

Analysis of the Relationship between Leadership Style and Work Motivation to Employee Loyalty at PT Anugerah Putra Langkat

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Abstract

Employee loyalty constitutes a pivotal determinant in the triumph of an organization, particularly amidst the escalating intensity of modern business rivalry. PT Anugerah Putra Langkat, an enterprise situated in North Sumatra, grapples with the predicament of preserving competent personnel and cultivating enduring organizational allegiance. An appropriate leadership paradigm accompanied by optimal motivational stimuli is presumed to exert a considerable impact on the magnitude of employee devotion within the company. The present research aimed to identify the correlation between leadership orientation and occupational motivation toward employee loyalty at PT Anugerah Putra Langkat. Employing a quantitative methodology with both descriptive and explanatory research frameworks, the investigation encompasses the entire workforce of 156 individuals, with a sampling cohort of 85 respondents selected through a saturated sampling technique. The findings reveal that, individually, leadership style exerts a constructive and statistically significant influence on occupational loyalty. Likewise, work motivation demonstrates a positive and meaningful correlation with employee allegiance. Collectively, these two variables exhibit a conjoint and substantial impact on overall job loyalty.

Keywords: Employee Loyalty, Leadership Style, Work Motivation.

1. Introduction

Individuals possessing an elevated work ethic contribute substantially to enhancing the overall quality and vitality of an organization. Loyalty and work ethic are reflected in employees who experience genuine satisfaction and enthusiasm toward their professional roles (Rizky & Ardian, 2019). In today's competitive environment, companies are expected not only to pursue financial objectives but also to emphasize internal elements that sustain long-term organizational resilience. Among these, employee loyalty stands out as a decisive factor influencing corporate success. The term loyalty, derived from the word loyal, signifies steadfast devotion; thus, organizational loyalty can be interpreted as an individual's unwavering commitment to their company (Brillianty & Murti, 2023). As stated by Koroh et al. (2023), job loyalty embodies an employee's readiness to contribute their abilities, expertise, creativity, and time toward realizing organizational goals while upholding confidentiality and refraining from actions detrimental to the company. Further, Saydam (2000) defines loyalty as the steadfast determination and capability to comply with, execute, and internalize duties which manifested through consistent attitudes and conduct in daily work performance.



Employees who possess a profound sense of loyalty are able to perform optimally, maintain high levels of accountability, and dedicate their efforts wholeheartedly to advancing the company's objectives (Kurniawan, 2019).

According to Kurniawan (2019), leadership style serves as a pivotal element influencing the degree of employee loyalty within an organization. Hasibuan (2007) defines leadership style as the manner in which a leader exerts influence over subordinates' behavior, encouraging cooperation and fostering productive performance to realize organizational objectives. Loyalty tends to emerge when a leader successfully nurtures harmonious relationships between the organization and its employees. A competent leader not only embodies the essence of leadership but also possesses the capacity to inspire and motivate subordinates to perform tasks effectively and in alignment with organizational directives (Mangkunegara, 2017). As noted by Sidabutar and Kasmirudin (2024), it is presumed that an effective leader, through the application of an appropriate leadership style, can guide employees to accomplish their responsibilities more efficiently within the organization. Furthermore, the leader's conduct profoundly shapes the psychological disposition of subordinates, as leaders function as models whose attitudes and actions are often mirrored by their team members (Armadita & Sitohang, 2021).

Moreover, occupational motivation assumes a paramount function. Motivation embodies an intrinsic yearning or propulsion to undertake action (Nurhayati et al., 2024). The significance of occupational motivation in augmenting employee job gratification manifests through the elevated motivational disposition exhibited by personnel during task execution (Rizky & Husna, 2023). According to Afandi (2016), motivation constitutes the impetus behind a succession of human comportments directed toward the attainment of aspirations. Motivation may likewise be utilized to impel employees to expend their vigor and cognition in realizing corporate objectives. When organizational requisites are adequately fulfilled, contentment and heightened allegiance among employees will ensue (Pratiwi, 2023). To amplify motivation and enhance employee efficacy within an institution, a leader must apprehend the salience of the human constituent as an organizational member which truly one of the pivotal determinants of success in influencing motivational impetus for performance that ultimately culminates in the accomplishment of the institution's mission (Nugroho, 2018). Elevated motivation renders employees more zealous, regimented, and accountable in discharging their obligations. Motivation may emanate from endogenous determinants, such as self-actualization exigencies, as well as exogenous determinants, including recompense, remuneration, and an agreeable occupational milieu.

