



# The Influence of Leadership Style, Work Stress, and Work Motivation on Employee Loyalty to PT. Hartono Palace of Technology

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## ABSTRACT

Human resources are considered one of the most important factors in an enterprise due to its role as the driving subject of all activities and policies of the organization. Human resource management in the company is not easy because there are various elements such as employees, leaders, and the system itself. This study aims to analyze the effect of style, leadership, work stress, and work motivation on employee loyalty at PT. Hartono Istana Teknologi. This study uses the variables of leadership style, work stress, and work motivation as independent variables and employee loyalty as the dependent variable. The population of this study was warehouse employees at PT. Hartono Istana Teknologi with a population of 435 employees. With a sample of 81 employees using the purposive sampling method (sample with criteria). The data analysis method used in this research is multiple linear regression. The result of this study proves that the leadership style variable has a positive significant influence on employee loyalty, the work stress variable has a positive significant influence on employee loyalty, and work motivation has a positive significant influence on employee loyalty.

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## 1. INTRODUCTION

In this era of globalization, competition between service companies and industries is getting higher. So companies need to improve their performance in all fields such as technology, finance, natural resources, and human resources. Performance is interdependent because if a company already has strong finances but does not have sophisticated technology, natural resources that do not understand,

and human resources that are not well supported, of course it will not run smoothly and have difficulty in achieving the vision and mission of a company.

Human resources are considered one of the most important factors in an enterprise due to its role as the driving subject of all activities and policies of the organization. Human resource management in the company is not easy because there are various

elements such as employees, leaders, and the system itself.

As one of the manufacturing industries engaged in the electronic sector, such as washing machines, air conditioners, dispensers, refrigerators, and other electronic devices in supporting household needs and frozen food storage tools, PT. Hartono Istana Teknologi Sayung always strives to improve the performance and reputation of employees. In increasing this, the company will certainly be faced with various obstacles that affect the achievement of a company's performance. PT. Hartono Istana Teknologi has employees consisting of various departments, namely QA (Quality Assurance), HRD (Human Resources Department), warehouse (warehouse), and production (production).

To support smooth work, a wise leadership style, motivation, and training are needed. The right leadership style will be a benchmark for the success that is being led because it can affect the ups and downs of a company's output. In today's modern era, leadership is not measured by a person's gender, age, physique, and background. The company will choose a leader based on the soft skills he has because it is to support the work and understanding of his responsibilities as a leader. For this reason, a leader must be able to create harmonious integrity and foster good cooperation with his subordinates (Safitri, 2015)

In addition to a thoughtful leadership style, motivation is needed for every employee. Basically, employees who have high work motivation are one of the important factors in supporting the success of an organization, because basically, employees will continue to learn and try to do the best job. According to Hasibuan in (Ariyati & Mahendra, 2019) motivation is the driving force given to create someone's work excitement, so that they are willing to work integrated and work together with all their efforts to achieve satisfaction.

Conversely, if employees do not have a motivational drive to work, they will feel work stress. Work stress will arise when employees are no longer able to meet the demands of the job. The onset of work stress experienced by employees, will certainly harm the company, and in such cases the company must be

observant in anticipating the onset of work stress experienced by employees by providing an approach and work motivation to each of its employees.

A maximum and optimal attitude of contribution to employees when carrying out their duties is also necessary for a company. It is loyalty that will foster an attitude of contribution to employees because loyalty in line can be interpreted as loyalty. Loyalty is an attitude that arises as a result of the desire to be loyal and improve in work, with colleagues, superiors, and in the company. Therefore, how important employee loyalty is to a company (Safitri, 2015).

