultaneous influence on employee loyalty at PT. Anugerah Mahadaya Nusantara Banjarmasin. Among these variables, organizational culture is the most dominant factor, while leadership style has the smallest impact on employee loyalty.

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