

The Effect of Leadership Style on Loyalty and Work Motivation in Bumimas Permata Group Company

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Abstract

This study aims to determine and analyze the influence of leadership style on loyalty and work motivation in Bumimas Permata Group Companies. This research design is a causal study (cause and effect) with quantitative research. The target population in this study were 121 employees of the Bumimas Permata Group company, namely they were either directly or indirectly under the leadership of the researcher. The researcher uses the Non Propability Sampling method by using a saturated sampling technique on the census of 121 employees within the Bumimas Permata Group company. Based on the results of the analysis and discussion shows that there is a significant influence of leadership style on work loyalty, there is a significant influence of leadership style on work motivation, there is a significant influence of work loyalty on work motivation and there is an influence of leadership style on work motivation with work loyalty as a mediating variable in Bumimas Permata Group company.

Keywords

leadership style; loyalty; work motivation



I. Introduction

A leader as an individual is a personality that deals with or interacts with a number of other individuals, each of which is also a personality. Under such circumstances the leader must understand each personality that is different from his own. Changes in the organizational environment that are increasingly complex and competitive, require every organization and company to be more responsive in order to survive and continue to grow. To support the change and growth of an organization, it is necessary to have individual changes. This process of aligning organizational change with individual change is not easy, as there is an old Chinese saying; "High mountains can be moved, individual human nature is difficult to change." Leaders are role models in the organization, therefore change must start from the very top level, namely a leader himself. Good leaders are also ego teachers. Therefore, organizations need leaders who are rich in ideas, innovative and reformist to be able to become the driving force for driving change with the aim of achieving the maximum possible results for an organization.

Leaders must be flexible and intellectual in understanding all the potential possessed by individuals and the various problems faced by these individuals. By taking this approach, leaders can implement various organizational policies and delegate tasks and responsibilities appropriately. This is in line with efforts to foster organizational commitment from employees. So that the leader will be able to increase employee satisfaction with work and can improve employee performance more effectively. Employee performance and morale cannot be separated from the role of a leader.

To increase employee loyalty, it is necessary to pay attention to the leadership style in the company. According to Ruvendi (2015) leadership style is the overall pattern of leader actions as perceived by their employees. The leadership style represents the

philosophy, skills, and attitudes of leaders in politics. According to Sedarmayanti (2013), leadership style is the leader's actions when in the world of work where he has subordinates. The good or bad actions of a leader, when he is at work, it is also called a leadership style. So if a company has a leader who has a leadership style that is acceptable to all employees, then employee loyalty will be well formed and can have an effect on company performance, because there is no high employee turnover.

But to increase employee loyalty is not easy, loyalty can only arise from the employees themselves, it comes from the awareness that between employees and the organization are two parties that need each other and the organization must consider employees as one of the company's assets.

Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020).

High motivation will make employees more active and diligent in their work, as well as leaders who encourage employees to produce work as optimally as possible. If their needs receive proper attention from the organization, then employees will feel satisfied so that it is hoped that it will arise from employees in the form of work motivation towards the organization where they work, by itself will reduce or minimize the level of employee turnover.

This research was conducted at the Company Bumimas Permata Group, where Bumimas Permata Group has 4 business units;

1. PT. Bumimas Permata Abadi, is engaged in forestry, in Central Kalimantan.
2. PT. Agromas Kencana Abadi, is engaged in forestry, in Central Kalimantan.
3. PT. Tanahmas Kencana Abadi, is engaged in the Integrated Wood Industry, in Lamongan, East Java.
4. PT. Tanah Mas Raya, is engaged in general trading; supply spare parts and supports for heavy equipments, in Jakarta.

II. Review of Literature

2.1 Human Resource Management

According to Dessler (2015:4) human resource management is the process of acquiring, training, appraising and compensating employees and for managing their labor relations, their health and safety, and matters relating to justice. According to Bangun (2012:6). It is explained that human resources is a process of organizing planning, staffing, mobilizing, integrating, maintaining, separating workers to achieve organizational goals.

2.2 Leadership Style

Rivai (2011: 42) says that leadership style is a set of characteristics possessed by leaders to influence their subordinates so that organizational goals can be achieved. According to Nawawi (2013:102) leadership style is the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes and behavior of members of the organization or subordinates. Leadership style is a pattern of behavior designed in such a way as to integrate organizational goals with individual goals to achieve a certain goal (Suzy, 2016:31).