**Table 1.** Employee data in the component warehouse department years 2017 - 2021

Years	Target Number of Employees	Actual Number of Employees	Turn Over Rate (%)
2017	189	184	2,8%
2018	177	168	5,2%
2019	168	158	6%
2020	165	152	7,8%
2021	162	147	10%

Source: PT. Hartono Palace of Technology 2017-2021

Based on Table 1 above, it can be seen that from 2017 to 2021 PT. Hartono Istana Teknologi experienced a decrease in the number of employees in the warehouse department. In 2017 the number of employees was 184 employees. In 2018 it decreased to 168 employees. In 2019 it decreased to 154 employees. In 2020 it decreased to 152 employees. In 2021, it decreased to 147 employees.

Citra & Fahmi, (2019) the leadership style has a positive and significant influence on employee loyalty. According to (Anjani, Ni Luh Putu Ayu, 2020) that work stress has a negative and significant influence on employee loyalty. Dewi & Jupiter, (2021), the work motivation has a positive and significant influence on employee loyalty. From the data obtained, there is a root of the problem of why the number of employees decreases every year, which is suspected because of a lack of employee

loyalty and the existence of employee breakup relationships (completed contracts). Factors that trigger the lack of employee loyalty due to unwise leadership styles such as giving responsibilities that are not in following the abilities of employees, lack of sense of responsibility and protection from superiors to subordinates when doing a job, and lack of the role of leaders in providing solutions or solutions when finding problems that occur at work. The lack of work motivation from superiors to subordinates also triggers a decrease in the number of employees, because employees feel less motivated to do each job (Anjani, Ni Luh Putu Ayu, 2020)

## **2. LITERATURE REVIEW**

### **Human Resources**

Human resources (HR) have a leading role in every company's activities. Although supported by facilities and infrastructure as well as excessive sources of funds, without the support of reliable human resources, the company's activities will not be resolved properly. Good human resources can be seen from the loyalty of employees in working in the company they live. Employee loyalty is an important thing that must be considered to achieve the success of a company (Hasibuan S. P., 2014: 146).

### **Employee Loyalty**

Loyalty is a loyal and positive attitude that arises from oneself for the benefit of individuals and companies. According to Saydam in (Riyanti, 2015: 6), work loyalty is a puzzle and ability to obey all rules, carry out, and practice everything that is obeyed with full responsibility, attitude and good behavior in carrying out their daily duties. The attitude and behavior of loyal employees will be reflected when they perform their duties by devoting their abilities and expertise, providing good relationships to superiors and colleagues, and maintaining all company investments provided.

From the discussion above, it is concluded that employee loyalty is employee loyalty to a company by being willing to do all the responsibilities that have been given with a positive attitude and action because they will provide a reciprocal attitude if the company where they work pays attention to all supporting aspects of career development.

### **Leadership Style**

Leadership comes from the word lead which means to direct, foster, organize, guide, show, or influence. The task of a leader is not just to govern his subordinates, but they must be able to help provide direction to themselves and others. According to (Hidayat, 2018: 143) leadership style is a pattern of behavior designed in such a way as to influence subordinates to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. It can be concluded that the leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, and attitudes, which the leader often applies when trying to influence the performance of his subordinates.

### **Work Stress**

Work stress is an important aspect of the company, especially its relationship with employee performance (Cahyana & Jati, 2017). To improve employee performance, of course, you must pay attention to several factors, one of which is by paying attention to work stress. Stress can occur in any individual who feels that what they are working on cannot adjust between desires and the reality that exists in him or from outside himself.

Following with articles 164 to 166 in Law Number 36 of 2009 discusses health where the condition of workers with good health status can contribute to the achievement of optimal productivity. According to (Setyowati et al, 2018), explaining that work stress is a response caused to a person to the work environment that has an impact on individual work results. Work stress that is not handled appropriately will adversely affect a person's quality of life. Concluding from the definition of the onset of work stress is due to an imbalance between the personality characteristics of employees and the characteristics of aspects of work that occur in all work conditions. If work stress is left unattended, employees will experience unbalanced physical and psychic conditions and symptoms that will be seen in employee behavior such as experiencing anxiety, unstable emotions, quietness, and solitude.

