

The Influence of Transformational Leadership Style and Organizational Commitment on Loyalty with Job Satisfaction as an Intervening Variable in Employees of CV. Amanda Brownies

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Abstract

The objective of this research is to analyze how transformational leadership, organizational commitment, and job satisfaction impact loyalty. It also looks at how transformational leadership and organizational commitment affect job satisfaction. Additionally, it examines the indirect impact of transformational leadership and organizational commitment on loyalty, with job satisfaction acting as a mediator. The study focuses on employees at CV. Amanda Brownies and utilizes questionnaires to collect primary data from a sample size that is saturated. The survey involves 100 participants. The validity and reliability of the questionnaire results were assessed through the PLS model and model evaluation. Various tests were conducted including determinant coefficient tests, model goodness of fit tests, and hypothesis tests, both directly and indirectly. The data processing was completed using SmartPLS version 3. The study's findings clearly indicate that transformational leadership, commitment to the organization, and job satisfaction all have a positive and impactful influence on loyalty. Additionally, the study suggests that transformational leadership specifically contributes to loyalty through job satisfaction, while organizational commitment has no direct impact on loyalty through job satisfaction.

Keywords: Transformational Leadership Style, Organizational Commitment, Job Satisfaction, Loyalty.

1. Introduction

The primary challenge in many fields, particularly within the realm of organizations, is the role of human interaction in all aspects of operations. An organization is defined as a cohesive social entity with clear parameters, actively striving towards a common objectives (Robbins, 2016). Human resources that are utilized efficiently and effectively will be able to maintain the company in achieving success. The workforce moves dynamically in the era of globalization, so maintaining good employees and developing employee loyalty is becoming increasingly important in the future for an organization (Komariah et al., 2024).

Employee loyalty within the organization is a crucial factor to ascertain success within the company (Mahendra et al., 2024). Based on Hasibuan (2012), employee loyalty is demonstrated when employees show dedication to protecting and supporting the organization both within and outside of working hours. Employees with a strong sense of loyalty contribute to the ongoing success and expansion of the company. This will make employees always ready and able to work harder, and they will suggest things to improve the work environment to be better.



Well-executed transformational leadership will increase employee loyalty (Siagian & Karneli, 2016). Transformational leadership is a type of leadership that highlights the way in which people interact with others and build connections that boost motivation and ethics among leaders and their followers (Northouse, 2021).

The style of transformational leadership is highly successful in inspiring employees to fully dedicate themselves to achieving the shared vision and objectives of an organization or business (Marzuki, 2018). Transformational leadership involves a charismatic individual taking on a central role within an organization to guide it towards reaching specific objectives (Djuraidi & Laily, 2020).

Transformational leadership if applied to a company, subordinates will feel valued, trusted, respectful and loyal to their leaders (Siagian & Karneli, 2016). Leaders who carry out their duties by embracing, guiding and providing advice to employees will create a sense of comfort and will have a positive reaction to increased employee loyalty (Kasmiruddin & Ridito, 2016). This aligns with the studies carried out by Sihombing et al. (2024), a study conducted at Sthala, an Atribute Portfolio Hotel, suggests that the type of leadership employed has a strong impact on how loyal employees are. These findings align with previous research conducted by Mullah (2024), which states that the research findings suggest that the leadership style at CV. Semangat Baru Bukittinggi Branch has a notable impact on employee loyalty. This outcome contrasts with the findings of previous research study by Ang & Edalmen (2021) which states that transformational leadership style has no effect on employee loyalty at PT Hipernet Indodata.

Apart from the transformational leadership style, organizational commitment can also affect employee loyalty. Organizational commitment refers to the emotional connection an employee has with their workplace, compelling them to remain loyal and dedicated to the company. Commitment is the attitude of employees who want to stay in an organization, the desire to try to adjust to organizational goals (Saelendra et al., 2023).

In every attitude or organizational behavior, it must discuss the importance of commitment. In order for a company or organization to succeed, it is essential for all employees to be dedicated to their work. Without this commitment, the company's objectives will remain unattainable. However, sometimes a company or organization pays less attention to the commitment that exists in each of its employees, so that it has a bad impact on employee loyalty (Charli et al., 2022).

Workers with a strong dedication to the company often have the power to influence their own happiness at work, as a result of fostering commitment in each individual employee (Maspuatun et al., 2022). When employees are committed to their jobs and companies, these employees must have a very high loyalty value to their organization. Employee commitment to the company is seen as very important in an organization or company.

