

THE INFLUENCE OF LEADERSHIP, MOTIVATION ON LOYALTY AND EMPLOYEE PERFORMANCE OF PT. BENTORO ADISANDI IVENA PEKANBARU

Ahmad Khosim¹, Layla Hafni^{2*}, Yutiandri Rivai³, Deni Asrianti⁴, Rizaldi Putra⁵

^{1,2,3,4&5}Institut Bisnis dan Teknologi Pelita Indonesia

Email: ahmadkhosimkoci@gmail.com¹, layla.hafni@lecturer.pelitaindonesia.ac.id²,
rizaldi.putra@lecturer.pelitaindonesia.ac.id⁵

*Correspondence author

ABSTRACT

This study aims to determine the influence of leadership, motivation on loyalty and performance of PT. Bentoro Adisandi Ivena Pekanbaru. The sample of this study is all employees at PT. Bentoro Adisandi Ivena Pekanbaru with 42 employees. Data analysis uses Path analysis to analyze the pattern of relationships between variables with the aim of knowing the direct and indirect effects of independent variables (leadership and motivation) on the dependent variables (employee loyalty and performance). The results of the study with regression showed two variables that had a significant effect, namely leadership had a significant effect on performance and motivation had a significant effect on loyalty while leadership had no effect on loyalty, motivation did not affect performance, and loyalty did not affect performance. The findings of leadership research have no effect on performance if through loyalty remains leadership has a significant effect on performance directly and motivation has a significant effect directly on loyalty. This research suggests for companies to increase motivation, training and provide work comfort so that employees feel comfortable with the encouragement of employee motivation and training so that employee performance is better than before.

Keyword : Leadership; Motivation; Loyalty; Performance

Introduction

Human resources are one of the resources that most determine the success or failure of an organization though. Organizations are required to manage their human resources well for the survival and progress of the organization, thus success in the organization's operational processes is largely determined by the quality of human resources owned. Human resources are the most important assets of the company because of their role as subjects of implementing the company's policies and operational activities. Resources owned by companies such as capital, methods and machines cannot provide optimal results if they are not supported by human resources who have optimal performance.

Performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or objectives or criteria that have been determined in advance and have been mutually agreed. Companies certainly want maximum performance results, but leadership support and massive motivation encouragement are not improved which results in employees working inappropriately. According to Sutrisno (2011: 213) leadership plays an important role because the leader is someone who will move and direct the organization in achieving goals, motivation is the driving force to increase the desired goals According to Sofayadi & Garniwa (2007) motivation is as a *suatau* drive to increase efforts in achieving organizational goals. In addition to employee loyalty motivation, it is needed by the company because it can affect performance results, according to Wellyanto & Halim, (2017) it is concluded that loyalty is a commitment that is owned to provide all abilities, thoughts, and skills in participating in achieving company goals.

PT. Bentoro Adisandi Ivena Pekanbaru is a company engaged in the distributor of food and beverage goods, established in 2010, where there is also a distribution of La Fonte products. PT Bentoro Adisandi Ivena Pekanbaru is the first company as a distributor of La Fonte in Pekanbaru. Problems arise that can be seen from employees working not wholeheartedly seen from declining work results. Performance that begins to decline and may be caused by leadership support that is less motivating to employees and less employee loyalty. In an organization, of course, employees will strive to develop skills and improve abilities in the future which are influenced by feedback on leadership performance and comfort provided by the company.

Literature Review

Definition of Leadership

According to Utomo (2002: 34-52) leadership is the process of influencing or setting an example to his followers through the communication process in an effort to achieve organizational goals.

According to Sutrisno (2011: 213) leadership plays an important role because the leader is someone who will move and direct the organization in achieving goals and a company leader must have the ability to influence and motivate his employees, which has an impact on improving performance.

Previous research on the relationship between leadership and employee loyalty from (Kitriawati, Setiawati, & Sumantri, 2015) and (Marzuki, 2018) stated that leadership has a positive effect on employee loyalty.

As for previous research on the relationship of leadership to performance from (Posuma 2013) stated that leadership has no effect on employee performance. While research (Sari 2014) states that leadership affects employee performance.

Thus, Hypotheses 1 and 2 are:

H1 : Leadership affects employee loyalty

H2 : Leadership affects employee performance

Understanding Motivation

Robbins (2002) states that motivation is the desire to do something and determines the ability to act to satisfy individual needs. Motivation moves to direct one's activities so that a need can be met.