### **Work Motivation**

Work motivation is the presence of impulses that arise from within the employee as a result of the

integration of the whole rather than personal needs, the influence of the physical and social environment in which the strength of the integration depends on the process of integration. According to (Sondang P. Siagian, 2015), work motivation is a driving force that results in a member of an organization willing to direct abilities in the form of skills and skills of energy, and time in carrying out various activities that are his responsibility and obligation to achieve the goals and various goals that have been set by the organization.

Affirming motivation does occur at the levels of behavior that affect performance and can be defined, that is, indirectly the concept of motivation that can be operationalized. Understanding behavior needs to consider aspects of learning, motivation, perception, attitudes, and expectations. This means that motivation is one of the causes or determinants of a person's behavior. It can be concluded that motivation is an effort made earnestly by a person with encouragement in achieving the goals of an organization that he follows with passion and responsibility, and there is no element of coercion.

### **The Relationship Between Leadership Style and Employee Loyalty**

Leadership style is a way or strategy of leaders in influencing their subordinates in carrying out the duties and responsibilities given by paying attention to the attitudes and behaviors of employees. If a leader understands the situation in his subordinates, understands his character, and provides clarity in his responsibilities, it will certainly not cause a sense of pressure at work so the employee will give a sense of work loyalty to the company.

This is evidenced by research conducted by (Jayanti et al., 2019) with the title of research on the Influence of Leadership Style on Employee Performance and Its Impact on Employee Loyalty which obtained results that there is a positive and significant influence between leadership on employee loyalty to PT. Fastrata Buana Pulogadung branch. Another research was conducted by (Aesah, 2018) with the research title The Influence of Leadership Style and Motivation on Employee Loyalty of PT. National Nobu Bank Kemang Village Branch obtained the results that there is a positive and significant influence on the loyalty of PT. Nobu Bank Kemang

Village employees. Nobu Bank Kemang Village Branch. Based on the illustration above, the hypothesis is formulated as follows:

H1: Leadership style has a significant positive effect on employee loyalty.

### **The Relationship Between Work Stress and Employee Loyalty**

Work stress is caused by the many pressures that employees have to face while working. The pressure experienced will interfere with the work situation and the concentration of employees in completing their duties and responsibilities. Such a situation will certainly reduce employee loyalty so that it can harm themselves and even the company.

This is supported by research conducted by I Wayan Sentana Putra and Anak Agung Ayu Sriathi (2019) with the research title Influence of Work Environment, Work Stress and Compensation on Employee Loyalty which obtained results that there was a negative and significant influence between work stress on employee loyalty at Inna Bali Heritage Hotel. Another research was conducted by (Anjani, Ni Luh Putu Ayu, 2020) with the research title Work Environment, Work Stress, and Work Motivation Affects Employee Loyalty Puri Saron Seminyak which obtained results that there was a negative and significant influence between work stress on employee loyalty at PT. Transoceanic octopus. Based on the illustration above, a hypothesis is formulated as follows:

H2: Work stress has a significant positive effect on employee loyalty.

### **The Relationship Between Work Motivation and Employee Loyalty**

As an employee, encouragement or motivation is needed when working because employees will feel motivated and have a passion for working completing their tasks. In line with this, (Hasibuan S. P., 2014) argues that motivation is an effort to provide a driving force that creates a passion for one's work spirit so that they work effectively, work together between employees, and strive to create integration in all efforts to achieve job satisfaction.

The lack of motivation given will cause a sense of insecurity in employees because there is no urge to do everything well so the development of their

performance becomes decreased and the sense of not wanting to change for the better. This results in company goals that will not be achieved optimally. This is proven by research conducted by (Anjani, Ni Luh Putu Ayu, 2020) with the research title Work Environment, Work Stress, and Work Motivation Affects Employee Loyalty Puri Saron Seminyak which obtained results that there is a positive and significant influence between work motivation on employee loyalty at PT. Transoceanic octopus. This

is in line with (Citra & Fahmi, 2019) who conducted a study entitled The Influence of Leadership, Job Satisfaction, and Work Motivation on Employee Loyalty which shows that work motivation has a positive influence on the loyalty of PT employees. Nusantara Plantation (Persero) IV. Based on the illustration above, a hypothesis is formulated as follows:

H3: Work motivation has a significant positive effect on employee loyalty.