Based on the descriptions above, it is synthesized that leadership style is a person's ability to direct, influence, encourage and control other people or subordinates to be able to do some work on their consciousness and voluntarily in achieving a certain goal.

2.3 Work Loyalty

According to Laksana (2013: 89), loyalty can mean orientation to the organization related to one's identification with the organization. Loyalty as the willingness of social actors to give energy and dedication to the social system Selancik (in Laksana) sees loyalty as a condition that makes individuals bound by their activities. As a result of that attachment creates confidence to maintain activities and involvement. Loyalty is loyalty, loyalty, obedience, sincerity. Loyal people are people who are obedient to their duties and responsibilities.

Based on the description above, it is synthesized that work loyalty is loyalty, devotion, obedience and sincerity in carrying out a task that ends with the fruit of work that can be enjoyed by humans concerned with one's identification with the organization. The indicators for the loyalty variable are a strong urge to remain part of the company, the desire to work as much as possible for the company and definite trust and full acceptance of the company's values.

2.4 Work Motivation

Fahmi (2012:143) "Motivation is a behavioral activity that works in an effort to meet the desired needs". According to Raharjo (2013: 154) said "Motivation is related to the level of effort made by a person in order to pursue a goal". Notoatmodjo (2009:115) "Motivation is basically a person's interaction with certain situations he faces".

Based on the explanations above, it is synthesized that work motivation is an activity that causes, distributes, maintains and encourages human behavior. Leaders need to understand certain people behave in order to influence them to work in accordance with the wishes of the organization.

2.5 Framework

Robbins and Judge (2013) argue that when leaders regularly create interpersonal conversations with employees in a friendly, interactive, and inclusive manner, and deliberately follow the agenda, employees show loyalty with a high level of involvement. Therefore, leaders must be able to instill the existing organizational culture in employees and make employees feel part of the company family, so as to create more harmony and concern for the company and employees are willing to remind each other to take care of each other and carry out the values that exist in the company. company.

Human behavior is only the simplest reflection of their basic motivation (Reksohadiprojo, 2016). So that human behavior is in accordance with organizational goals. So there must be a mix of motivation to meet their own needs and the demands of the company. According to Robbins (2012) motivation is a process that affects the intensity, direction, and duration of individual efforts towards achieving goals. The need for employees for motivational impulses makes employees more loyal to the company.

This conceptual framework describes the influence of the independent variables, namely: Leadership style on the dependent variable, namely: Work Motivation through mediating variables: Work Loyalty. Based on a review of the results of previous research, a conceptual framework can be drawn up as follows:

- a. Exogenous variables are influencing variables, namely the factors chosen by the researcher to determine the influence between the observed phenomena. The exogenous variables in this study are:
Leadership style (x)
- b. Endogenous variables are variables that are measured to determine the influence of independent variables, namely factors that appear or not, and those that change

according to those introduced by the researcher. The endogenous variables in this study are:

1. Work motivation (y)
2. Work loyalty (z)

In this study, the conceptual framework used refers to the journals described on the relationship between variables. The following is a framework of research thinking made:

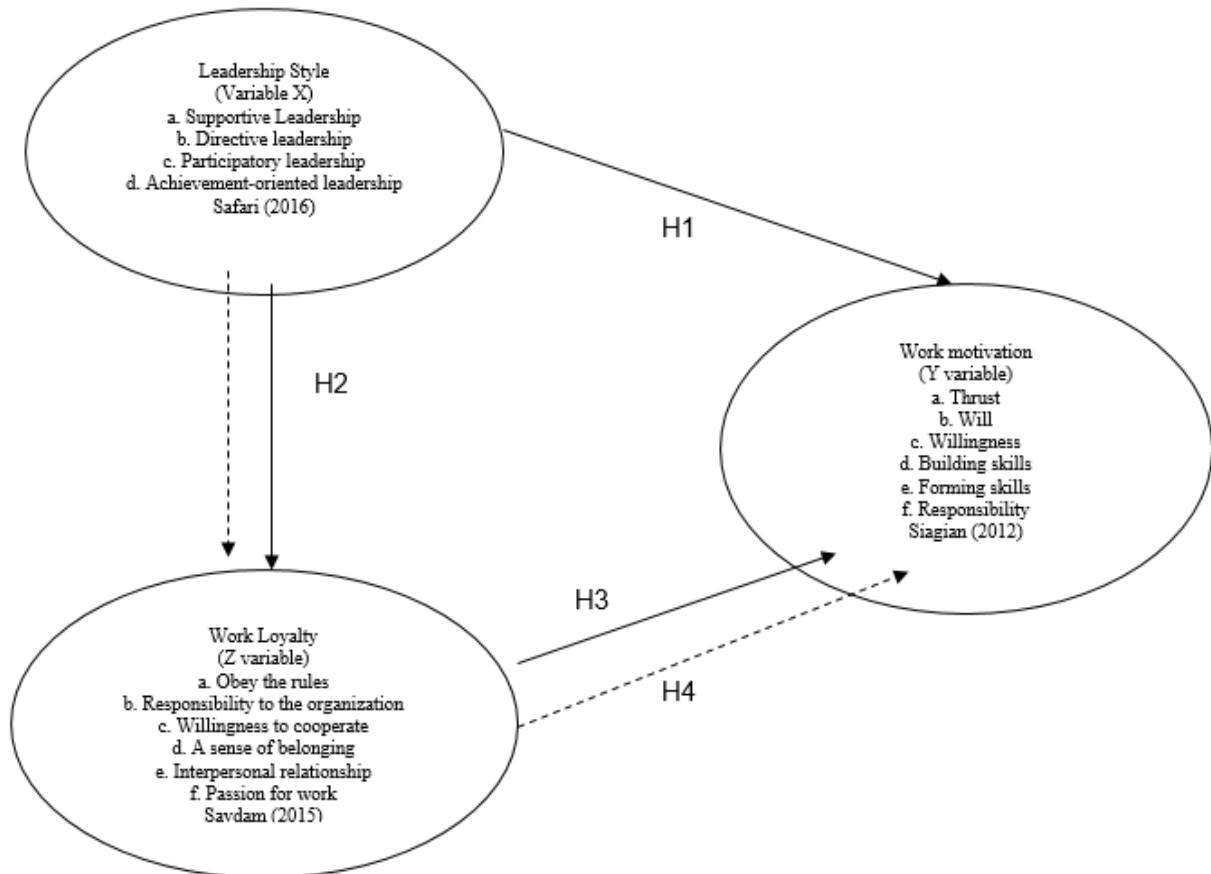


Figure 1. Research framework

Description:

Independent variable : leadership style (x)

Dependent variable : work motivation (y)

Mediation variable : work loyalty (z)

Sugiyono (2017: 92) suggests that a researcher must master scientific theories as the basis for developing a framework that produces hypotheses. The framework of thought is a temporary explanation of the symptoms that are the object of the problem. The framework of thought above can be explained that the company needs to look at the leadership style and provide motivational encouragement to employees so that employees can increase their attitude of work loyalty to the company. The picture above shows that the indicators of leadership style have a significant effect on employee loyalty and work motivation. If the work leadership style is carried out effectively and appropriately, employees can increase their loyalty and work motivation for the company.

2.6 Research Hypothesis

The hypothesis is a temporary answer to the research problem formulation, therefore the research problem formulation is usually arranged in the form of questions. It is said to be temporary, because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection. So the hypothesis can also be stated as a theoretical answer to the formulation of the research problem, not yet an empirical answer (Sugiyono, 2017:63). The hypotheses in this study are:

- Ha₁ There is a direct influence of leadership style on work loyalty at Bumimas Permata Group Companies
- Ha₂ There is a direct influence of leadership style on work motivation at Bumimas Permata Group Company
- Ha₃ There is a direct influence of work loyalty on work motivation at Bumimas Permata Group Company
- Ha₄ There is an indirect effect of leadership style on work motivation mediated by work loyalty at Bumimas Permata Group Companies

III. Research Method

Quantitative research according to Sekaran (2017:76) is a scientific method whose data is in the form of numbers or numbers that can be processed and analyzed using mathematical calculations or statistics. The method for obtaining data in this research is through a survey, namely the collection of information by compiling a list of questions or statements submitted to respondents through questionnaires.