Loyal employees will be willing to put the interests of the company ahead of their own interests (Iqbal, 2023). These findings align with the studies carried out by Sofia et al. (2024) which found that PT Pelni Persero Sorong Branch acknowledges that organizational commitment plays a crucial role in enhancing employee loyalty. However, this result is different from the research conducted by Sopali et al. (2021) that Organizational Commitment has no influence on loyalty.

This research was conducted at CV. Amanda Brownies which is a leading Food & Beverage retail company in Indonesia which is headquartered in Bandung and is one of the No. 1 local brands in South Sulawesi. Although CV. Amanda Brownies is known as one of the number one local brands in South Sulawesi, employee loyalty is still a challenge. There are employees who show high dedication, but some others have a high turnover rate. This

indicates that there are internal factors that affect employee loyalty, some leaders are unable to inspire and fail to build positive relationships. In terms of organizational commitment, most employees feel attached to the company's vision and mission, but there are indications that their commitment to the organization is not fully solid. This can be seen in the lack of initiative in some teams, which can hinder collaboration and innovation in the company's goal of making a profit. Internal surveys show that employee job satisfaction varies widely. Some employees are satisfied with the work environment and reward system, but others feel underappreciated, especially in terms of career development and work-life balance. This suggests that job satisfaction could be a variable that bridges the influence of leadership and commitment on loyalty. Thus, job satisfaction is a key factor linking how transformational leadership style and organizational commitment impact employee loyalty.

2. Literature Review

Social Exchange Theory (SET) is basically a theory that explains the relationship between humans with one another. In this theory, it is stated that the relationship between two entities involves costs and rewards, where a person will maintain the relationship if it is seen that the exchange is balanced or profitable.

The origins of this concept can be linked back to the 1920s, bringing together the fields of anthropology, social psychology, and sociology. Scholars concur that social interaction entails creating a sense of duty through a series of transactions. SET's ability to explain various aspects like social power dynamics, networking, board autonomy, fair treatment within organizations, psychological agreements, and leadership roles, has been widely recognized.

According to SET, relationships evolve gradually and build trust, loyalty, and mutual dedication. The resources shared typically include money, goods, affection, reputation, knowledge, and services, although these are not considered particularly important by professionals in the field (Cropanzano & Mitchell, 2005). Exchange theory posits that humans engage in the exchange of both social and material resources as a key aspect of interacting with one another. Social exchange is characterized by individuals willingly taking actions in anticipation of receiving something in return from others (Blau, 1964).

According to Runtu (2014) the benefits of employee loyalty are as follows: 1) Increase the quality and quantity of productivity; 2) Creating a more favorable attitude of commitment and cooperation; 3) Meet the needs of more favorable cooperation; and 4) Fulfillment of human resource planning needs.

According to Qotrunnada et al. (2022), leadership style is a unity of attitudes that form a person to be able to understand and influence others with the aim that this method can achieve the mission and goals of the organization. In other words, the method used makes more sense to be able to move members in the organization. Organizational dedication is a crucial attitude for companies as they rely on employees with strong commitment to ensure their survival and enhance the quality of their offerings.

3. Methods

As stated by Tika (2005), research design refers to the structured approach used to gather, organize, and interpret data in a methodical and purposeful way, ensuring that research objectives are met efficiently and effectively. This particular study is focused on quantitative descriptive research.

The quantitative method involves studying specific populations or samples, collecting data through research tools, and analyzing the data to test pre-established hypotheses (Sugiyono, 2014). Quantitative research using a descriptive format seeks to clarify and summarize the different conditions, situations, or variables present in the community being studied, focusing on the existing factors and events.

As indicated by Sugiyono (2014), the sample is a representation of the population in terms of size and qualities. It needs to accurately reflect the population and be more specific in its selection process. The study utilized the Slovin formula for determining the sample size, which is given by the following equation (Sugiyono, 2014).

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

$$N = \frac{265}{1 + 265(0,1)^2}$$

$$N = \frac{265}{3,65}$$

$$N = 72$$

According to the Slovin formula mentioned previously, it was ascertained that there was a total of 72 participants/ workers from CV. Amanda Brownies Makassar Branch in this research. The method of sampling employed in this study was random selection.