PT Anugerah Putra Langkat as a company engaged in the industrial sector (can be adjusted according to the actual business field), is required to have quality and loyal human resources to support sustainable business growth. However, based on initial observations, there are indications of fluctuations in the level of employee loyalty which is reflected in the increase in turnover rates and the decrease in work commitments in some employees. Referring to the background explanation presented, this paper aimed to identify the correlation between leadership orientation and occupational motivation toward employee loyalty at PT Anugerah Putra Langkat.

2. Literature Review

2.1. Leadership Style

Wijono (2018) asserted that leadership constitutes an endeavor to actualize organizational objectives through the harmonization of follower needs, enabling continual development aligned with institutional aspirations. Hasibuan (2017) delineated leadership style as a leader's distinctive manner of exerting influence upon subordinates' conduct, thereby fostering cooperation and productive labor toward the attainment of organizational aims. Loyalty emerges when a leader succeeds in preserving a harmonious rapport between the enterprise and its personnel. According to Nikmat (2022), leadership style denotes a leader's behavioral paradigm in directing and influencing followers, wherein such style is inherently dynamic and may fluctuate in accordance with the disposition of subordinates and situational contingencies. Hence, it may be inferred that leadership style represents the method or behavioral pattern employed by a leader to influence subordinates in collaborative, productive efforts aimed at realizing organizational objectives.

This style is not static, but dynamic and can change according to the situation and the characteristics of its followers. Success in implementing a leadership style also depends heavily on the leader's ability to build good relationships with employees, so that they can foster loyalty and work morale.

2.2. Work Motivation

According to Afandi (2016), motivation constitutes the impetus behind a continuum of human actions directed toward the realization of objectives. Meanwhile, Hasibuan (2017) articulated that "motivation is the force that initiates, channels, and sustains human behavior, compelling individuals to exert diligent effort and fervor in pursuit of optimal outcomes." Robbins (2016) further defined motivation as the willingness to exert substantial effort toward achieving organizational objectives, contingent upon the capacity to fulfill specific individual necessities.

Motivation represents an intrinsic propulsion that governs human conduct in attaining designated aims. It encompasses determinants that stimulate, orient, and sustain an individual's occupational ethos to perform at an optimal level. Motivation remains inherently idiosyncratic, as it is shaped by the extent to which personal aspirations are gratified through the fulfillment of organizational purposes. Hence, motivation emerges as a cardinal catalyst in augmenting individual performance and productivity within the occupational sphere.

2.3. Employee Loyalty

Loyalty originates from the term loyal, signifying steadfast devotion; thus, organizational loyalty is interpreted as an individual's faithfulness and commitment to the company they serve (Brillianty & Murti, 2023). According to Saydam (2000), loyalty embodies the resolve and capability to comply with, execute, and internalize obligations—manifested through consistent attitudes and behaviors in the performance of duties. Hasibuan (2021) further elucidated that employee work loyalty encompasses the diversity of roles and the dedication of members in investing their intellect, effort, and time toward the attainment of organizational objectives.