According to Sugiyono (2017:115) that: "Population is a number of individuals who have at least the same characteristics and will be investigated". The population can be divided into two types, namely the sampling population or research population and the target population or target population, where the target population has a size larger than the sample population size. Still according to Sugiyono (2017:116) gives the notion that population sampling is an analytical unit that provides information or data required by a study or research. While the target population is all units of analysis in the research area. The target population in this study were 121 employees of the Bumimas Permata Group company, namely they were either directly or indirectly under the leadership of the researcher.

The research sample is part of the number and characteristics possessed by the population. The population is very large and it is impossible for researchers to study everything in the population, for example due to limited funds, manpower and time, so researchers can use research samples that can be taken from the population (Sugiyono, 2017: 81). The criteria used in this research are direct employees such as; personal driver, secretary, board of directors, head office management, branch office manager, factory manager, production manager, project manager, shipping manager, planning manager, purchasing manager for branches and indirectly section heads, division heads, division heads especially in branches, factories and at work sites or what we call Base Camp.

The researcher used a saturated sampling technique, this is because the number of the research population was only 121 people. according to (Riduwan, 2016), "Sample saturation is a sampling technique if all the population is used as a sample and is also known as a census". So the researchers used the Non-Propability Sampling method using a saturated sampling technique on the census of 121

Based on the method of acquisition, the types of data are divided into two, namely primary data and secondary data (Siregar, 2013):

- a. Primary data was collected by using a questionnaire distribution technique, namely by giving written statements to respondents. Furthermore, respondents provide responses to the statements given. This questionnaire is closed in which the answers.
- b. Secondary data is data that has been managed by other parties. Secondary data in this study were obtained by studying reference books and a number of other literatures.

Data Analysis Technique

The data obtained were then processed using SPSS 24.0 software. SPSS software is used to simplify data processing, so that the results are faster and more precise. Where editing and coding is done. Editing is the first stage in processing data obtained by researchers from the field by checking for possible errors in respondents' answers and the uncertainty of respondents' answers. Coding is giving or a certain sign or code to alternative answers of the same type or classifying so that it can make it easier for researchers to tabulate.

In this study the data collected is presented in tabular form to make it easier to analyze and understand the data so that the data presented is more systematic. Where is the tabulation done? Tabulation is the calculation of the data that has been collected in each category until it is arranged in a table that is easy to understand. The data obtained, after being processed and sorted will be used for statistical analysis of the data according to the research objectives. Analysis of the data used is the analysis of the coefficient of determination and hypothesis testing.

3.1 Data Quality Test

Calibration was carried out by conducting trials on several respondents, namely as many as 30 respondents. The test items of the instrument are intended to test the validity and reliability of the items used in the research.

a. Validity Test

Validity test is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity test was carried out by comparing the calculated r value with the r table value for degree of freedom (df) = $n-2$ with an alpha of 0.05. If r count is greater than r table and the value of r is positive, then the item or question is said to be valid. The results of the analysis can be seen in the output of the reliability test in the corrected item total correlation section. In making decisions to test the validity of the dimensions are: (1) If r count is positive and r count $>$ r table then the item or variable is valid. (2) If r count is not positive and r count $<$ r table, then the item or variable is invalid.

b. Reliability Test

Reliability test is a tool to measure a questionnaire which is a dimension of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to the statement is consistent or stable from time to time. The method used to test the reliability of the questionnaire in this study was to measure the reliability with the Cronbach Alpha statistical test. To find out that the questionnaire is reliable, a questionnaire reliability test will be conducted with the help of the SPSS computer program. The basis for making this reliability test decision is as follows:

If the coefficient of Cronbach's Alpha 0.6 \rightarrow then Cronbach's Alpha is acceptable (construct reliable).

If Cronbach's Alpha < 0.6 → then Cronbach's Alpha is poor acceptable (construct unreliable).

3.2 Univariate Analysis

Univariate analysis is an analysis carried out to analyze each variable from the results of the study (Notoadmodjo, 2015: 188). The purpose of univariate analysis is to see the frequency distribution.

Univariate analysis in this study uses Three Box Method where the answer index analysis per variable aims to find out a descriptive picture of the respondents in this study. Especially regarding the research variables used. This study uses an index analysis technique that describes the respondents to the questions asked.

