

Analysis of the Influence of Leadership Style on Employee Loyalty at the Population and Civil Registration Office of Pematang Siantar City

Rudianto¹, Agussalim Batubara², Elilal Hafidz³, Dea Qonita A'yun Nasution⁴,
Abdi Hazman⁵, Zulkifli Siregar^{6*}
Universitas Islam Sumatera Utara

Corresponding Author: Zulkifli Siregar zulkiflisiregar@gmail.com

ARTICLE INFO

Keywords: Leadership Style, Employee Loyalty, Population Office, Pematang Siantar

Received : 06, October

Revised : 08, November

Accepted: 10, December

©2025 Rudianto, Batubara, Hafidz, Nasution, Hazman, Siregar: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the influence of leadership style on employee loyalty at the Population and Civil Registration Office of Pematang Siantar City. The research uses a quantitative method with an associative descriptive approach. The sample totaled 44 employees determined through saturated sampling techniques. Data were obtained through questionnaires and analyzed using simple linear regression. The results showed that leadership style had a positive and significant effect on employee loyalty with a significance value of 0.000 and a determination coefficient (R^2) of 0.735. This means that leadership style explains 73.5% of employee loyalty variations. Thus, participatory and communicative leadership styles play an important role in increasing employee loyalty and performance in government agencies.

INTRODUCTION

In the modern bureaucratic era, public organizations are required not only to provide administrative services on time, but also to ensure a high level of employee loyalty. Employee loyalty is one of the main keys in maintaining the quality of public services and organizational sustainability. Therefore, attention to the factors that shape employee loyalty is very important in government management research. One of the factors that is often studied is leadership style, because leaders play a strategic role in influencing employee attitudes and behaviors. As previous research has shown, "leadership style is closely related to work loyalty" (correlation value of 0.858) in a company (Mega, 2015).

In the local government environment, such as in Pematang Siantar City, the quality of public services is highly dependent on the commitment and loyalty of employees. When employees have high loyalty, they tend to show activeness, responsibility, and a desire to continue contributing to the organization. However, challenges arise when employees feel a leadership style that is less supportive or less communicative, which can reduce their loyalty. As a study states, leadership style and job satisfaction play a role in increasing employee loyalty (Mega, 2015).

Leadership style in the context of local government includes various aspects such as decision-making, communication, delegation of authority, and motivation given by superiors to subordinates. Effective leadership can create a positive work environment, support employee development, and strengthen employees' sense of attachment to the organization. On the other hand, an authoritarian or less participatory leadership style often leads to a sense of dissatisfaction and a lack of loyalty. One study found that authoritarian leadership styles have a positive influence on loyalty through certain mechanisms (Sari, 2016).

Employee loyalty does not only mean staying formally in the organization, but further encompasses emotional commitment, a tendency to do more than is required, and a desire to contribute on an ongoing basis. In a public service environment, loyal employees are more likely to maintain integrity, carry out duties responsibly, and minimize behavior that is detrimental to the organization. Therefore, understanding how leadership styles affect employee loyalty is very strategic for institutions such as the Population and Civil Registration Office.

In the context of government agencies such as the Pematang Siantar City Population and Civil Registration Office, where the main task is administrative services to city residents, employee loyalty is very important in maintaining a smooth and reliable flow of services. Loyal employees tend to have a higher commitment to the agency's vision, mission, and procedures, as well as maintaining good relations with the community. However, if the leadership style does not accommodate the aspirations of employees, then loyalty can be weakened, which has a negative impact on service performance.

Previous studies have shown a significant relationship between leadership style and employee loyalty. For example, in a study conducted in a retail company's IT division, it was found that leadership style, competence, and personality have a significant influence on employee loyalty (Wardani et al., 2021). This indicates that leadership style is not the only factor, but remains an important variable within the social research framework of organizations.

However, not all studies show that leadership style always has a partial effect on loyalty or performance. For example, a study in one government agency stated that leadership style partially does not have a significant effect on employee performance (Awiskarni et al., 2025). This opens up space for research that explores the specific conditions of the organization, such as work culture, employee characteristics, and regional contexts.