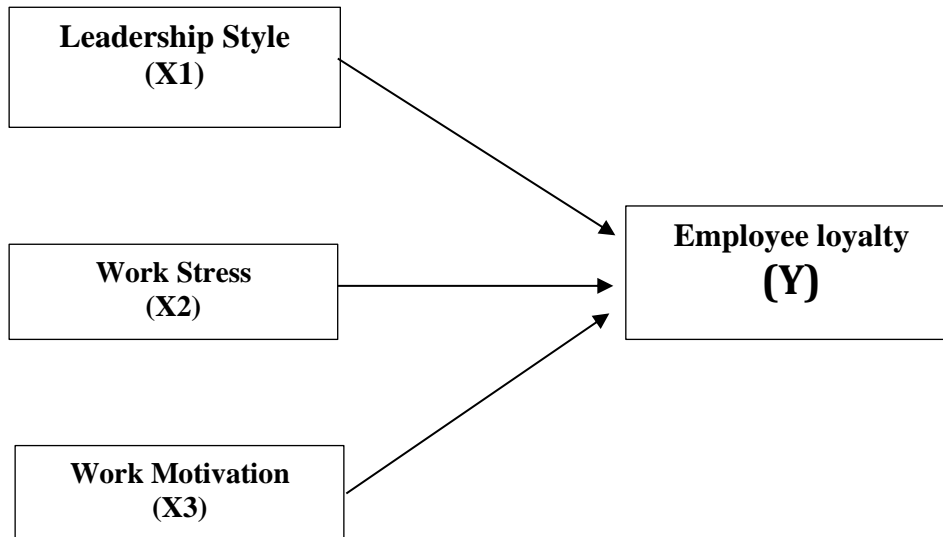


Fig. 1. Theoretical framework of thought

**Formulation of the hypothesis:**

- H1: Leadership Style Has a Significant Positive Effect on Employee Loyalty
- H2: Work stress has a significant positive effect on employee loyalty
- H3: Motivation Has a Significant Positive Effect on Employee Loyalty

**Research variables and operational definitions**

**Research variables**

Variable Identification Based on the problems that have been described in the background of the problem, the variables that will be researched and analyzed in this study are identified as follows:

**Dependent variable**

The dependent variable (Y) according to (Indriantoro, Nur, Supomo, 2016) is a variable bound to an

independent variable. The variable included in this study is Employee Loyalty (Y)

**Independent variable**

The independent variable (X) according to (indriantoro & supomo, 2016) is a variable that is the cause of the occurrence or influence of the dependent variable. The variables included in this study are Leadership Style (X1), Work Stres (X2), Motivation (X3).

**Operational definition**

A definition is given to a variable by meaning or specifying an activity or justifying an operation needed to measure the variable (Sugiyono, 2017). The operational definitions in this study are