The scoring technique used in this study is with a maximum score of 5 and a minimum of 1, then the index of respondents' answers is calculated using the following formula:

$$\text{Index Value} = \{(\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)\} / 5$$

Where:

F1: is the frequency of respondents who answered 1 of the scores used in the list of questions in the questionnaire.

F2: is the frequency of respondents who answered 2 of the scores used in the list of questions in the questionnaire.

F3: is the frequency of respondents who answered 3 of the scores used in the list of questions in the questionnaire.

F4: is the frequency of respondents who answered 4 of the scores used in the list of questions in the questionnaire.

F5: is the frequency of respondents who answered 5 of the scores used in the list of questions in the questionnaire.

The respondent's answer number does not start from zero but starts from 1 for a minimum and a maximum of 5.

To get the tendency of respondents' answers to each variable, it will be based on the average score value from the results of the Three Box Method calculation (Ferdinand, 2016), as follows:

$$\text{Batop bag score range} : (\%F \times 5) / 5 = (121 \times 5) / 5 = 605 / 5 = 121$$

$$\text{Babottom bag score range} : (\%F \times 1) / 5 = (121 \times 1) / 5 = 121 / 5 = 24.2$$

According to Ferdinand (2016), the number of respondents' answers does not start from 0, but starts from numbers 1 to 10. The resulting index number shows a score between 121-24.2 with a range of 96.8. By using the three box method, the range of 96.8 is divided into 3 parts, resulting in a range for each part of 32.27 which will be used as the interpretation of the index value as follows:

24,20 – 56.46: Low

56.47 – 88.73: Medium

88.74 – 121 : High

3.3 Test Requirements Analysis

a. Normality Test

The normality test of the data in the regression model used aims to test whether in the regression model, the confounding or residual variables have a normal distribution. There are two ways to detect whether the residuals are normally distributed or not, namely by graphical analysis and statistical tests. In this study, the authors used statistical analysis

with the One Sample Kolmogorov-Smirnov test. The basis for making decisions on the normality test are (Ghozali, 2013: 163):

1. Kolmogorov-Smirnov test score > 0.05 , then the data is normally distributed.
2. Kolmogorov-Smirnov test number < 0.05 , then the data is not normally distributed.

b. Multicollinearity Test

The purpose of the multicollinearity test (Ghozali, 2013: 105) is to test whether in the regression model there is a correlation between independent variables. A good regression model should not occur multicollinearity. To be able to detect the presence or absence of multicollinearity, it can be seen based on the tolerance value and variance inflation factor (VIF). According to Ghozali (2013:106), the variable is said to have no multicollinearity if the tolerance value > 0.10 and the variance inflation factor (VIF) < 10 then there is no multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity assumption test is intended to determine whether the absolute residual variation is the same or not for all observations. If the assumption of non-occurrence of heteroscedasticity is not met, then the estimator becomes inefficient in both small and large samples and the estimated coefficient can be said to be less accurate. Meanwhile, Ghozali (2013) argues that heteroscedasticity means that there are unequal variants of variables in the regression model.

The test of heteroscedasticity is carried out by plotting the residuals by looking at the distribution of residuals for each observation of the predicted value Y. If it is found that the residual plot forms a certain pattern, heteroscedasticity symptoms occur, and vice versa. (Priyatno, 2012)

3.4 Multivariate Analysis

Statistical analysis used in this research is path analysis. In path analysis, the influence of exogenous variables on endogenous variables can be in the form of direct and indirect effects, or in other words path analysis takes into account the direct and indirect effects. In contrast to the usual regression model, the effect of the independent variables on the dependent variables is only direct.

Structural equations or also called structural models, that is, if each dependent/endogenous variable (Z) is uniquely determined by a set of exogenous/independent variables (X). Furthermore, the picture that demonstrates the structure of the causal relationship between variables is called a path diagram. Systematically, path analysis follows the pattern of the structural model, so the first step to working on or implementing the path analysis model is to formulate structural equations and path diagrams (Path Diagrams).

