



## THE INFLUENCE OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE WORK LOYALTY

**Budianto, Frans Sahputra Silitonga**

STIE Professional Manajemen College Indonesia  
Politeknik Unggul LP3M

Correspondent: [budianto220979@gmail.com](mailto:budianto220979@gmail.com)

### Abstract

Employee's loyalty is the loyalty that someone gives to the company where he works. Leadership style is behavior norm that is used by a person when he tries to influence the behavior of others. Work environment is one of the considerations for employees to continue working for a company.

This research uses descriptive quantitative research. Data analysis techniques using multiple linear regression analysis. The research location is xyz. The measurement scale used in the research questionnaire is Likert scale.

Simultaneously there is a positive and significant influence between the leadership style variable and work environment on employee's loyalty at xyz. Partially, leadership style variable does not have a positive and significant effect on employee's loyalty at xyzg. Partially, work environment variables have a positive and significant effect on employee's loyalty at xyz.

**Keywords: Leadership Style, Work Environment, Employee Loyalty**

## I. INTRODUCTION

Employee loyalty is the loyalty a person shows to the company they work for. Employee loyalty is crucial because only high levels of loyalty allow employees to assume high levels of responsibility. Loyalty can be influenced by various factors, including leadership style and the work environment.

Leadership style can influence an individual's attitude toward the company. Employees must feel treated fairly and equally to work comfortably. A leader's approach to problem-solving serves as a role model and learning opportunity for employees, encouraging them to do the same in the future. A good leadership style creates competent employees, enabling the company to move forward in a positive direction.

The work environment is one of the factors that employees consider when deciding whether to stay with a company. When the salary is low but the work environment is comfortable, employees are more likely to stay, and vice versa. The work environment can also include other employees who become coworkers. Coworkers significantly influence the daily work atmosphere because of the interactions they have with each other.

PT. xyz is one of the largest companies operating in the refrigeration sector. At PT. xyz, the leadership style is considered ineffective. The indecisive leadership style and the inclusion of personal issues make employees feel unfair. When the director has personal problems at home, employees are affected, even if they have done nothing wrong. Often, leaders are unable to make decisions, resulting in employees being unable to continue their work, ultimately delaying their work.

Besides leadership style, the work environment is also a factor that must be addressed. A dirty and untidy work environment hinders employee performance. During heavy rain, the office is also flooded, frequently damaging employee vehicles. Coworkers also lack cooperation and undermine each other, leading to frequent employee turnover within the company.

Employee loyalty to the company is minimal. Employees simply do what they're told and don't care about other things they could be doing. Some employees also frequently procrastinate, making their work longer. Furthermore, employees prioritize their own interests, resulting in a lack of a sense of belonging and constantly seeking out companies that offer greater benefits.

## **II. LITERATURE REVIEW**

### **2.1. Leadership Style**

According to Susanto (2016:93), leadership style is a pattern of behavior, both words and actions, of a leader that is perceived by others. Leadership style is related to how a leader carries out his activities in guiding, motivating, influencing, and mobilizing his subordinates towards a certain goal.

According to Feriyanto and Triana (2019:94), "Every leader has a way or style in leading his organization so that leadership style is defined as a way for a leader to influence his subordinates."

According to Busro (2018:226), leadership style is a way in which a leader is able

to influence followers to voluntarily carry out various joint actions ordered by the leader without feeling that they are being pressured in order to achieve organizational goals.

From the theories above, it can be concluded that leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals.

Leadership styles are divided into authoritarian, democratic, and Lais-Sez Faire leadership styles and supervisory leadership styles where supervisory leadership styles are further divided into Bureaucratic-Regulative, Autocratic-Directive, Idiocratic-Manipulative, and Democratic-Integrative styles.

## 2.2. Work Environment

According to Faida (2019:108), the work environment is everything that surrounds workers and influences them in carrying out their assigned tasks. Another definition states that the work environment is the totality of the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group. The work environment is also a factor that influences an employee's performance.

According to Sudaryo and Sofiati (2018:47), the work environment is the environment in which employees carry out their daily work. A conducive work environment provides a sense of security and enables employees to perform optimally. Furthermore, the work environment can also influence employee emotions. This work environment encompasses the working relationships formed between fellow employees, the working relationships between subordinates and superiors, and the physical environment in which employees work.

According to Kaswan (2019: 556), "The work environment is crucial in supporting employee productivity and performance. Specifically, the work environment undeniably influences job satisfaction, which in turn impacts employee productivity and loyalty."

From the theory above, it can be concluded that the work environment is one of the important factors that can influence employee work loyalty because a good work environment can provide a sense of comfort so that employees can work optimally and happily.