3. Methods

This research employs a quantitative methodology utilizing descriptive and explanatory designs to examine the correlation between leadership style and work motivation toward employee loyalty at PT Anugerah Putra Langkat. According to Sugiyono (2019), quantitative descriptive research, aligned with the studied variables, emphasizes existing issues and observable phenomena, presenting findings in the form of meaningful numerical data. The primary objective of this study is to ascertain the extent of influence among the examined variables. The population comprises all permanent employees, totaling 85 individuals, with the sample likewise consisting of 85 respondents determined through the saturated sampling technique. The research instrument utilized a structured questionnaire employing a Likert scale. Data were analyzed using multiple linear regression analysis processed through SPSS software version 26.0. The formulation of the multiple linear regression model is presented as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Information:

Y : Employee Loyalty
A : Constant
B : Regression coefficient
X₁ : Leadership Style
X₂ : Work Motivation

4. Results and Discussion

4.1. Research Results

4.1.1. Descriptive Statistical Analysis

Table 1. Descriptive Statistical Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	85	9	20	14.75	2.903
Work Motivation	85	7	20	14.62	3.447
Work Loyalty	85	9	20	14.71	2.712
Valid N (listwise)	85				

Source: SPSS Data Processing, 2025

Grounded on the outcomes of descriptive statistical analysis involving 85 respondents, it was discerned that the leadership style variable exhibited a mean value of 14.75 with a standard deviation of 2.903, a minimum score of 9, and a maximum of 20. The work motivation variable demonstrated an average of 14.62 with a standard deviation of 3.447, a minimum of 7, and a maximum of 20. In contrast, the work loyalty variable recorded an average of 14.71 with a standard deviation of 2.712, a minimum of 9, and a maximum of 20.

4.1.2. Classic Assumption Test

A. Normality Test

Table 2. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

						Unstandardized Residual
N						85
Normal Parameters ^{a,b}			Mean			.0000000
			Std. Deviation			1.88574898
Most Differences	Extreme	Absolute				.058
		Positive				.056
		Negative				-.058
Test Statistic					.058	
Asymp. Sig. (2-tailed) ^c					.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig. (2-tailed)	Sig. 99% Interval	Confidence	Lower Bound	.673	
					.661	
				Upper Bound	.685	

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS Data Processing, 2025

Referring to Table 2, the results of the normality test using the Kolmogorov–Smirnov method indicated a significance value of 0.200, which exceeds the threshold of 0.05. Thus, the residual data are normally distributed, satisfying the fundamental assumptions required for subsequent regression analysis.

B. Multicollinearity Test

Table 3. Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.707	1.415
	Work Motivation	.707	1.415

a. Dependent Variable: Work Loyalty

Source: SPSS Data Processing, 2025

Referring to Table 3, the results of the multicollinearity test indicate that the Tolerance value for the Leadership Style and Work Motivation variables is 0.707, while the VIF value is 1.415. Since the Tolerance value exceeds 0.10 and the VIF value is below 10, it can be concluded that there is no indication of multicollinearity among the independent variables.

C. Heteroscedasticity Test

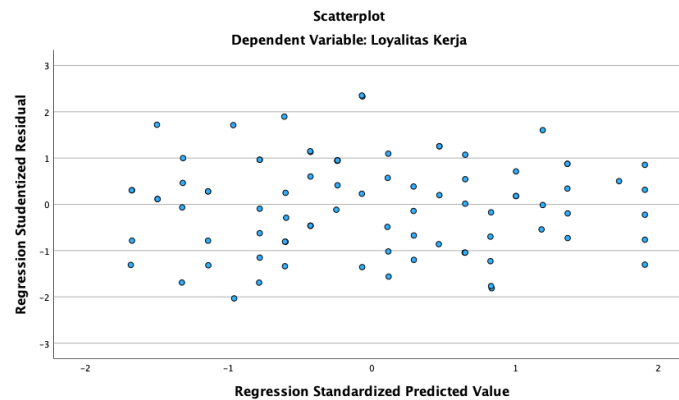


Figure 1. Test Scatterplot
Source: SPSS Data Processing, 2025

Based on the results of the classical assumption test using a scatterplot on the Job Loyalty variable, the residual points appear to be randomly distributed around the horizontal line without forming a particular pattern. This indicates that the regression model fulfills the assumption of homoscedasticity, meaning that the error variance is constant and the regression analysis can be properly continued.