Referring to the basic principles of path analysis that have been described previously, this study will use a two-path equation model (two sub-structures) which will be discussed in detail in the next chapter.

a. Structural Equations and Path Diagrams (Path Diagrams)

To describe causal relationships between variables to be studied. Researchers use a diagrammatic model which is usually called a research paradigm, this is used to make it easier to see these causal relationships. In path analysis the diagram model used is usually called a Path Diagram. Path diagram is a tool to graphically describe the structure of causality relationships between exogenous, intervening (intermediary) and endogenous

variables. To present the causal relationship of the path diagram using a single headed arrow symbol, this indicates a direct influence between exogenous or intervening variables and endogenous variables. These arrows also relate errors to endogenous variables, and to represent the correlation or covariance relationship between two variables using a two headed arrow. Each variable is symbolized in the form of a box while other variables that are not analyzed in the model or error are depicted:

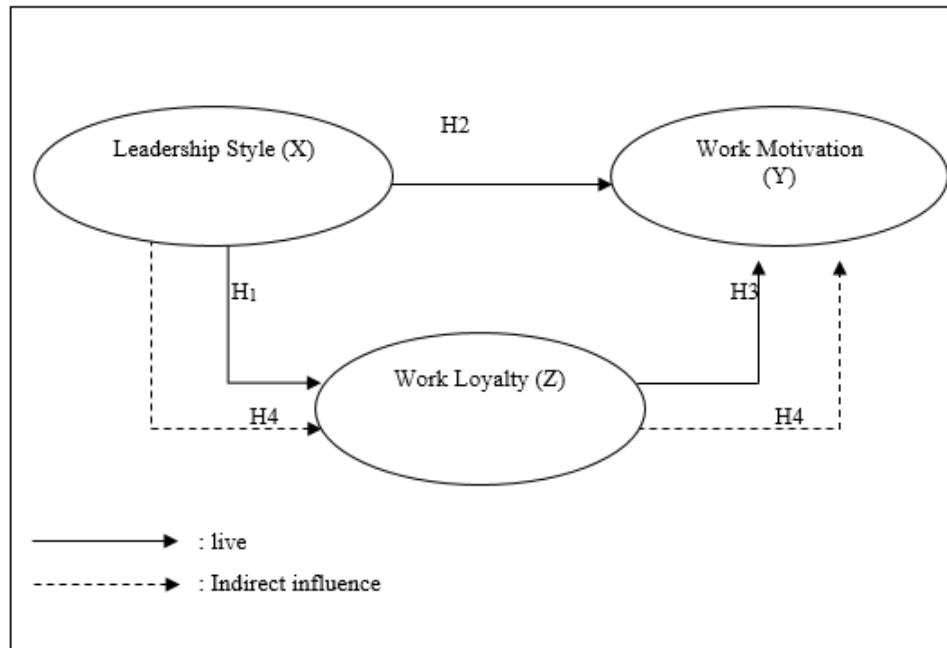


Figure 2. Path Analysis Design

This model describes the relationship between exogenous variables, namely leadership style and endogenous variables, namely motivation and performance. The influence of leadership style on work loyalty, and work loyalty on work motivation is called the direct effect. Meanwhile, the leadership style on work motivation through work loyalty is called the indirect effect.

b. Path Coefficient Hypothesis Testing

Hypothesis testing is used to determine the significance of the influence of the independent variables on the dependent variable simply or simultaneously. The steps for testing the hypothesis in this study are: Testing the direct effect

1. Effect of X on Z

Ho : $\rho_{ZX} = 0$ (there is no significant direct effect leadership style to work loyalty at Bumimas Permata Group Companies)

Ha : $\rho_{ZX} \neq 0$ (there is a significant direct effect leadership style to work loyalty at Bumimas Permata Group Companies)

2. Effect of X on Y

Ho : $\rho_{YX} = 0$ (there is no significant direct effect leadership style on work motivation at Bumimas Permata Group Companies)

Ha : $\rho_{YX} \neq 0$ (there is a significant direct effect leadership style on work motivation at Bumimas Permata Group Companies)

3. Effect of Z on Y

Ho : $\rho_{ZY} = 0$ (there is no significant direct effect of work loyalty on work motivation at Bumimas Permata Group Companies)

Ha : $\rho_{ZY} \neq 0$ (there is a significant direct effect of work loyalty on work motivation at Bumimas Permata Group Companies)

To test the effect of changes on changes in variables, seen from the significance of t compared to the real level $\alpha(5\% = 0.05)$ with the following criteria:

- a) Ho is rejected, if the significance $t < 0.05$
- b) Ha is accepted, if the significance $t > 0.05$

Indirect Influence Test

Testing the significance of the indirect effect. The influence of leadership style on work motivation through work loyalty with t statistic (count). According to Ghazali (2016) a variable can be called a mediating variable (Z) if in the first equation X significantly affects variable Z and in the second equation, variable X significantly affects variable Y and variable Z significantly affects variable Y.