4. Results and Discussion

4.1. Research Results

Table 1. Outer Loadings/Loading Factor (Measurement Model) of Variables in the Study

	Transformational Leadership Style (X1)	Organizational Commitment (X2)	Job Satisfaction (Z)	Loyalty (Y)
Kha	0,791			
MotIns	0,911			
PerInd	0,846			
StiInt	0,856			
Affe		0,833		
Conti		0,867		
Norm		0,842		
Atas			0,836	
Gaji			0,843	
PekItsn			0,749	
Prom			0,908	
Retker			0,904	
HubAntPri				0,800
KemBekSa				0,855
KesTerPek				0,709
RasMem				0,890
TaPaAtur				0,939
TanggJaw				0,890

Source: Data processed, 2024

The outcomes from analyzing data with the SmartPLS assessment tool concerning transformational leadership, organizational commitment, job satisfaction, and loyalty are displayed in the table provided. The absence of any outer model values or correlations below the set threshold of 0.7 indicates a strong relationship between constructs and variables. So that modifications to all variables in the research model do not need to be made because all indicators can be used to measure variables.

a) Discriminant Validity

Discriminant Validity checking is done by reviewing the indicator cross loading value. Discriminant Validity is declared good if it correlates higher to the variable than other variables. From the cross loading seen in the table 2 below:

Table 2. Cross Loading Value

	Transformational Leadership Style (X1)	Job Satisfaction (Z)	Organizational Commitment (X2)	Loyalty (Y)
Affe	0,637	0,644	0,833	0,773
Atas	0,737	0,836	0,511	0,707
Conti	0,645	0,748	0,867	0,810
Gaji	0,638	0,843	0,713	0,695
HubAntPri	0,680	0,707	0,766	0,800
KemBekSa	0,719	0,791	0,783	0,855
KesTerPek	0,712	0,624	0,477	0,709
Kha	0,791	0,590	0,502	0,599
MotIns	0,911	0,922	0,809	0,946
Norm	0,548	0,547	0,842	0,620
PekItSen	0,564	0,749	0,497	0,596
PerInd	0,846	0,583	0,498	0,631
Prom	0,778	0,908	0,703	0,802
RasMem	0,721	0,718	0,868	0,890
RekKer	0,895	0,904	0,807	0,943
StiInt	0,856	0,765	0,586	0,789
TaPaAtur	0,902	0,901	0,793	0,939
TanggJaw	0,818	0,801	0,746	0,890

Source: Data processed, 2024

Table 3. Discriminant Validity Average Variance Extracted (AVE) Method

	Average Variance Extracted (AVE)
Transformational Leadership Style (X1)	0,726
Job Satisfaction (Z)	0,722
Organizational Commitment (X2)	0,718
Loyalty (Y)	0,723

Source: Data processed, 2024

According to the information provided in the table, the AVE value for the transformational leadership style variable is 0.726, for organizational commitment it is 0.718, for job satisfaction it is 0.722, and for loyalty it is 0.723.

Table 4. Inter-Construct Correlation Value with AVE Square Root Value

	Transformational Leadership Style (X1)	Job Satisfaction (Z)	Organizational Commitment (X2)	Loyalty (Y)
Transformational Leadership Style (X1)	0,852			
Job Satisfaction (Z)	0,864	0,850		
Organizational Commitment (X2)	0,725	0,773	0,847	
Loyalty (Y)	0,894	0,896	0,877	0,850

Source: Data processed, 2024

The square root values of AVE for each construct in table 4 exceed the correlation values, indicating that the constructs in this research model exhibit strong discriminant validity.

b) Composite Reliability Test

Composite reliability is a measure used to assess the reliability of variable indicators. Variables are considered to have met composite reliability when the composite reliability score for each variable is greater than 0.70. Below are the composite reliability scores for each variable:

Table 5. Composite Reliability

	Composite Reliability
Transformational Leadership Style (X1)	0,914
Job Satisfaction (Z)	0,928
Organizational Commitment (X2)	0,884
Loyalty (Y)	0,940

Source: Data processed, 2024

According to the information provided in the table, the transformational leadership style variable has a composite reliability value of 0.914, the organizational commitment variable has a value of 0.884, the job satisfaction variable has a value of 0.928, and the loyalty variable has a value of 0.940. These values indicate that all four variables are reliable, as each exceeds the minimum requirement of 0.70 for composite reliability.