**Table 2.** Operational definition

No	Variable Name	Operational Definition	Indicator	Source
1	Leadership Style (X1).	Leadership style is a pattern of a leader's actions in the form of traits ,habits ,disposition, temperament, and personality that distinguish a leader in interacting with his subordinates.	<ul style="list-style-type: none"> <li>- Action</li> <li>- Characteristic</li> <li>- Habit</li> <li>- Character</li> <li>- Temperament</li> <li>- Personality</li> </ul>	(Siti Aesah, 2020).
2	Work Stress (X2).	Work stress is a response caused to a person to his work environment so that it has an impact on individual work results	<ul style="list-style-type: none"> <li>- Task demands</li> <li>- Work environment</li> <li>- Role demands</li> <li>- Interpersonal demands</li> <li>- Organizational leadership</li> </ul>	(Manalu, 2020).
3	Motivation (X3).	Motivation is the provision of a driving force that creates a person's work excitement so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction	<ul style="list-style-type: none"> <li>- Strive</li> <li>- Future orientation</li> <li>- Time utilization</li> <li>- Strive to get ahead</li> <li>- Have high ideals</li> <li>- Perseverance</li> </ul>	(Ariyati& Mahendra, 2019).
4	Employee Loyalty (Y).	Loyalty is an attitude that arises as a result of the desire to be loyal and improve in terms of work, group, superiors and in the company.	<ul style="list-style-type: none"> <li>- Compliance</li> <li>- Responsibility</li> <li>- Dedication</li> <li>- Integrity</li> </ul>	(Jayanti & Wati, 2019).

Source: Past research journals

**3. RESEARCH METHODS**

Sampling is carried out using the side probability method which according to (Sugiyono,2017:82) probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. The number of sample members will be determined by the slovin formula, namely:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n: number of samples

N: total population

e: margin of error,

Using the above formula, the number of samples is obtained as much as:

$$n = \frac{435}{1+435(0,1)^2} = 81,304.$$

Based on the calculations above, the sample in this study was 81 people.

Analysis Methods

Descriptive Analysis

**1. Validity Test**

Sugiyono, (2017: 25) shows the degree of accuracy between the data that occurs on the object and the data collected by the researcher. This validity test is carried out to measure whether the data that has been obtained after the study is valid data or not, using the measuring instrument used is a questionnaire. The validity test was performed by comparing  $r$  table counts for the degree of freedom (df)=n-2, where n is the number of samples. If  $r$  is calculated > from  $r$  table and the positive value then the statement or indicator is invalid.

**2. Reliability Test**

Reliability tests are used to determine the extent to which the measurement results remain consistent if measurements are taken twice or more of the same symptoms using the same measuring device (Sugiyono, 2017: 130). If a variable is said to be reliable, it will give a value ( $\alpha$ ) > 0.60 = reliable, a value ( $\alpha$ ) < 0.60 = not reliable.

**3. Test Classical Assumptions**

In data processing, the results of the analysis research used are Inferential Analysis (quantitative) where this analysis uses the SPSS program. Data analysis is carried out with the help of multiple regression methods, but before conducting multiple linear regression analysis, classical assumption tests are used which include normality tests, multicollinearity tests, and heteroskedasticity tests.

**4. Normality Test**

Ghozali, (2016: 161) the normality test aims to test whether in a single linear regression model there is a correlation between disruptor error or residual having a normal distribution. The t-test and the F-test assume that the residual value follows a normal distribution. (Sunyoto, 2016: 92) explains that the normality test is used to test free variable data (X) and bound variable data (Y) on the resulting regression equation. A good regression model is a regression model that has a normal or close to the normal distribution, so it is worth testing statistically. Data normality testing using Kolmogorov-Smirnov's Test of Normality.

**5. Multicollinearity Test**

Sunyoto, (2016: 87) explained that the multicollinearity test is applied to multiple

regression analysis consisting of two or more free variables or independent variables (X1,X2,X3,...,n) where the relationship between the free variables will be measured through the magnitude of the correlation coefficient ( $r$ )". To detect the presence or absence of multicollinearity, it can be seen from the amount of Variance Inflation Factor (VIF) and Tolerance. Tolerance measures the variability of selected independent variables that are not described by other independent variables. Multicollinearity testing can be done as follows:

1. *Tolerance value < 0.10 or VIF > 10: multicollinearity occurs.*

2. *Tolerance value > 0.10 or VIF < 10: no multicollinearity occurs.*

**6. Heteroskedasticity Test**

(Ghozali, 2016: 134) explains that the heteroskedasticity test aims to test whether in the regression model, there is no similarity of variables from the residual of one observation to another. If the variant from the residual of one observation to the observation of another remains, then it is called homoskedasticity and if it is different it is called heteroskedasticity. A good regression model is a homoskedasticity or not heteroskedasticity. This test is carried out using the Glejser test, which is a hypothesis test to find out whether a regression model indicates of heteroskedasticity by regressing residual absolute. The basis for retrieving decision using the glejser test is:

1. If the significant value > 0.05 then the data does not occur heteroskedasticity.

2. If a significant value < 0.05 then heteroskedasticity occurs.

**7. Multiple Linear Regression Analysis Test**

**Multiple linear regression analyses** in this study were used to measure the influence between leadership style, work stress, and work motivation on loyalty. The formula used in this study is:

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

Information:

Y: Employee Loyalty

a: Constants

b1: Regression Coefficient of Leadership Style

b2: Regression Coefficient of Work Stress

b3: Regression Coefficient of Work Motivation  
 X1: Leadership Style  
 X2: Work Stress  
 X3: Work Motivation  
 e: Disruptive factors

**8. Partial Hypothesis test (Test t)**

The t-test is used to test how far each free variable used in the study affects the partially bound variable (Ghozali, 2016: 88). This test aims to test the influence of free variables, namely leadership style, work stress, and work motivation on bound variables, namely employee loyalty. The decision-making criteria are:

1.  $H_0$  is accepted if  $t\text{-count} < t\text{-table}$  at  $\alpha = 5\%$  or significant  $t > \alpha$
2.  $H_a$  is rejected if  $t\text{-count the table} > t$  at  $\alpha = 5\%$  or significant  $t < \alpha$

**9. Coefficient of Determination Test ( $R^2$ )**

The coefficient of determination test measures how far the model is capable of explaining the variation of dependent variables. The value of the determination coefficient is between zero and one. A small  $R^2$  value means that the ability of independent variables to describe the variation of dependent variables is very limited.

**4. RESULTS AND DISCUSSION**

**Table 3.** Validity test

No	Indicators	r count	r table	Information
1	Leadership Style			
	Indicator 1	0,729	0,2185	Valid
	Indicator 2	0,728	0,2185	Valid
	Indicator 3	0,808	0,2185	Valid
	Indicator 4	0,852	0,2185	Valid
	Indicator 5	0,757	0,2185	Valid
2	Work Stress			
	Indicator 1	0,651	0,2185	Valid
	Indicator 2	0,847	0,2185	Valid
	Indicator 3	0,784	0,2185	Valid
	Indicator 4	0,744	0,2185	Valid
	Indicator 5	0,582	0,2185	Valid
3	Work Motivation			
	Indicator 1	0,779	0,2185	Valid
	Indicator 2	0,637	0,2185	Valid
	Indicator 3	0,734	0,2185	Valid
	Indicator 4	0,785	0,2185	Valid
	Indicator 5	0,751	0,2185	Valid
4	Employee Loyalty			
	Indicator 1	0,776	0,2185	Valid
	Indicator 2	0,828	0,2185	Valid
	Indicator 3	0,776	0,2185	Valid
	Indicator 4	0,806	0,2185	Valid



From the results of the validity test above, it is stated that the four variables are valid because the  $r$  value is calculated  $>$   $r$  table, and is feasible for subsequent testing.