Testing the mediation hypothesis can be done using a procedure developed by Sobel in Ghazali (2016) and known as the Sobel test. Significant or not the indirect effect can be tested with the Sobel test as follows:

$$Sat = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

Description:

a = Regression coefficient of variable X to variable Z

b = Regression coefficient of variable Z to variable Y

Sa = Standard error of coefficient a

Sb = Standard error of coefficient b

Based on the above formula, then:

Job loyalty mediates leadership style positively and significantly on work motivation:

$$Sp_2p_3 = \sqrt{p_3^2 Sp_2^2 + p_2^2 Sp_3^2 + Sp_2^2 Sp_3^2}$$

To test the significance of the indirect effect, it is necessary to calculate the t value of the ab coefficient with the following formula:

$$t = \frac{ab}{S_{ab}}$$

Based on the above formula, then:

Leadership style has a positive effect on work motivation through work loyalty as a

variable $t = \frac{p_2p_3}{Sp_2p_3}$ | mediation

Then, the t-count value is compared with the t-table value, if the t-count value $>$ the t-table value, it is concluded that there is a mediation effect.

IV. Results and Discussion

Referring to the results of the analysis of the influence of leadership style and work loyalty on work motivation at Bumimas Permata Group Company in the attachment, it is necessary to discuss the existence of each variable as follows:

Table 1. Research Result Matrix

Influence Hypothesis	Influence Percentage	Hypothesis Results	Conclusion
1. The influence of leadership style on work loyalty at Bumimas Permata Group Company	61.5%	<i>Significance</i> $t = 0.000 < 0.05$	Unidirectional (positive) and Significant
2. The influence of leadership style on work motivation at Bumimas Permata Group Company	36.6%	<i>Significance</i> $t = 0.000 < 0.05$	Unidirectional (positive) and Significant
3. The effect of work loyalty on work motivation at Bumimas Permata Group Company	46%	<i>Significance</i> $t = 0.000 < 0.05$	Unidirectional (positive) and Significant
4. Indirect influence of leadership style on work motivation at Bumimas Permata Group Company through work loyalty	57.5%	p-value= $0.000 < 0.05$	Unidirectional (positive) and Significant

1. There is a positive and significant effect between leadership style (X) on work loyalty (Z) with probability = $0.000 < 0.05$. A significance value that is smaller than 0.05 indicates that leadership style has a significant influence on job loyalty. The better the leadership style, it will increase work loyalty. The effect of leadership style on work loyalty based on the table above is 0.366 or 36.6%. This shows that 36.6% of work loyalty is determined by leadership style.

StyleLeadership is the activity or art of influencing others to work together based on that person's ability to guide others in achieving the group's desired goals. Leadership that understands its subordinates can foster loyalty in employees. The results of this study indicate that leadership affects loyalty, this means that the decisions taken by the leadership, the support provided by the leadership to employees, good communication from the leadership and the attitude of a good leader can affect employee loyalty to work well. Leaders who are able to provide comfort for their employees will have a positive impact on employees to be loyal to the company.

This is in accordance with previous research conducted by Muliati (2020); Lola Melino Citra, Muhammad Fahmi (2021); Vinny Hafisah, Mahendra Fakhri (2021); Amer Darus, Bidayatul Akmal Mustafa Kamil, Muhd Zulfadli bin Ishammudin (2021); Sieny Carolina Wellyanto, Grace Angelica Halim (2021); Adnan Aban (2016) and Depera Kitriawaty, Elsa Pudji Setiawati, Suryana Sumantri (2017) who said that there was an influence of leadership style on work loyalty, this is contrary to the results of Muhammad Anasrulloh, Maria Agatha Widya H (2021) and Mochamad Mochklas & Budiyanto and Suwitho (2016) who said that there was no influence of leadership style on work loyalty.