c) Cronbach's Alpha

The Cronbach's alpha reliability test can be enhanced by utilizing the Cronbach's alpha value. A variable is considered reliable when its Cronbach's alpha is greater than 0.70. Below are the Cronbach's alpha values for each variable:

Table 6. Cronbach's Alpha

	Cronbach's Alpha
Transformational Leadership Style (X1)	0,876
Job Satisfaction (Z)	0,903
Organizational Commitment (X2)	0,805
Loyalty (Y)	0,922

Source: Data processed, 2024

Based on the table above, it can be seen that the value of Cronbach's alpha from the transformational leadership style variable is 0.876, the organizational commitment variable is 0.805, the job satisfaction variable is 0.903 and loyalty is 0.922. This shows that each variable has a Cronbach's alpha value > 0.70 and is said to be reliable.

4.2. Discussion

4.2.1. The Effect of Transformational Leadership Style on Loyalty

The results of the analysis of the effect of transformational leadership style on financial behavior, obtained by the original sample positive direction with a value of 0.383, t-value greater than t-table ($3.449 > 1.96$) and a significant value smaller than 5% ($0.001 < 0.05$) which indicates that the transformational leadership style has a positive and significant effect on loyalty. The better the transformational leadership style of CV. Amanda Brownies, the better the employee loyalty.

Based on these results, it is known that employee loyalty is indeed influenced by the leadership style in CV. Amanda Brownies. Leaders have a good relationship and influence on employees to remain loyal to the company and make optimal contributions. However, the leader's abilities and skills are important factors in effective leadership. Where according to (Yuki, 2015), leadership involves guiding individuals to come to a consensus on what tasks need to be completed and how to do them efficiently, as well as encouraging and supporting collective and individual efforts to reach shared objectives.

Therefore, employee behavior is greatly influenced by how a leader both in the Outlet and in the Office treats his crew/staff and how a leader behaves in his position so that it will make his subordinates have the enthusiasm and ambition to do their job for mutual benefit. This is likely to result in employees developing a strong sense of loyalty towards the organization they are employed at.

The findings of this research are connected to the overarching concept of transformational theory, which describes a leadership approach that heavily incorporates employee engagement. Become an example and have shared achievements. The findings align with studies conducted by Ningrum & Purnamasari (2022) that leadership style partially has a significant and positive effect on employee loyalty.

4.2.2. The Effect of Organizational Commitment on Loyalty

The results of the analysis of the effect of organizational commitment on financial behavior, obtained original sample positive direction with a value of 0.405, t-value greater than t-table ($4.757 > 1.96$) and a significant value smaller than 5% ($0.000 < 0.05$) which indicates that organizational commitment has a positive and significant effect on loyalty.

Based on the data obtained, organizational commitment reflects the extent to which employees feel emotionally, normatively, and diligently bound to the organization where employees work. When employees have a strong commitment to the organization, employees tend to be more loyal, show a willingness to stay in the company and provide good performance.

Work loyalty in this study is reflected in the affective commitment of employees with CV. Amanda Brownies there is a strong emotional connection and employees feel pride and attachment to CV. Amanda Brownies. Employees work not just an obligation or economic need, but also because they love their job and company. This shows deep loyalty as employees genuinely care about the success of the company.

Strong emotional relationships arise from recognition of their contributions, trust from management and good interpersonal relationships. When this affective commitment is high,

employees tend to show loyalty by being willing to stay in the company, rarely thinking of looking for work elsewhere even though there are more attractive offers and they work in accordance with the vision and mission of CV Amanda Brownies.

Work loyalty reflected through affective commitment at CV Amanda Brownies shows a strong emotional connection between employees and the organization. This creates sustainable loyalty, where employees do not only work for a salary but also because they feel an important part of the company's journey. Strategies to maintain and increase affective commitment can be the main focus to maintain job loyalty in the future. These results are in line with research conducted by Zakiah (2021) which states that organizational commitment has a positive and significant effect on loyalty.

4.2.3. Effect of Job Satisfaction on Loyalty

The results of the analysis of the effect of organizational commitment on loyalty, obtained by the original sample in a positive direction with a value of 0.252, the t-value is greater than the t-table ($2.156 > 1.96$) and the significant value is less than 5% ($0.032 < 0.05$) which indicates that job satisfaction has a positive and significant effect on loyalty.

Based on the data obtained, it shows that good and harmonious relationships between colleagues can increase employee job satisfaction, which in turn encourages them to be more obedient to organizational rules as a form of loyalty.