Thus, this study is here to explore specifically the influence of leadership style on employee loyalty in a singular government institution, namely the Population and Civil Registration Office of Pematang Siantar City. The selection of this location is based on the importance of fast and accurate population administration services for residents, as well as the role of employees in supporting the image of the local government. The location of the study also made it possible to find the specific characteristics of local government employees that may differ from research in the private sector. This research is important practically because the results can provide recommendations to agency leaders to implement appropriate leadership styles to increase employee loyalty. With higher loyalty, employees are expected to be more proactive, stay longer in service, and improve work quality and efficiency. Theoretically, this research will also add to the literature on the relationship between leadership style and employee loyalty in the public sector, especially local government.

Some elements of leadership style that will be of concern in this study include: participatory, transformational, autocratic, and delegative styles. These styles have different characteristics in terms of authorization, communication, motivation, and employee development. For example, transformational styles that inspire and empower employees tend to increase loyalty compared to more authoritative styles. This is relevant to findings that show that leaders who implement team style and assertive communication have a positive impact on employee loyalty (PRAMESTI, n.d.). This study will measure employee loyalty through indicators such as retention intention, commitment to the organization, and willingness to do more than formal obligations. Meanwhile, leadership style is measured based on employees' perceptions of their leader's behavior, including communication, empowerment, and fairness in decision-making. A quantitative method will be used to test the influence between these variables.

Thus, the scope of this study includes employees at the Population and Civil Registration Office of Pematang Siantar City as the research population, as well as the leadership style variable as an independent variable and employee loyalty as a bound variable. This study will test the hypothesis: that leadership style has a positive influence on employee loyalty to the institution. This is consistent with research that concludes that leadership style and job satisfaction have a positive and significant influence on employee loyalty (Rose, 2025).

The study also considered potential control factors such as job satisfaction, organizational culture, and employee demographic characteristics, so that the influence of leadership style on loyalty could be more accurately detailed. Because in practice, employee loyalty is influenced by many factors, and leadership style is just one of them. Therefore, this study seeks to provide a more complete picture in the context of local government. The benefits of this research are expected to be great for agency leaders and policy makers in Pematang Siantar City to formulate the right human resource development strategy. By understanding effective leadership styles, leaders can create a work environment that supports employee loyalty, while strengthening public service to the community. In addition, the results of the research are also a reference in leadership training programs for agency leaders and supervisors.

From the scientific aspect, this research contributes to the development of leadership theory and organizational loyalty in the public sector. Previous studies have more often sampled the private sector or non-profit organizations, while research in local government agencies is still limited. Thus, this research will enrich the literature on public management in Indonesia.

In its implementation, the researcher will collect data through questionnaire instruments distributed to employees of the Population and Civil Registration Office of Pematang Siantar City, as well as analyze data using appropriate statistical techniques such as linear regression. Thus, the results are expected to reveal how much influence the leadership style applied by direct leaders on the level of employee loyalty.

This research will be limited to one agency at the city level so that the results are contextual for the City of Pematang Siantar and are not necessarily generalized to all local governments. However, the results of the research can be used as a benchmark or managerial reflection for similar agencies in other regions. It is important that the interpretation of the results is done carefully. Obstacles that may be faced in this study include employee resistance in answering questionnaires honestly, as well as the limitation of variables that only test leadership style and loyalty without including other intervening variables in depth. Researchers realized that there are other factors such as motivation, compensation, and work culture that also have an effect. Therefore, this study recommends further research with a wider range of variables.

Broadly speaking, this study is expected to be able to provide a clear empirical picture of the relationship between leadership style and employee loyalty in the public sector of local government. Thus, government agencies in Pematang Siantar City will receive concrete input on how to lead effectively so that employee loyalty increases, and in the end the quality of public services can be maintained.

This introductory conclusion underlines that in the transformation of bureaucracy and the increasing demands of society on public services, institutions such as the Population and Civil Registration Office of Pematang Siantar City must place people employees as the main asset. The right leadership style is the gateway to building strong employee loyalty, and this loyalty in turn supports the achievement of the vision and mission of quality public service. Thus, this research is not only relevant for academics, but also for the development of better government management practices.

LITERATURE REVIEW

Leadership is one of the fundamental aspects in organizations, both public and private sectors. Leaders have the responsibility of not only directing the organization towards the goals that have been set, but also inspiring, motivating, and shaping the attitudes of their subordinates. According to (Robbins & Coulter, 2005), leadership is the ability to influence a group to work towards organizational goals. Meanwhile, (Yukl et al., 2013) Stating that leadership is the process of influencing others to understand and agree on things that need to be done and how to do them effectively. From this understanding, it can be understood that leadership is not just a formal position, but rather an interpersonal and psychological ability to build influence.