According to Sofyadi & Garniwa (2007), motivation is as an encouragement to increase efforts in achieving organizational goals, within the limits of the ability to provide satisfaction or one's needs.

Previous research on the relationship of motivation to employee loyalty from (Simbolon 2015) and (Anasrulloh & Agatha, 2018) stated that motivation affects employee loyalty.

The previous research on the relationship of motivation to employee performance from (Utami & Hartanto, 2010) and (R. Sari, Muis, & Hamid, 2012) stated that motivation affects employee performance.

Thus, Hypotheses 3 and 4 are:

H3 : Motivation affects employee loyalty

H4 : Motivation affects employee performance

Understanding Loyalty

Poerwopoespito (2011: 106) suggests that "In general, work loyalty can be interpreted as loyalty, devotion and trust given or addressed to a person or institution, in which there is a sense of love and responsibility.

According to Rusdi, Yunus, & Chan (2015), loyalty is the attitude of a person in the form of loyalty shown through service and responsibility with the best behavior.

The previous research on the loyalty of employee performance from (R. Sari et al., 2012) and (Yunita, Cholifah, & Istanti, 2017) stated that loyalty affects employee performance.

Thus, Hypothesis 5 is:

H5 : Loyalty affects employee performance

Definition of Performance

Employee performance (work performance) is the result of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara: 2011).

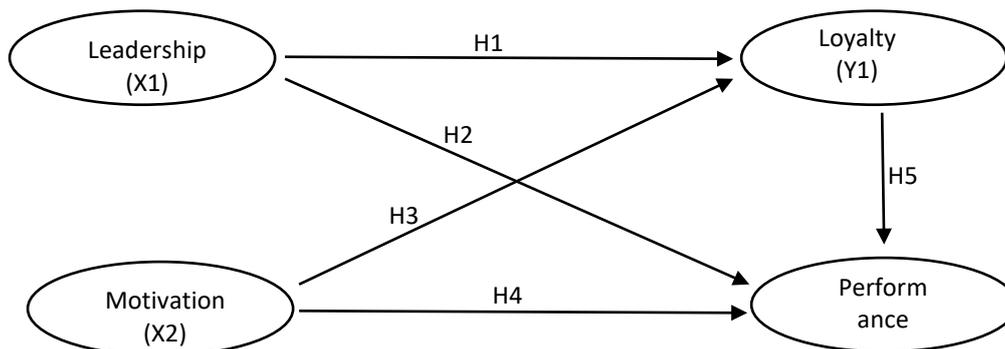
According to Situmeang (2012), performance is the result of work, both quality and quantity, achieved by employees during a certain period in accordance with work standards set and mutually agreed.

Research Methods

Structural Model Path Diagram

The model to be tested is in accordance with the hypothesis that wants to test the influence of leadership, motivation on employee loyalty and performance. This model can be seen in figure 1 below.

Figure 1. Structural Model Path Diagram



Source : Processed data 2018

Population and sample

The population in the study was all employees of PT. Bentoro Adisandi Ivena Pekanbaru has 42 employees. By using the census method. Which means that from the existing population, the entire study sample is used as a research sample, which is 42 employees.

Data Collection Techniques

The data collection technique used is questionnaires. Questionnaire is a data collection technique carried out by giving a set of written statements to respondents to answer.

Through this technique, respondents' responses, opinions, and attitudes can be known about the influence of compensation, motivation, work environment, job satisfaction and employee loyalty. Respondents' answer screening is used questionnaires with rating scale techniques, the measurement scale at the interval scale level.

The interval scale is a scale that distinguishes certain categories with certain distances and the distances between categories are the same. The interval scale has no absolute zero value.

Test Path Analysis Hypothesis with PLS-SEM

Path analysis is a direct development in the form of multiple regression with the aim of providing importance (*magnitude*) and significance (*significance*) looking at hypothetical causal relationships in a set of variables (Robert D. Retherford, 1993). David Garson (2003) of *North Carolina State University* defines path analysis as "an extended regression method used to test the alignment of correlation matrices with two or more modern causal relationships compared by researchers.