**Table 4.** Reliability test

No	Indicator	Cronbach Alpha	Koefisien Alpha	Information
1	Leadership Style			
	Indicator 1	0,771	0,600	Reliable
	Indicator 2	0,768	0,600	Reliable
	Indicator 3	0,762	0,600	Reliable
	Indicator 4	0,757	0,600	Reliable
	Indicator 5	0,761	0,600	Reliable
	Indicator 6	0,760	0,600	Reliable
2	Work Stress			
	Indicator 1	0,764	0,600	Reliable
	Indicator 2	0,731	0,600	Reliable
	Indicator 3	0,741	0,600	Reliable
	Indicator 4	0,739	0,600	Reliable
	Indicator 5	0,771	0,600	Reliable
3	Work Motivation			
	Indicator 1	0,755	0,600	Reliable
	Indicator 2	0,771	0,600	Reliable
	Indicator 3	0,753	0,600	Reliable
	Indicator 4	0,752	0,600	Reliable
	Indicator 5	0,757	0,600	Reliable
	Indicator 6	0,750	0,600	Reliable
4	Employee Loyalty			
	Indicator 1	0,779	0,600	Reliable
	Indicator 2	0,769	0,600	Reliable
	Indicator 3	0,784	0,600	Reliable
	Indicator 4	0,771	0,600	Reliable

From the results of the reliability test above, it is stated that the four variables are declared reliable because they have a Cronbach's alpha coefficient that is greater than the standard  $\alpha$  (0.600) and is feasible for subsequent tests.

Result of the Normality test One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		81
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.98378858
	Most Extreme Differences	Absolute
Positive		.056
Negative		-.066

Kolmogorov-Smirnov Z	.598
Asymp. Sig. (2-tailed)	.866
a. Test distribution is Normal.	
b. Calculated from data.	

From the results of the normality test above, it shows that the signification value result is 0.866, which is greater than 0.05. This can show that the four

variables are normally distributed. So it is feasible to use regression models in hypothesis testing.

Result of the Multicolonearity Test

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta	Beta			Toleranc e	VIF
(Constant)	.696	.677			1.029	.307		
Leadership Style	.342	.063	.500	.500	5.425	.000	.163	6.136
Work Stres	.172	.063	.182	.182	2.723	.008	.309	3.238
Work Motivation	.212	.072	.307	.307	2.919	.005	.125	7.973

a. Dependent Variable: Employee Loyalty

From the results of the multicholonearity test above, for the three variables, it was stated that multicholonearity did not occur because the tolerance

value > 0.1 and the VIF value <10 so that it was feasible in a study

Result of the Heteroschedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta	Beta		
(Constant)	.598	.413			1.445	.152
Leadership Style	.010	.038	.071	.071	.254	.800
1 Work Stress	.049	.039	.257	.257	1.268	.209
Work Motivation	.043	.044	.311	.311	.979	.331

a. Dependent Variable: RES2

From the heteroschedasticity test above, for the three independent variables, it is stated that heteroschedasticity does not occur because the

significant value > 0.05 so it is feasible for the regression test.

Results of Multiple Linear Regression Analysis

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.696	.677		1.029	.307
Leadership Style	.342	.063	.500	5.425	.000
Work Stres	.172	.063	.182	2.723	.008
Work Motivation	.212	.072	.307	2.919	.005

a. Dependent Variable: Employee Loyalty

From the results of the multiple linear regression analysis above, for the three independent variables, it is stated that the value of t is positive and significant.

Result of the Partial Hypothesis Test (t-test)

Model	Coefficients <sup>a</sup>		T	Sig.
	Unstandardized Coefficients B	Standardized Coefficients Beta		
(Constant)	.696		1.029	.307
Leadership Style	.342	.500	5.425	.000
Work Stress	.172	.182	2.723	.008
Work Motivation	.212	.307	2.919	.005

a. Dependent Variable: Employee Loyalty

From the results of the t test above, the three variables show the calculated and signification values

of each free variable. So all three hypotheses are accepted.

Result of the Coefficient of Determination Test (R<sup>2</sup>)

Model	Model Summary <sup>b</sup>			Std. Error of the Estimate
	R	R Square	Adjusted R Square	
1	.945 <sup>a</sup>	.893	.889	1.003

a. Predictors: (Constant), Work Motivation, Work Stress, Leadership Style

b. Dependent Variable: Employee Loyalty

The test results above, show that the magnitude of the Adjusted R Square (R<sup>2</sup>) is 0.889. This means that 89% is a variable variation in leadership style, work stress, and work motivation. While the remaining 11% was influenced by other variables that were not observed in this study.