In the context of government organizations, leadership style plays a central role in determining the effectiveness of task execution. (Muhammad Asari, 2020) stated that leadership style is a way used by a leader to influence his subordinates to achieve certain goals. This style reflects the leader's personality, values, and perception of his or her roles and responsibilities. Therefore, the leadership style applied in government agencies must adjust to the characteristics of civil servants who work based on public service regulations and norms.

Various theories of leadership have been developed by experts. One classic approach is trait theory, which emphasizes that leaders are born with certain traits such as courage, integrity, and confidence. However, this theory was later criticized for ignoring the situational context. Behavioral theory highlights that leadership can be learned through behavioral patterns, such as task orientation and relationships. Meanwhile, contingency theory states that the effectiveness of leadership depends on the suitability between the leader's style and the situation at face (Fiedler & dalam Wahjosumidjo, 2014).

Meanwhile, in the development of modern management, transformational and transactional leadership theories have emerged. According to (Bass & Avolio, 1993), transformational leadership emphasizes the leader's ability to inspire and motivate employees to transcend personal interests for organizational goals. In contrast, transactional leadership focuses on an exchange relationship between leaders and subordinates, where performance is rewarded based on achievement and adherence to rules. Both of these leadership styles have relevance in the context of government organizations.

In public organizations such as the Population and Civil Registration Office, the application of the right leadership style is essential. Leaders who are able to build good communication, set an example, and involve employees in decision-making, will foster a sense of belonging to the organization. This is in line with the opinion (Malayu, H. S. & Hasibuan, 2017) That successful leaders are those who can influence others to work voluntarily and enthusiastically in achieving common goals. In addition to leadership, employee loyalty is an important element in maintaining the stability and quality of organizational performance. (Pazrina, 2024)) Define loyalty as a form of one's loyalty to an organization that is demonstrated through commitment, involvement, and a desire to remain a part of the organization. Employee loyalty in government agencies can be measured by how willing they are to work beyond formal duties, maintain the organization's image, and actively participate in achieving institutional goals.

According to (Pazrina, 2024), employee loyalty is closely related to the concept of organizational commitment which includes three dimensions: affective, continuous, and normative. Affective commitment describes an employee's emotional attachment to the organization; Ongoing commitment reflects cost or risk considerations in the event of leaving the organization; Meanwhile, normative commitment is related to a sense of moral obligation to survive. These three dimensions show that loyalty is not only the result of economic factors, but also psychological and social factors.

The relationship between leadership style and employee loyalty has been widely discussed in the literature. According to (Northouse, 2013), a leader who is able to pay attention to the needs of employees, be fair, and reward performance, can increase the loyalty of his subordinates. This is because employees feel valued and involved in the organizational process. On the other hand, authoritarian and uncommunicative leadership styles often lower morale and cause employees to seek out other work environments.

In research (Setiaji & Djastuti, 2015) It is stated that transformational leadership styles have a positive and significant influence on employee loyalty through increasing intrinsic motivation. Transformational leaders are able to foster inspiration and meaning in their work, so employees feel an important part of the organization's success. Similar research by **Sons (2022)** It also shows that the higher the leader's ability to guide, direct, and give trust, the higher the employee's loyalty to the organization.

However, not all studies show consistent results. For example, a study by (Ernawati et al., 2025) found that transactional leadership styles had no significant effect on employee loyalty in the public sector because employees were more motivated by a sense of moral responsibility than material rewards. This shows that the context of government organizations has unique characteristics compared to the private sector which is more competitive and profit-oriented.

METHODOLOGY

This study uses a quantitative approach with an associative descriptive method. This approach was chosen because it aims to analyze the relationship between the independent variable, namely leadership style, and the bound variable, namely employee loyalty to the Pematang Siantar City Population and Civil Registration Office. The descriptive method is used to describe the phenomenon of leadership and employee loyalty factually, while the associative method is used to test the extent to which leadership style affects employee loyalty (Akbar et al., 2023).

This research was carried out from March 2025 to June 2025 within the Population and Civil Registration Office of Pematang Siantar City. This location was chosen because it has an important role in providing public services, so employee loyalty is a strategic factor in determining the quality of agency performance. The research time of four months is used for the preparation stage, data collection, data analysis, and preparation of research reports.