Research Results

Characteristics of Respondents

The respondents in this study used were employees of PT. Bentoro Adisandi Ivena Pekanbaru. In this study, the characteristics of respondents were divided based on age/age, gender, and recent education.

Table 1. Characteristics of Respondents

Demographics	Category	Number (People)	Percentage %
Age	<25 years	23	55%
	25-35 years	19	45%
	36-45 years	0	0%
	>45years	0	0%
	Entire	42	100%
Gender	Man	34	81%
	Woman	8	19%
	Entire	42	100%
Education	SMA	28	69%
	Diploma	2	5%
	Bachelor	11	26%
	Entire	42	100%

Source : SPSS Data 2018

From the table above, it can be seen the results of the distribution of questionnaires regarding the characteristics of respondents based on the most dominant age after less than 25 years with a percentage of 55% or 23 people. Then the rest with the age of 25-35 years with a percentage of rice 45% or 19 people. This is because the age of <25 years has a strong physical condition, morale, and better experience.

Based on the table above, it can be known the results of the distribution of questionnaires regarding the characteristics of respondents based on the type of kelainan, the most dominant is men with a presentation of 81% or 34 people. Then the respondents were women with a percentage of 19% or 8 people. This is because the majority of employees are salesmen to deliver la fonte products to subscription stores.

Based on the table above, the results of the distribution of questionnaires regarding the characteristics of respondents based on the last education, the most dominant are those with high school education with a percentage of 69% or 28 people, while the last education with the lowest is a Diploma with a percentage of 5% or 2 people. This is because as drivers and helpers there is no need for education until high grades.

Descriptive Analysis

Descriptive analysis is an analysis method where existing data is collected or grouped and then the data is analyzed and interpreted objectively. The results of these statistics are summarized in the following table:

Table 2. Descriptive Analysis Results

Variable	Max	Min	Middle
Leadership	4,33	3,81	4,08
Motivation	4,17	3,79	4,02
Loyalty	4,26	3,81	4,04
Performance	4,10	3,93	4,03

Source : Processed Data 2018

Based on table 2, the highest average score is 4.08 for the variables of leadership and employee loyalty. On a scale of 1-5, respondents generally believe the leadership of the company is good and already in the good category.

Validity Test

Validity test is the level of reliability and validity of the measuring instrument used. The instrument is said to be valid means that the measuring instrument used to obtain data is valid or can be used to measure what should be measured (Sugiyono, 2004: 137). Static testing manually or with the support of SPSS tools. The binding is valid if the value of r is calculated $> r$ table. The r value of the table with $df = n-2$ mapping (n is interpreted as respondents/samples) which uses a 2-sided test, at a level of significance of 5% (0.05). Thus the researchers used the number until 40 (42-2) with a significant level of 0.05 obtained a result of 0.304.

Reability Test

Reliability tests are used to measure the consistency of answers from respondents. In this study reliability testing was carried out only once (*one shot*), using Cronbach alpha. If the value of a variable has a Cronbach > 0.6 then the variable is said to be reliable (Sunyoto 2012).

Table 3. Test Leadership, Motivation, Loyalty, and Performance Reliability

Variable	Alpha Conbach	Information
Leadership (X1)	0,673	Reliable
Motivation (X2)	0,781	Reliable
Loyalty (Y1)	0,757	Reliable
Employee Performance (Y2)	0,755	Reliable

Source : Processed Data 2018

From the table above, it can be seen that the results of reliability tests on leadership, motivation, loyalty and employee performance variables have a Conbach's Alpha value (α) greater than 0.6, thus meaning that all variables with this research instrument are reliable.

Test Path Analysis Hypothesis (Path Analysis) with SEM PLS Tool

Outer Model or *Measurement Model* is an assessment of the reliability and validity of research. There are three criteria to assess *the outer model* : *Convergent validity*, *Discriminant validity* and Composite reliability.

Convergent Validity

Convergen Validity of measurement models with reflexive indicators is assessed based on the correlation between *item score* or *component score* estimated with *PLS software*. For individual reflexivity it is said to be high if it correlates more than 0.70 with the measured variable. However, according to Chin (1998) in (Ghozali, 2014) for early stage research, the measurement scale of loading values of 0.5 to 0.6 is considered sufficient. In this study, the loading factor limit of 0.5 will be used. The outer value of the *model* or correlation between variables has met *convergent validity* because all variable indicators have a *loading factor* value above 0.50, with a Performance indicator of Y2.6 (employees can divide rest time at work). By looking at the average outer loading value of each variable, it can be concluded that the performance indicator is the strongest indicator than other indicators because it has an outer loading value of at most 0.760.