**DISCUSSION**

H1: Leadership style has a positive and significant effect on employee loyalty.

The first hypothetical statement that leadership style affects employee loyalty is evident. It is shown that the value of  $t$  count  $>$   $t$  table is  $5.425 > 1.991$  and with a significant value of  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. This is because a leader who can apply a good leadership style and can apply consequences to himself by helping to provide direction to himself and others, making decisions firmly and appropriately, daring to accept his risks, understanding the situation to his subordinates, understanding his character, and providing clarity on the roles and responsibilities of subordinates will not cause a sense of pressure at work so that employees it will give a sense of work loyalty to the company.

This research is in line with research (Jayanti et al., 2019) that leadership style has a positive and significant effect on employee loyalty.

H2: Work stress has a positive and significant effect on employee loyalty

The second hypothetical statement that work stress has a positive and significant effect on employee loyalty is proven. This can be indicated by the value of the calculated  $t$  value of the table  $>$   $t$  which is  $2.723 > 1.991$  and with a significant value of  $0.008 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. This is because the work stress experienced by employees does not always have a negative impact on employee loyalty, it can also have a positive impact because it is likely that the pressure felt by employees makes it a motivational boost to work better in the future. For this reason, PT. Hartono Istana Teknologi who experiences work stress does not close their ability to always be professional and committed and responsible for the work given by their leader.

This research is contrary to the research conducted by (Anjani, Ni Luh Putu Ayu, 2020) with the results that there is a negative and significant influence between work stress on employee loyalty.

H3: Work motivation has a positive and significant effect on employee loyalty

The third hypothetical statement that work motivation has a positive and significant effect on employee loyalty is proven. It is shown that the value of  $t$  count  $>$   $t$  table is  $2.919 > 1.991$  and with a significant value

of  $0.005 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. This is because providing motivation will cause confidence in employees, because there is an impulse to do everything well to create a passion for one's work spirit so that they work effectively, work together between employees, and strive to create integration in all efforts to achieve job satisfaction. This results in the company's goals which will certainly be achieved optimally.

This research is in line with research conducted by (Anjani, Ni Luh Putu Ayu, 2020) with the results that there is a positive and significant influence between work motivation and employee loyalty.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the results of research and discussion on the analysis of leadership style, work stress, and work motivation towards employee loyalty to PT. Hartono Istana Teknologi, then the following conclusions can be drawn:

1. The variable leadership style has a positive and significant effect on employee loyalty, which means that if the leadership style is higher, employee loyalty to PT. Hartono Istana Teknologi will increase.
2. In the variable work stress has a positive and positive effect on employee loyalty, meaning that if work stress is getting better, employee loyalty to PT. Hartono Istana Teknologi will increase.
3. The variable work motivation has a positive and significant effect on employee loyalty, meaning that if the provision of work motivation is higher, employee loyalty to PT. Hartono Istana Teknologi will increase.

### Suggestions

Based on the results of a descriptive analysis of the variables of leadership style, work stress, and work motivation towards employee loyalty, the suggestions that can be given by the author are:

For PT. Hartono Istana Teknologi pays more attention to and improves how a good leadership style can be applied to subordinates to minimize the occurrence of work stress so that employees will be more motivated to do work by fostering a sense of

employee loyalty to the company. The ways that the company's HR division can do are:

- A. As an effective leader, you must have a professional disposition towards subordinates by treating employees fairly and can inspire and motivate subordinates to achieve the vision they want to aim for together.
- B. Pay attention to the relationship of a leader to subordinates and co-workers because it plays a

role in a person's work stress level, by increasing the approach and sense of trust and support to employees who experience work stress.

- C. Provide work motivation by providing regular and periodic employee training so that employees will feel comfortable and can improve employee achievement.

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