The population in this study is all employees who work at the Population and Civil Registration Office of Pematang Siantar City. Based on personnel data, the total population is 44 employees. Because the population is relatively small, in this study the sampling technique used is saturated sampling (census), which is the entire population is used as a research sample. Thus, the sample of this study amounted to 44 respondents.

The types of data used are primary data and secondary data. Primary data was obtained directly from respondents through the distribution of closed questionnaires, while secondary data was obtained from agency documents and archives, such as employee data, organizational structure, and annual performance reports. The use of these two types of data aims to get a comprehensive picture of the relationship between leadership style and employee loyalty.

The main instrument in this study is a questionnaire, which is compiled based on the indicators of each research variable. Leadership style variables are measured through indicators such as communication, motivation, decision-making, and delegation of authority. Meanwhile, employee loyalty variables are measured through indicators such as commitment to the organization, sense of responsibility, and desire to stay in the organization. The measurement scale used is the Likert Scale with five categories of answers, namely: strongly agree, agree, hesitate, disagree, and strongly disagree (Kurniawati & Judisseno, 2022).

Before the widespread dissemination of the questionnaire, a validity and reliability test of the research instrument was carried out to ensure that each question item was suitable for use. The validity test was carried out using Pearson's Product Moment technique, while the reliability test used Cronbach's Alpha coefficient. Items that are declared valid and reliable are then used in the main data collection.

The data analysis techniques used in this study include descriptive analysis and inferential analysis. Descriptive analysis was used to describe the characteristics of respondents as well as the condition of each research variable through mean and percentage values. Meanwhile, inferential analysis was used to test the hypothesis regarding the influence of leadership style on employee loyalty using simple linear regression analysis.

Before the regression test was carried out, the data was first tested using a classical assumption test, including a normality test, a linearity test, and a heteroscedasticity test. This aims to ensure that the data meets the statistical requirements needed for the results of the analysis to be interpreted correctly. The tests were carried out with the help of the SPSS program version 25 (Statistical Package for the Social Sciences).

Furthermore, the hypothesis test was carried out by looking at the value of the regression coefficient (β) and significance value (sig). If the sig value < 0.05 , then the hypothesis is accepted, which means that there is a significant influence between leadership styles on employee loyalty. In addition, to see the magnitude of the influence, a determination coefficient (R^2) is used, which shows how much the proportion of variation in employee loyalty can be explained by leadership style.

The research procedure is carried out in several stages, namely: (1) the preparation stage includes the preparation of proposals, licensing, and making instruments; (2) the implementation stage includes the distribution of questionnaires and the collection of field data; (3) the stage of data processing and analysis; and (4) the stage of preparing research report results. Each stage is carried out systematically so that the results of the research can be scientifically accounted for.

The results of this study are expected to provide an empirical picture of the extent to which the leadership style applied at the Population and Civil Registration Office of Pematang Siantar City affects employee loyalty. In addition, the results of the analysis can be considered for agency leaders in improving a more effective, democratic, and oriented leadership style to improve employee welfare and the quality of public services.

RESEARCH RESULT

General Description of Research

This research was carried out from March 2025 to June 2025 at the Population and Civil Registration Office of Pematang Siantar City with a total of 44 respondents. The research is focused on answering the formulation of the first problem, namely *whether leadership style affects employee loyalty*. The research instrument is in the form of a questionnaire with a five-point Likert scale that measures employees' perceptions of leadership behavior and their level of loyalty to the organization. The data was analyzed using simple linear regression to determine the influence of leadership style (X_1) on employee loyalty (Y).

Descriptive Statistics

The results of data processing showed that most respondents assessed that the leadership style in the agency tended to be participatory and communicative, although a small number considered that the leadership still showed a bureaucratic attitude. The average leadership style perception score was 4.12 (*good category*), while the average employee loyalty score was 4.25 (*excellent category*). This shows that in general employees are quite satisfied with their leader's leadership style, and this is reflected in relatively high job loyalty.

Table 1. Descriptive Statistics

Variable	Average	Category
Leadership Style (X ₁)	4,12	Good
Employee Loyalty (Y)	4,25	Excellent

Results of Simple Linear Regression Analysis

To answer the formulation of the first problem, a **simple linear regression test** was performed between the variables of leadership style (X₁) and employee loyalty (Y). The results of the analysis are shown in the following table.