Supportive coworkers create a comfortable, collaborative, and pleasant work environment. This promotes satisfaction as employees feel supported, accepted, and able to work more effectively in teams and positive relationships with coworkers can also help reduce conflict, increase motivation, and provide a sense of community in the workplace.

Good co-workers create a supportive work environment, which can motivate employees to feel more attached to the organization and respect the rules, but conversely if the relationship between co-workers is poor, job satisfaction decreases, and employees may care less about the rules of the organization because they do not feel part of a team or community at work.

In a supportive work environment, positive relationships with coworkers create a sense of reciprocity. Employees who feel appreciated and included are more inclined to demonstrate behaviors that align with the goals of the organization, such as following regulations. This research is in line with Lubis & Adhitya (2024) which states that job satisfaction has a positive and significant effect on loyalty.

4.2.4. Effect of transformational leadership style on job satisfaction

The results of the analysis of the effect of transformational leadership style on job satisfaction, obtained original sample positive direction with a value of 0.640, t-value greater than t-table ($5.997 > 1.96$) and a significant value smaller than 5% ($0.000 < 0.05$) which indicates that transformational leadership style has a positive and significant effect on job.

Based on the data obtained, leaders with a clear vision and high self-confidence tend to create a strong direction for the company and motivate employees. They become reliable figures, so employees feel more inspired to work collaboratively. These charismatic traits encourage positive working relationships among employees. When leaders demonstrate confidence and clear direction, coworkers are more likely to support each other to achieve the common goals the leader has set. In this case, the leader's charisma catalyzes a work culture where coworkers are more likely to provide support, both emotionally and professionally.

The charismatic nature of the leader's clear vision and confidence plays an important role in creating a supportive work environment. This directly increases job satisfaction through positive relationships and support among coworkers. Charismatic leaders create a

work culture that encourages collaboration and mutual support, which is an important foundation for employee well-being and satisfaction. These findings align with studies carried out by Sibarani et al. (2024) that the belief is that the transformational leadership approach positively impacts job satisfaction.

4.2.5. Effect of Organizational Commitment on Job Satisfaction

The results of the analysis of the effect of organizational commitment on job satisfaction, obtained by the original sample in a positive direction with a value of 0.310, the t-value is greater than the t-table ($2.684 > 1.96$) and the significant value is less than 5% ($0.008 < 0.05$) which indicates that organizational commitment has a positive and significant effect on job satisfaction.

Based on the data obtained, affective commitment reflects the emotional attachment of employees to CV. Amanda Brownies, where employees feel proud, comfortable, and have a deep connection with the workplace. Employees who have a strong emotional connection with the company tend to have a high motivation to contribute. They feel an integral part of the organization, thus encouraging positive attitudes, including cooperation with colleagues.

When employees have high affective commitment, they often show a more supportive and cooperative attitude towards coworkers. They view the success of coworkers as a shared success, driven by a sense of belonging to the company. This affective commitment creates a harmonious work environment, where coworkers are more likely to provide support. Employees who are emotionally attached to the company tend to transmit positive vibes to others, encouraging better collaboration. Coworkers who support each other in completing tasks, employees feel more comfortable and supported emotionally and professionally. This directly increases their job satisfaction, especially in the aspect of interpersonal relationships.

Employees who have high affective commitment are not only satisfied with their relationship with the organization, but also with their relationship with their co-workers. This combination creates a higher level of overall job satisfaction.

Employees who have a high emotional attachment to the organization, will influence the way they work with co-workers, especially when it comes to supporting each other in completing tasks. This support increases job satisfaction, creates more positive relationships, and strengthens a harmonious work culture. With high affective commitment, employees become more cooperative and build a work environment that supports mutual success. These results are in line with research conducted by Nurhayati (2023) which states that organizational commitment has a positive and significant effect on job satisfaction.

4.2.6. The Effect of Transformational Leadership Style on Loyalty with Job Satisfaction as an Intervening Variable

The study's findings regarding the impact of transformational leadership on loyalty, with job satisfaction as a mediator, showed a positive trend in the original sample with a value of 0.161. The t-value exceeded the t-table value ($2.114 > 1.96$) and the significance value was less than 5% ($0.035 < 0.05$), suggesting that transformational leadership has a notable and positive impact on loyalty when job satisfaction is taken into account.