Discriminant Validity

Discriminant validity on the reflection indicator can be seen in cross-loading. Another way to assess discriminant validity is to compare the *square root of average variance extracted (AVE)* for each variable with the correlation value between the variables. The model has a high discriminant validity if the AVE root for each variable is greater than the correlation between constructs (Ghozali, 2008). If the AVE root value is higher than the correlation between other variables, then it can be said that this result shows that discriminant validity is high. For more details can be seen in table 4:

Table 4. Discriminant Validity

Variable	Cronbachs Alpha	Composite Reliability	Avg
Leadership	0,683	0,782	0,351
Motivation	0,757	0,828	0,410
Loyalty	0,760	0,826	0,374
Performance	0,780	0,837	0,367

Source : PLS Processed Data 2018

From the table above, the AVE value of all variables is less than 0.5, this shows that all variables in the estimated model do not meet the discriminant criteria. Discriminant validity testing can also be shown by its *composite reliability* value. In this case, it is measuring the value between variables whether it has good reliability or not. If all research variables have values above 0.7 (Nunnaly, 1978). Thus, it can be concluded that

all variables have good reliability. From the table above, it can be seen that the *composite reliability* value of each variable > 0.70 , thus it can be concluded that all variables have good reliability.

Composite Reliability

The criteria for validity and reability can also be seen from the value of the reliability of a variable and the *value of the Average Variance Extracted (AVE)* of each variable. The variable is said to have high reliability if the *composite reliability* value is above 0.70 and AVE is above 0.50. The results of *composite reliability* testing can be in

Table 5. Composite Reliability

Variable	Composite Reliability
Leadership (X1)	0,782
Motivation (X2)	0,828
Loyalty (Y1)	0,826
Performance (Y2)	0,837

Source : PLS Processed Data 2018

Based on table 4 shows that all variables meet *composite reliability* because the value is above the recommended number, which is above 0.7 which meets the reliable criteria.

Structural Model Testing (Inner Model)

Structural capital is evaluated using *R-Square*, for the dependent variable of the t-test as well as the significance of the parameter coefficients of the structural path. Evaluation of the *inner model* with PLS-SEM begins by looking at the R-Square value. Based on data processing with Smart PLS, the *resulting R-Square* value can be seen in the table below:

Table 6. (R²)

Dependent Variables	R square
Loyalty	0,851
Performance	0,751

Source : PLS Processed Data 2018

The table above shows the R Square result for the loyalty variable (Y1) of 0.851, this means that the loyalty indicators used in this study were 85.1% and the remaining 14.9% were influenced by other indicators that were not used in this study. While the performance variable (Y2) of 0.751% means that the performance indicators used in this study are 75.1% and the remaining 24.9% is influenced by other indicators that are not used in this study.

Path analysis results

This test is carried out by comparing the T value generated from the *T-statistic* calculation with the T-Table. The null hypothesis will be accepted if the *T-statistic* is smaller than the *T-table* ($T\text{-Statistic} < T\text{-Table}$). conversely, the null hypothesis will be rejected if the value of *T-statistic* is greater than T-table ($T\text{-Statistic} > T\text{-Table}$) based on a significance level of 0.05 (n-k) with a number of observations 39 ($42-4 = 38$) then it is known that the value of *T-table* is 2.024. More details can be seen in the table as follows:

Table 7. Test Path Analysis (SEM PLS)

Relationship Variable	Original Samples (0)	T Statistics (O/STDEV)	T Table	P Value	Information
Leadership -> Loyalty	0,800	1,055	2,024	0,296	Insignificant
Leadership- Performance >	0,094	8,025	2,024	0,000	Significant
Loyalty >	0,293	24,360	2,024	0,000	Significant
Performance >	-0,310	0,954	2,024	0,341	Insignificant

Relationship Variable	Original Samples (0)	T Statistics (O/STDEV)	T Table	P Value	Information
Loyalty-Performance >	0,944	0,907	2,024	0,365	Insignificant

Source :D ata Processed Smart PLS

Based on the test results with Structural Equation Modelling (SEM) Partial Least Square (PLS) analysis of the influence of each independent variable on the dependent variable as follows:

Hypothesis 1 states that leadership has no significant effect on loyalty. The test results of the parameter coefficient between leadership and loyalty showed no positive relationship with a coefficient value of 0.800 with a T-Statistic value of 1.055 and insignificant with a P Value of 0.296. So it can be concluded that Hypothesis 1 is rejected.