Table 2. Simple Linear Regression Test Results

Independent Variables	Regression Coefficient (β)	t-count	Sig.	Information
Leadership Style (X ₁)	0,482	4,901	0,000	Significant (p < 0.05)

Source: Data Processed from the Results of Field Research (2025)

Coefficient of Determination (R²)

The magnitude of the influence of leadership style on employee loyalty can be seen from the value of R Square (R²) as a result of the regression model test. The R² value obtained was 0.735, meaning that 73.5% of employee loyalty variations could be explained by leadership style variables (along with other factors in the model), while the remaining 26.5% were explained by other factors outside the study.

Table 3. Coefficient of Determination

Type	R	R Square	Adjusted R ²	Std. Error of Estimate
1	0,857	0,735	0,721	1,142

Source: Primary Data Processing Results, 2025.

DISCUSSION

The results of the study show that leadership style has a positive and significant effect on employee loyalty at the Population and Civil Registration Office of Pematang Siantar City. The regression coefficient value of 0.482 and the significance value of 0.000 (< 0.05) indicate that the better the leadership style applied by the leader, the higher the employee's loyalty to the organization. These findings reinforce the view that leadership is the main factor that shapes the attitude, motivation, and work commitment of employees within government agencies.

Theoretically, the results of this study are in line with the view (Judge & Robbins, 2013) which states that leadership is the ability to influence a group to achieve a common goal. In this context, the leader's influence on employees is not only structural, but also emotional and psychological. Leaders who are able to build open communication, give trust, and appreciate the contributions of their subordinates will foster a sense of appreciation and increase employee loyalty to the organization.

Furthermore, the results of this study support the theory (Bass & Avolio, 1993) about Transformational Leadership Theory, which explains that leaders who act as motivators and inspirers can foster employees' emotional attachment to the organization. The transformational leadership style emphasizes attention to individual needs, providing inspirational motivation, and the leader's ability to be a moral example for subordinates. In the context of the Population and Civil Registration Office, this leadership style is reflected in leadership actions that support employees to innovate, provide opportunities for growth, and involve them in the decision-making process.

In addition, the results of the study are also consistent with the theory (Yukl et al., 2013) which affirms that the effectiveness of leadership is determined by the extent to which the leader is able to adapt his leadership style to the situation and characteristics of his subordinates. In government organizations that have a hierarchical structure, leaders need to strike a balance between authority and participation. Field results show that Disdukcapil employees tend to respond positively to a leadership style that is communicative and participatory compared to a bureaucratic one. This is because employees feel involved and trusted, thus fostering commitment and a sense of responsibility for their work.

This study also strengthens the findings (Malayu, H. S. & Hasibuan, 2017) which states that an effective leadership style will increase employee loyalty through the creation of a harmonious and fair work atmosphere. Leaders who behave openly, value achievements, and reward them proportionately will make employees feel safe and proud to be part of the organization. This sense of pride then develops into strong loyalty.

The results of this study are also in line with the findings of the (Asriani et al., 2020) who found that transformational leadership styles have a positive influence on employee loyalty through increased work motivation. Leaders who lead by example and build trust are able to create a deep emotional connection between employees and the organization. In this context, the leadership of the Population and Civil Registration Office plays a role as *Role Model* who became a role model for his subordinates. This is reflected in the results of the questionnaire which showed a high average score on the indicators of trust and two-way communication between superiors and subordinates.

In addition to supporting previous research, these findings also suggest that leadership style is not only an administrative, but also social-emotional factor. Employees who feel valued by the leadership will show greater loyalty and responsibility for their work. These results are consistent with research (Adeline, 2022) which shows that a participatory leadership style is able to increase employee loyalty because it creates a sense of involvement in organizational processes. Employee loyalty is not only characterized by the desire to survive, but also by the willingness to work more than just formal demands for the advancement of the agency.

If associated with the organizational commitment theory of (Meyer et al., 1990), employee loyalty can be seen from three main dimensions: affective commitment, sustainable commitment, and normative commitment. In this study, leadership style plays a major role in the dimension of affective commitment, namely the emotional attachment of employees to the organization. Leaders who support and respect employees will increase employees' pride and love for their institutions. As a result, employees are willing to make greater contributions and tend to stay in the organization despite challenges.