Based on the data obtained, leaders with high charisma provide vision and confidence that motivate employees. In this context, leader charisma creates a mutually supportive work culture. Employees who are inspired by charismatic leaders tend to work better together, supporting each other to achieve company goals. A supportive work environment influences employees' attitudes towards rules. When coworkers help each other accomplish tasks, rules are seen as a shared guide to achieving goals with efficiency. This support creates a sense of

collective responsibility, encouraging employees to be more rule-abiding to keep the team running smoothly.

Charismatic leaders not only provide direction but also create trust among employees. A clear vision makes employees understand the importance of following the rules to achieve the set goals. Charismatic leaders create a supportive work environment, where coworkers help each other and strengthen interpersonal relationships (Ferdianti & Safrin, 2023). This support increases job satisfaction while encouraging employees to follow the rules as a form of responsibility to the company and the team. The combination of strong leadership, positive working relationships, and adherence to rules creates a productive and harmonious work culture.

The findings do not align with the studies carried out by Hariyanti (2022) transformational leadership style is believed to have a beneficial impact on loyalty, with job satisfaction playing a role as a mediator in this relationship.

4.2.7. The Effect of Organizational Commitment on Loyalty with Job Satisfaction as an Intervening Variable

The results of the analysis of the effect of organizational commitment on financial behavior mediated by job satisfaction, obtained the original sample positive direction with a value of 0.078, the t-value is smaller than the t-table ($1.476 < 1.96$) and the significant value is greater than 5% ($0.141 > 0.05$) which indicates that organizational commitment has no effect on loyalty with job satisfaction as an intervening variable.

Based on the data obtained, the perception of the employees feels that the salary received is not in accordance with their job responsibilities. Dissatisfaction with salary is often the main cause of low job satisfaction. Employees who feel financially unappreciated tend to be less motivated to work optimally or show full commitment to the organization and this creates a gap between expectations and reality. This gap triggers dissatisfaction which can lead to frustration, impacting their loyalty.

Dissatisfaction with pay is a significant issue as it has a direct impact on organizational commitment and employee loyalty. Employees who feel financially unappreciated are likely to lose their enthusiasm to perform at their best, reduce their dedication to the company, and are more prone to leave the organization. To address this issue, companies need to adopt a holistic approach that includes evaluating compensation policies, transparency, as well as non-financial rewards that can increase job satisfaction and employee loyalty. The findings do not align with previous studies done by Nurcahyo et al. (2024) which suggests that organizational commitment positively and significantly influences loyalty, with job satisfaction acting as a mediating variable.

5. Conclusion

Loyalty is positively impacted by the use of transformational leadership at CV. Amanda Brownies. Employee loyalty levels increase with the implementation of effective transformational leadership. Consequently, the initial hypothesis (H1) is confirmed, leading to the acceptance of H_a and rejection of H_o . In addition, organizational commitment also has a positive and significant effect on loyalty. The greater the employee's commitment to CV. Amanda Brownies, the higher the loyalty shown. This strengthens that the second hypothesis (H2) is accepted, so H_a is accepted and H_o is rejected.

Job satisfaction also has a positive and significant effect on loyalty. The higher the level of job satisfaction employees have with their work, the more their loyalty increases. Therefore, the third hypothesis (H3) is accepted, so H_a is accepted and H_o is rejected. Transformational

leadership style also has a positive and significant influence on job satisfaction. The better the application of transformational leadership style by the leader of CV. Amanda Brownies, the higher the level of employee job satisfaction. Thus, the fourth hypothesis (H4) is accepted, so H_a is accepted and H_o is rejected.

Organizational commitment has a positive and significant effect on job satisfaction. The greater the employee's commitment to the company, the higher the level of job satisfaction felt. Therefore, the fifth hypothesis (H5) is accepted, so H_a is accepted and H_o is rejected. Furthermore, transformational leadership style has a positive and significant influence on loyalty through job satisfaction as an intervening variable. This means that the better employee job satisfaction, the more effective the transformational leadership style is in increasing loyalty. The sixth hypothesis (H6) is accepted, so H_a is accepted and H_o is rejected.

However, organizational commitment does not have a significant effect on loyalty through job satisfaction as an intervening variable. In this case, job satisfaction is unable to become a bridge between organizational commitment and employee loyalty. Therefore, the seventh hypothesis (H7) is rejected, so H_a is accepted and H_o is rejected.

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