Hypothesis 2 states that leadership has a significant influence on performance. The test results of the parameter coefficient between leadership and performance showed a negative relationship with a coefficient value of 0.094 with a T-statistic value of 8.025 and significant with a P Value of 0.000. Then it can be concluded that Hypothesis 2 is accepted.

Hypothesis 3 states that motivation has a significant influence on loyalty. The test results on the parameter coefficient between motivation and loyalty showed a positive relationship with a coefficient value of 0.293 with a T-statistic value of 24.630 and significant with a P Value of 0.000. Then it can be concluded that Hypothesis 2 is accepted.

Hypothesis 4 states that motiavsi has no significant effect on performance. The test results on the parameter coefficient between motivation and performance showed no positive relationship with a coefficient value of -0.310 with a T-statistic value of 0.954 and insignificant with a P Value of 0.335. So it can be concluded that Hypothesis 4 is rejected.

Hypothesis 5 states that loyalty has no significant effect on performance. The test results of the parameter coefficient between loyalty to performance showed no positive relationship with a coefficient value of 0.944 with a T-statistic value of 0.907 and insignificant with a P Value value of 0.354. So it can be concluded that Hypothesis 5 is rejected.

For more details, the results of the hypothesis test can be shown in figure 2 below:

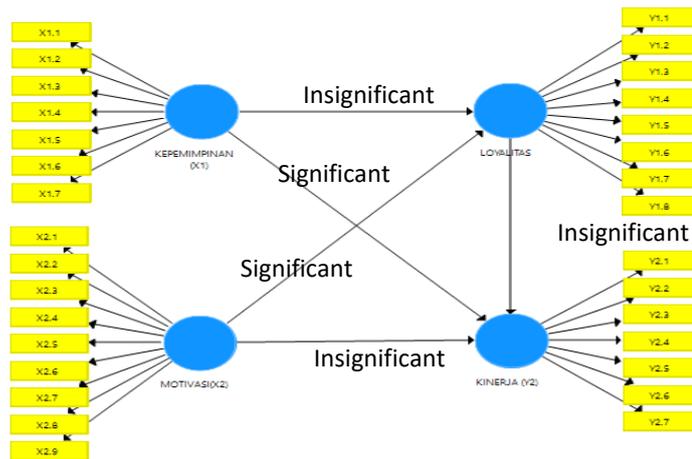


Figure 2. Source Diagram Path : PLS Processed Data 2018

Discussion

The Influence of Leadership on Employee Loyalty

From the results of the descriptive analysis, it shows that leadership is an important role by respondents in employee loyalty. From the research showing the results, it is known that the leadership static t value is smaller than the table t value, then H0 is accepted and H1 is rejected. It can be interpreted that there is no significant influence between the leadership variable (X1) on employee loyalty to PT. Bentoro Adisandi Ivena Pekanbaru.

From the results of respondents' responses, it is known that one leadership indicator has the highest value with the statement "the leader delegates tasks according to the abilities and expertise of subordinates". Meanwhile, one indicator has a corresponding value with the statement "The leader receives criticism, suggestions and opinions from subordinates". Leadership is an important role in the company, good leadership

will foster employee loyalty by itself. For this reason, company leaders can be more open to receiving suggestions and opinions from their subordinates, with that employees feel the need for the company, so employees will work wholeheartedly.

The results of this study are not in line with (Kitriawaty et al., 2015) which proves that leadership affects employee loyalty, as well as (Marzuki, 2018) states that leadership affects employee loyalty. This means that from previous research and current research there are differences, namely from the results of previous testing, leadership has a significant effect and in the research conducted today, leadership has no effect and is significant on employee loyalty.

The Influence of Leadership on Employee Performance

From the results of the descriptive analysis, it shows that leadership is an important role in the company in improving employee performance. From the research shows the results are known that the static t value of leadership is greater than the t value of the table, then H0 is rejected and H1 is accepted. It can be interpreted that there is a significant influence between leadership variables (X1) on employee performance at PT. Bentoro Adisandi Ivena Pekanbaru.