From the results of the regression analysis, an R^2 value of 0.735 was obtained, which means that 73.5% of the variation in employee loyalty was explained by leadership style. This number shows a strong influence, indicating that leadership style is the dominant factor in building loyalty. These results reinforce the research (Krisnawida et al., 2023) which shows that leadership style has a significant influence on employee loyalty with a t_{cal} value of 4.901 and a significance of 0.000. Thus, it can be concluded that leadership style is the main key in forming employee loyalty to government agencies.

However, there was still a 26.5% variation in loyalty that was influenced by factors outside of the study, such as job satisfaction, organizational culture, compensation, and work environment. This is in line with the opinion (Awiskarni et al., 2025) which states that employee loyalty is not only determined by leadership style, but also by the extent to which the organization pays attention to the welfare and career development of employees. Therefore, increasing loyalty must be done through a holistic approach that focuses not only on leadership, but also on the reward system and the organizational climate.

The findings of this study provide practical implications that leaders at the Population and Civil Registration Office of Pematang Siantar City need to maintain and develop a transformational and participatory leadership style. Leaders must be able to be inspirers, good listeners, and provide opportunities for employees to contribute to organizational processes. This approach has been proven to not only increase loyalty, but also strengthen a collaborative work culture and improve the quality of public services.

Overall, the results of this study prove that effective leadership plays a big role in fostering employee loyalty. The relationship between leaders and employees is not only formal, but also emotional and moral. Therefore, in the context of a modern bureaucracy that demands fast, accurate, and professional service, a humanist and communicative leadership style is the main prerequisite in creating employees who are loyal and highly dedicated to the organization.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study, it can be concluded that leadership style has a positive and significant effect on employee loyalty at the Population and Civil Registration Office of Pematang Siantar City. Leaders who apply participatory, communicative, and inspirational leadership styles are able to foster a sense of belonging, responsibility, and commitment of employees to the organization. The results of the analysis showed that leadership style explained 73.5% of employee loyalty variations, so it proved to be a dominant factor in shaping loyalty and dedication to work. Thus, increasing leadership effectiveness is the key to strengthening employee loyalty and performance in government agencies.

ADVANCED RESEARCH

Still conducting further research to find out more about the Analysis of the Influence of Leadership Style on Employee Loyalty at the Population and Civil Registration Office of Pematang Siantar City

ACKNOWLEDGMENT

The author gratefully acknowledges the guidance and support of all parties who contributed to this research, especially the leadership and staff of the Population and Civil Registration Office of Pematang Siantar City, as well as academic mentors whose insights and encouragement made this study possible and meaningful.

REFERENCES

- Adeline, K. (2022). Dampak Gaya Kepemimpinan Terhadap Loyalitas Karyawan Dan Turnover Intention (Studi Kasus Pt Bank Xyz Tbk). *Jurnal Bina Manajemen*, 10(2), 42–63.
- Akbar, R., Sukmawati, U. S., & Katsirin, K. (2023). Analisis Data Penelitian Kuantitatif: Pengujian Hipotesis Asosiatif Korelasi. *Jurnal Pelita Nusantara*, 1(3), 430–448.