2. In the results of hypothesis testing in this study, the researchers found that there was a positive and significant influence between leadership style (X) on work motivation (Y). The influence of leadership style on work motivation based on the table above is 0.615 or 61.5%. This shows that 61.5% of work motivation is determined by leadership style.

Leadership style is the way a leader influences the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals (Hasibuan, 2012). From the data obtained that the leader in this company gives leeway to subordinates and is a leader with a leadership style that is not assertive in completing tasks but prefers closeness to employees, making employees who have low educational backgrounds and do not have the later skills that are usually given demands. task-oriented and there is a change in leadership where the current superior is only oriented to proximity to employees.

The better the leadership style of a leader, the higher the level of employee motivation and vice versa. Thus the hypothesis which states that there is a significant influence between leadership style and employee motivation can be accepted. This is in accordance with research conducted by Lola Melino Citra Muhammad Fahmi (2021); Vinny Hafisah, Mahendra Fakhri (2021); Mochamad Mochklas & Budiyanto and Suwitho (2016) and Adnan Aban (2016) who said there was a significant influence.

3. The work loyalty variable (Z) on work motivation (Y) has a significant effect. The results showed that there was a significant influence between work loyalty, so that H_0 was rejected and H_a was accepted. The effect of work loyalty on work motivation based on the table above is 0.460 or 46%. This shows that 46% of work motivation is determined by work loyalty. Motivation has a big role in achieving goals, besides that motivation also affects the types of adjustments made by employees to an organization. The motivation given by the leadership has a positive influence on employees. That is, leadership managers who are able to provide good motivation will produce maximum employee loyalty and vice versa.

The results of this study indicate that motivation is influenced by loyalty, this means the desire to live happily, the desire to have something, the desire to get an award, working environment conditions and good supervision will provide enthusiasm for work that affects the level of employee loyalty to the company. This is in accordance with previous research conducted by Vinny Hafisah, Mahendra Fakhri (2021); Mochamad Mochklas & Budiyanto and Suwitho (2016) and Nadeak B., & Naibaho L. (2016) who say there is an influence of work loyalty on work motivation

4. There is an influence of leadership style on work motivation with work loyalty as a mediating variable at Bumimas Permata Group Company. The p-value of 0.000 is smaller than the real level or $0.000 < 0.05$ so that work loyalty can be an intermediary from leadership style to work motivation. Good work motivation can have a positive impact on the company as a whole. This is in accordance with the results of previous research by Vinny Hafisah, Mahendra Fakhri (2021) who said there was an indirect effect of leadership style on work motivation mediated by work loyalty.

V. Conclusion

1. The influence of leadership style on work loyalty at Bumimas Permata Group is 0.615 or 61.5%. This shows that 61.5% of work loyalty is determined by leadership style. Based on the hypothesis testing *Significance t* = 0.000 < 0.05 so that the effect is significant. A person's leadership style greatly affects the loyalty of a person or employee at work or in a team work.
2. The influence of leadership style on work motivation at Bumimas Permata Group Company is 0.366 or 36.6%. This shows that 36.6% of work motivation is determined by leadership style. Based on the hypothesis testing *Significance t* = 0.000 < 0.05 so that the effect is significant. Leadership style also greatly influences employee motivation,

because employees will be motivated to build themselves to feel they are in a place of interest and togetherness.

3. The influence of work loyalty on work motivation at Bumimas Permata Group Companies is 0.460 or 46%. This shows that 46% of work motivation is determined by work loyalty. Based on the hypothesis testing *Significance t* = 0.000 < 0.05 so that the effect is significant. High loyalty by itself will encourage employees to create work motivation.
4. The indirect influence of leadership style on work motivation at Bumimas Permata Group Company is $(0.615) \times (0.460) = 0.283$ or 58.2%. This shows that 58.2% of work motivation is determined by leadership style through work loyalty. The total effect of leadership style on work loyalty is 0.615. The indirect effect of leadership style on work motivation through work loyalty is 0.283, so the total effect is 0.898. There is an influence of leadership style on work motivation with work loyalty as a mediating variable at Bumimas Permata Group Company. The *p-value* of 0.000 is smaller than the real level or 0.000 < 0.05 so that work loyalty can be an intermediary from leadership style to work motivation.

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