Leadership is an important role in the company where leaders can use and direct their resources well so that performance results can be achieved. For this reason, leaders can cooperate with their subordinates by providing freedom of opinion and providing suggestions so that problems can be overcome and company goals can be achieved.

The results of this study are in line with (Y. K. Sari, 2014) which proves that leadership affects employee performance. Meanwhile, according to (Posuma, 2013) loyalty has no effect on employee performance. This means that from previous research and current research there are differences, namely from the results of previous testing, leadership has a significant effect and in research conducted today, leadership has a significant and significant effect on employee performance.

Based on the results of data analysis, it was found that leadership variables have no effect on performance if through loyalty to leadership has a significant effect on performance directly.

The Effect of Motivation on Loyalty

From the results of descriptive analysis shows that motivation can affect employee loyalty. From the research showing the results it is known that the static t value is greater than the table t value, then H0 is rejected and H1 is accepted. It can be interpreted that there is a significant influence between the motivation variable (X2) on employee loyalty to PT. Bentoro Adisandi Ivena Pekanbaru.

From the results of respondents' responses, it is known that one leadership indicator has the highest value with the statement "Conditions at work can make me calm at work and benefits can provide encouragement to work better". While one of the indicators has the lowest value with the statement "Working here makes employees' abilities develop". For this reason, the Company can provide motivation and training so that employees have the development of work skills for the future.

This research is in line with (Simbolon, 2015) states motivation affects loyalty, as well as (Anasrulloh & Agatha, 2018) states motivation affects employee loyalty. This means that from previous research and current research, there is a certainty that motivation has a significant effect on employee loyalty.

Based on the results of data analysis, it was found that motivation has a significant effect on employee loyalty directly.

The Effect of Motivation on Performance

From the results of descriptive analysis shows that good motivation can affect employee performance. From the research showing the results, it is known that the static t value is smaller than the table t value, then H0 is accepted and H1 is rejected. It can be interpreted that there is no significant influence between the motivation variable (X2) on employee performance at PT. Bentoro Adisandi Ivena Pekanbaru.

From the results of respondents' responses, it is known that one motivation indicator has the lowest value with the statement "Working here makes employees' abilities develop". We recommend that companies can provide training and development so that employee performance is better than before.

This research is not in line with (Utami & Hartanto, 2010) states that motivation affects performance, as well as (R. Sari et al., 2012). This means that from previous research and current research there are differences, namely from the results of previous testing, motivation has a significant effect and in the research conducted today, motivation has no effect and is significant on employee performance.

The Effect of Loyalty on Performance

From the results of the descriptive analysis shows that high employee loyalty can affect employee performance. From the research showing the results, it is known that the static t value is smaller than the table t value, then H0 is accepted and H1 is rejected. It can be interpreted that there is no significant influence between loyalty variables (Y2) on employee performance at PT. Bentoro Adisandi Ivena Pekanbaru.

From the respondents' responses, it is known that one loyalty indicator has the highest intention with the statement " You are aware and understand the existing regulations" while one indicator has the lowest value with the statement "I prioritize the interests of the company over personal interests. For this reason, companies can provide comfort at work, a comfortable work atmosphere will make employees enthusiastic about working wholeheartedly and prioritize their work.

This research is not in line with (Ariyani et al., 2016) states that loyalty affects employee performance, as well as research (Yunita et al., 2017). This means that from previous research and current research there are differences, namely from the results of previous testing, loyalty has a significant effect and in the current research, loyalty has no effect and is significant on employee performance.

Research Findings

By using SPSS and PLS statistical software, research data has been analyzed both quantitatively and qualitatively. Quantitative results show that there is a positive relationship between the independent variable employee loyalty and the employee performance of the dependent variable.

Based on the results of data analysis, it was found that leadership variables have no effect on performance if through loyalty to leadership has a significant effect on performance directly.

Based on the results of data analysis, it was found that motivation has a significant effect on employee loyalty directly.

Conclusion

Leadership has no effect on employee loyalty, the higher or lower the leadership has no effect and is not significant on the loyalty of PT employees. Bentoro Adisandi Ivena Pekanbaru.