- Asriani, A., Mintarti, S., & Za, S. Z. (2020). Pengaruh Gaya Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja Dan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Bisnis Dan Manajemen (Jbm)*, 217-234.
- Awiskarni, A., Ratnasari, S. L., Susanti, E. N., Sutjahjo, G., Winarso, W., Aini, S. H., Nainggolan, A. R., Natta, U., Bon, A. T., & Salman, N. F. B. (2025). Pengaruh Gaya Kepemimpinan, Disiplin Kerja, Loyalitas, Dan Efektivitas Kerja Terhadap Kinerja Pegawai. *Jurnal Manajemen, Organisasi Dan Bisnis (Jmob)*, 5(1), 1-16.
- Bass, B. M., & Avolio, B. J. (1993). Transformational Leadership And Organizational Culture. *Public Administration Quarterly*, 112-121.
- Ernawati, E., Azhari, I. R., Pratama, T. P., Alief, A. R., & Asyifa, E. R. (2025). Pengaruh Kepemimpinan Transaksional, Motivasi Intrinsik, Dan Dukungan Sosial Terhadap Kinerja Karyawan Pt Metaform Purwakarta. *Mamen: Jurnal Manajemen*, 4(3), 564-576.
- Fiedler, F. E., & Dalam Wahjosumidjo, M. M. C. (2014). *Kepemimpinan Kepala Sekolah Tinjauan Teoritik Dan Permasalahannya*. Jakarta: Raja Grafindo Persada.
- Judge, T., & Robbins, S. (2013). Motivation Concepts. *Organizational Behavior*, 201-238.
- Krisnawida, M., Sundjoto, S., & Rahayu, S. (2023). Pengaruh Lingkungan Kerja, Kualitas Sumber Daya Manusia Dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Kantor Pelayanan Pajak Bangkalan. *Jurnal Manajemen Dewantara*, 7(3), 62-79.
- Kurniawati, D., & Judisseno, R. K. (2022). Penggunaan Skala Likert Untuk Menganalisa Efektivitas Registrasi Stakeholder Meeting: Exhibition Industry 2020. *Seminar Nasional Riset Terapan Administrasi Bisnis Dan Mice*, 10(1), 142-152.
- Malayu, H. S., & Hasibuan, H. (2017). *Manajemen Sumber Daya Manusia Edisi Revisi*. Pt Bumi Aksara.
- Mega, S. A. (2015). Peranan Gaya Kepemimpinan Dalam Meningkatkan Loyalitas Melalui Kepuasan Kerja Pegawai Pt. Pandan Sari Bandar Lampung. *Jurnal Manajemen Dan Bisnis Universitas Bandar Lampung*, 5(2), 193-213.
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective And Continuance Commitment To The Organization: Evaluation Of Measures And Analysis Of Concurrent And Time-Lagged Relations. *Journal Of Applied Psychology*, 75(6), 710.

- Muhammad Asari, M. M. (2020). Pengaruh Gaya Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Balina Agung Perkasa Cabang Cibubur.
- Northouse, P. G. (2013). *Kepemimpinan: Teori Dan Praktik*. Jakarta: Pt. Indeks.
- Pazrina, S. (2024). Pengaruh Kepuasan Kerja Dan Loyalitas Pegawai Terhadap Kinerja Pegawai Pada Universitas Tjut Nyak Dhien. *Jurnal Manajemen Dan Bisnis*, 2(3), 112–123.
- Pramesti, N. A. A. Y. U. (N.D.). *Gaya Kepemimpinan Dalam Menjaga Loyalitas Relawan (Studi Terhadap Yayasan Ummu Mahjan Indonesia)*.
- Robbins, S. P., & Coulter, M. (2005). *Management, Eight Edition*. Data Status, Belgrade.
- Rose, Z. E. (2025). Pengaruh Gaya Kepemimpinan Transformasional, Disiplin Kerja, Beban Kerja Dan Pelatihan Kerja Terhadap Kinerja Pegawai Dirjen Phi-Jsk Kementerian Ketenagakerjaan Republik Indonesia. Universitas Nasional.
- Sari, H. M. K. (2016). Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Otoriter Terhadap Loyalitas Melalui Kepuasan Kerja Dan Stres Kerja Karyawan Institusi X Di Kediri: The Influence Of Organizational Culture And Authoritarian Leadership Style On Loyalty Through Job Satisfaction And Job Stress Of Employees Of Institution X In Kediri. *Jbmp (Jurnal Bisnis, Manajemen Dan Perbankan)*, 2(1), 15–30.
- Setiaji, A., & Djastuti, I. (2015). Analisis Pengaruh Gaya Kepemimpinan Transformasional, Motivasi Kerja Dan Komitmen Organisasional Terhadap Kinerja Karyawan (Studi Pada Karyawan Staff Pt Taspen (Persero) Kantor Cabang Utama Semarang). Fakultas Ekonomika Dan Bisnis.
- Wardani, M., Wijaya, R., Margono, H., & Maskuri, M. (2021). The Loyalitas Karyawan Divisi It Retail Yang Dipengaruhi Oleh Kompetensi, Personalitas Dan Gaya Kepemimpinan. *Master: Jurnal Manajemen Strategik Kewirausahaan*, 1(2), 193–204.
- Yukl, G., Mahsud, R., Hassan, S., & Prussia, G. E. (2013). An Improved Measure Of Ethical Leadership. *Journal Of Leadership & Organizational Studies*, 20(1), 38–48.