4.1.3. Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.442	1.140		3.897	<.001
Leadership Style	.351	.085	.376	4.118	<.001
Work Motivation	.347	.072	.442	4.834	<.001

a. Dependent Variable: Work Loyalty

Source: SPSS Data Processing, 2025

Based on the results of the multiple linear regression analysis in Table 4, the regression equation obtained is $Y = 4.442 + 0.351X_1 + 0.347X_2$, where Y represents Job Loyalty, X_1 denotes Leadership Style, and X_2 represents Work Motivation. The constant value of 4.442 implies that if Leadership Style and Work Motivation are both zero, Job Loyalty remains at 4.442 units.

The regression coefficient for Leadership Style (0.351) indicates that each one-unit increase in Leadership Style will raise Job Loyalty by 0.351 units, assuming other variables remain constant. Similarly, the Work Motivation coefficient (0.347) signifies that a one-unit increase in Work Motivation will enhance Job Loyalty by 0.347 units. The standardized coefficients (Beta) further reveal that Work Motivation (0.442) exerts a stronger influence on Job Loyalty compared to Leadership Style (0.376).

4.1.4. Hypothesis Test

A. Partial Test (t)

**Table 5. Partial Test Results (t)
Coefficients^a**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.442	1.140		3.897	<.001
	Leadership Style	.351	.085	.376	4.118	<.001
	Work Motivation	.347	.072	.442	4.834	<.001

a. Dependent Variable: Work Loyalty

Source: SPSS Data Processing, 2025

Based on the results of the partial test (t-test) in Table 4, it can be concluded that both independent variables have a significant partial effect on Job Loyalty. The Leadership Style variable obtained a t-value of 4.118 with a significance level of <0.001 ($p < 0.05$), indicating that Leadership Style has a positive and significant effect on Job Loyalty; thus, the first hypothesis is accepted. The Work Motivation variable showed a t-value of 4.834 with a significance level of <0.001 ($p < 0.05$), signifying that Work Motivation also has a positive and significant effect on Job Loyalty; therefore, the second hypothesis is accepted.

When comparing the t-values, Work Motivation (4.834) demonstrates a more dominant influence than Leadership Style (4.118) on Job Loyalty. These findings affirm that both Leadership Style and Work Motivation play crucial roles in enhancing employee Job Loyalty, with Work Motivation contributing more significantly to the improvement of employee loyalty levels.

B. Simultaneous Test (F)

**Table 6. Simultaneous Test Results (F)
ANOVA^a**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	318.939	2	159.469	43.777	<.001 ^b
	Residual	298.708	82	3.643		
	Total	617.647	84			

a. Dependent Variable: Work Loyalty

b. Predictors: (Constant), Work Motivation, Leadership Style

Source: SPSS Data Processing, 2025

Based on the results of the simultaneous test (F-test) in Table 5, it can be concluded that the variables Leadership Style and Work Motivation jointly have a significant effect on Job Loyalty. The obtained F-value of 43.777 with a significance level of <0.001 ($p < 0.05$) indicates that the regression model is fit and appropriate for predicting Job Loyalty. These findings confirm that the hypothesis stating that Leadership Style and Work Motivation simultaneously influence Job Loyalty is accepted.

The Sum of Squares value for the regression (318.939) compared to the total of 617.647 shows that the model explains a substantial proportion of variability in Job Loyalty data. Therefore, the combination of Leadership Style and Work Motivation serves as a key determinant in shaping employee Job Loyalty, and this regression model can be effectively

used for predictive analysis and managerial decision-making aimed at enhancing employee loyalty.

C. Coefficient of Determination (R²)

**Table 7. Coefficient of Determination (R²)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719 ^a	.516	.505	1.909

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

b. Dependent Variable: Work Loyalty

Source: SPSS Data Processing, 2025

Based on the results of the coefficient of determination (R²) test in Table 6, it can be concluded that the regression model possesses a fairly strong predictive capability. The correlation coefficient (R) of 0.719 indicates a strong relationship between the independent variables (Leadership Style and Work Motivation) and the dependent variable (Work Loyalty). The R-Square value of 0.516 demonstrates that 51.6% of the variation in Work Loyalty can be explained by Leadership Style and Work Motivation, while the remaining 48.4% is influenced by other factors not included in this model.