Leadership affects employee performance, the higher and low leadership affects and is not significant on the performance of PT employees. Bentoro Adisandi Ivena Pekanbaru.

Motivation affects employee loyalty, the higher and low motivation has an effect and is significant on the loyalty of PT employees. Bentoro Adisandi Ivena Pekanbaru.

Motivation affects employee performance, the higher and low motivation has no effect and is significant on the performance of PT employees. Bentoro Adisandi Ivena Pekanbaru.

Loyalty does not affect employee performance, the higher and low loyalty has no effect and is significant on the performance of PT employees. Bentoro Adisandi Ivena Pekanbaru.

Suggestion

Leaders are expected to work together between leaders and employees, maintain relationships with each other by giving employees the opportunity to argue and advise. By working together problems will be known, overcome and can be effectively anticipated.

The company is expected to increase motivation and training for its employees. Lack of motivation and ability of employees can affect performance results. By providing motivation and training, employees can develop who have the ability with high competitiveness in the future.

Leaders are expected to increase responsibility that can direct and control employees so that the activities carried out are not in vain. By improving responsibility as a leader who can direct and control work can be completed effectively and efficiently.

Bibliography

- Ghozali, Faith. 2011. *Application of Multivariate Analysis with IMN SPSS 19 Program (fifth edition)*. Semarang: Diponegoro University.
- Mangkunegara, A.A. Anwar Prabu. 2011. *Human Resources Company 10th printing*. PT Remaja Rosdakarya. Bandung.
- Nunnally, J.C., 1978. "Psychometric theory", New York: McGraw-Hill.
- Poerwopoespito, F. Z. Oerip S., Tatag Utomo, 2011, *Overcoming Human Crisis in the Company*, Jakarta : PT Gramedia Widiasarana Indonesia
- Robbins, Stephen P. 2009, *Organizational Behavior*, Jakarta : Salemba Empat.
- Anasrulloh, m., & agatha, m. (2018). The influence of leadership style and motivation on employee loyalty (case study at aba tulungagung business lodge). *National seminar on management accounting economics*, 381–390.
- Kitriawaty, d., setiawati, e. P., & sumantri, s. (2015). The influence of leadership and motivation on the loyalty of type B private hospital nurses in the city of Bandung Depera. *Jsk*, 3(7), 1–7.
- Marzuki, f. (2018). The influence of transformational leadership and work professionalism on employee loyalty in lp3i group. *Business lantern journal*, 7(1), 21–45.
- Posuma, C. O. (2013). Competence, compensation and leadership influence on employee performance at

- Ratumbuysang Manado Hospital. *Emba Journal*, 1(4), 646–656.
<https://doi.org/10.1017/cbo9781107415324.004>
- Rusdi, Yunus, M., & Chan, S. (2015). The effect of job satisfaction and employee loyalty on organizational citizenship behavior (OCB) and its impact on the effectiveness of the company pt. Markplus.inc. *Journal of management*, 4(2), 149–159.
- Sari, R., muis, m., & hamid, n. (2012). The influence of leadership, motivation, and work stress on employee performance at Bank Syariah Mandiri Makassar Branch Office. *Journal of analysis*, 1(1), 87–93.
- Sari, y. K. (2014). The influence of leadership, motivation and work discipline on employee performance at pt. Patra komala in dumai. *Journal of business management*, vi(2), 119–127.
- Simbolon, p. B. (2015). The influence of motivation on the work loyalty of marketing employees at pt.agung automall pekanbaru branch. *Jom fisip no.*, 1(2), 1–10.
- Situmeang, r. R. (2012). The effect of supervision and work experience on employee performance at pt. Grace work partner. *Journal of innovation and entrepreneurship*, 02(02), 610–624.
- Utami, S. S., & hartanto, a. (2010). The influence of leadership, motivation, communication and work environment on the performance of employees of Jumantono sub-district, Karanganyar district. *Journal of human resource management*, 4(1), 58–67.
- Wellyanto, S. C., & Halim, G. A. (2017). Analysis of the influence of leadership on employee loyalty of hotel x bali. *Journal of hospitality and service management*, 5(2).
- Yunita, cholifah, & istanti, e. (2017). The effect of welfare, compensation and work loyalty on employee performance (case study at pt. Hartono elektronika kertajaya surabaya). *Journal of management economics*, 3(2), 164–175.