Furthermore, the Adjusted R-Square value of 0.505 shows that after adjusting for the number of predictors and sample size, the model's explanatory power remains consistent at 50.5%. The Standard Error of the Estimate of 1.909 signifies a relatively low level of prediction error, suggesting that the model provides good accuracy in forecasting Job Loyalty. Overall, these findings indicate that Leadership Style and Work Motivation are significant and influential variables in explaining variations in employees' Work Loyalty.

4.2. Discussion

4.2.1. The Influence of Leadership Style on Job Loyalty

Based on the results of the multiple linear regression analysis, it was found that Leadership Style has a positive and significant influence on Work Loyalty, with a regression coefficient of 0.351 and a significance value of <0.001 ($p < 0.05$). The partial test (t) results show a t-count of 4.118, which exceeds the t-table value, indicating that the hypothesis stating Leadership Style affects Work Loyalty is accepted. This finding implies that for every one-unit increase in Leadership Style, Work Loyalty will increase by 0.351 units, assuming other variables remain constant.

This result aligns with leadership theory, which emphasizes that an effective leadership style fosters a conducive work climate, enhances employee trust in leaders, and ultimately strengthens work loyalty. Leaders who implement appropriate leadership approaches tend to establish harmonious relationships with subordinates, provide clear guidance, and cultivate a supportive work environment that encourages employees' potential development. This finding is consistent with the research of Richard & Sarudin (2024) and Koroh et al. (2023), who found that leadership style significantly influences employee work flexibility and commitment.

4.2.2. The Influence of Motivation on Job Loyalty

Based on the results of the multiple linear regression analysis, it was found that Work Motivation has a positive and significant effect on Job Loyalty, with a regression coefficient of 0.347 and a significance value of <0.001 ($p < 0.05$). The partial test (t) results show a t-count of 4.834, which is the highest value among the tested variables, indicating that the hypothesis

stating Work Motivation affects Job Loyalty is accepted. This means that for every one-unit increase in Work Motivation, Job Loyalty will increase by 0.347 units, assuming other variables remain constant.

This finding aligns with motivation theory, which posits that employees with high levels of work motivation tend to be more dedicated and committed to their organizations, maintaining long-term engagement. Elevated work motivation, stemming from both intrinsic and extrinsic factors, drives employees to perform optimally, contribute meaningfully, and remain loyal to the organization. Furthermore, highly motivated employees are inclined to develop their competencies, pursue new challenges, and build sustainable careers, thereby reinforcing their loyalty to the company. This result supports the findings of Richard and Sarudin (2024), who concluded that motivation significantly influences employee loyalty.

5. Conclusion

Based on the results of the multiple linear regression analysis, it can be concluded that both Leadership Style and Work Motivation exert a positive and significant influence on employee Job Loyalty. Partially, Leadership Style demonstrated a significant effect with a t-value of 4.118 and a regression coefficient of 0.351, whereas Work Motivation showed a more dominant impact, with a t-value of 4.834 and a regression coefficient of 0.347. Simultaneously, both independent variables significantly influenced Job Loyalty, as indicated by an F-value of 43.777 and a significance level of <0.001 ($p < 0.05$). The regression model accounted for 51.6% of the variation in Job Loyalty ($R^2 = 0.516$), confirming that Leadership Style and Work Motivation are pivotal factors in fostering employee loyalty.

Considering that Work Motivation has the greater influence, management should prioritize motivational enhancement strategies, such as periodic evaluations of the factors driving employee enthusiasm, satisfaction, and engagement. Future studies are encouraged to incorporate additional variables, such as organizational culture, work-life balance, and internal communication systems, as well as to broaden the research sample to strengthen the generalizability and applicability of the findings across different organizational contexts.

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