The work environment can be divided into physical and non-physical work environments where the physical work environment is all physical conditions that exist

around the workplace that can affect employees either directly or indirectly and the non-physical work environment is all conditions that occur that are related to work relationships, both relationships with superiors, as well as relationships with fellow coworkers or relationships with subordinates and superiors (Faida, 2019:108).

The work environment can be influenced by various factors including lighting in the workplace, temperature, humidity, air circulation, noise, unpleasant odors, color schemes, decoration, music and safety in the workplace (Putri, 2017:7).

### 2.3. Loyalty

According to Pramana (2019:19), loyalty is one of the elements used in employee assessments, encompassing loyalty to their job, position, and organization. This loyalty is reflected in an employee's willingness to safeguard and defend the organization, both inside and outside of work, from threats from irresponsible individuals. Furthermore, loyalty is defined as an employee's mental attitude toward the company, which encourages them to remain with the company, regardless of whether the company is progressing or declining. Attitudes have a mental aspect that influences individuals' reactions to stimuli related to themselves, acquired through experience. Each individual's response to stimuli varies. Some respond positively and others negatively. Therefore, employees with high loyalty will naturally have a positive work attitude. Conversely, employees with low loyalty will have a negative work attitude.

From the theories above, it can be concluded that loyalty is the loyalty and willingness of employees to maintain and defend the company and participate in advancing the company which is influenced by various factors within a company.

According to Putra (2018:316), factors that influence employee work loyalty include rational factors, emotional factors, feelings of security, and personality factors. According to Khairani (2019:4), employee loyalty is influenced by several factors, namely age, work motivation, length of service in the organization, work experience, leadership style, salary payment, work design, job characteristics, organizational treatment of employees, job promotions, abilities, training and incentives for employees who perform well. If one of these factors changes, employee loyalty to the organization will change.

According to Wilianto, loyalty indicators include compliance, responsibility, dedication, and integrity. According to Onsardi et al. (2017:7591), loyalty indicators

include compliance with regulations, ability to carry out tasks, willingness to cooperate, a sense of belonging, and work attitude.

#### 2.4. The Influence of Leadership Style and Work Environment on Employee Loyalty

According to Khairani (2019:4), employee loyalty is influenced by several factors, namely leadership style, work environment, age, work motivation, length of service in the organization, work experience, salary payment, job design, job characteristics, organizational treatment of employees, job promotions, abilities, training, and incentives for employees who perform well. If one of these factors changes, employee loyalty to the organization will change.

Research conducted by Khoyrun in 2016 at the Administrative Office of Ahmad Dahlan University Yogyakarta showed that leadership style has a significant effect on employee work loyalty, but the work environment does not. This is supported by research conducted in 2017 by Pinarsih at PT Tunas Jaya Raya Abadi Nganjuk, which showed that leadership style and work environment have a positive and significant effect on employee work loyalty. Research conducted by Triyanti in 2018 at PT. XYZ also supports previous research, where the results of the study showed that leadership style and work environment have a significant influence on employee loyalty.

#### 2.5. Framework of Thinking

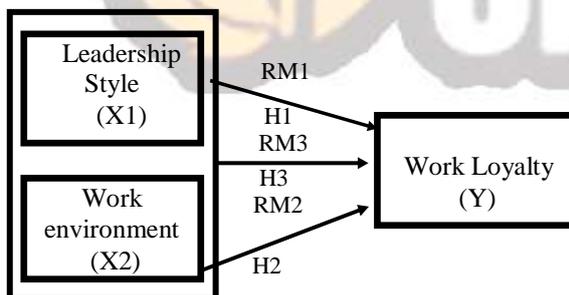


Figure 2.1 Framework of Thinking

### 2.6. Thinking Hypothesis

Based on the problem formulation that has been formulated by the researcher, the hypothesis of this research is:

1.	H0:	Leadership Style Does Not Influence Employee Work Loyalty at PT Multi Sukses Engineering Medan
	H1:	Leadership Style Influences Employee Work Loyalty at PT Multi Sukses Engineering Medan
2.	H0:	The work environment does not affect the work loyalty of PT Multi Sukses Engineering Medan employees.
	H2:	The work environment influences the work loyalty of PT Multi Sukses Engineering Medan employees.
3.	H0:	Leadership Style and Work Environment Do Not Influence Employee Work Loyalty at PT Multi Sukses Engineering Medan
	H3:	Leadership Style and Work Environment Influence Employee Loyalty at PT Multi Sukses Engineering Medan

### III. RESEARCH METHODS

The research location is PT. xyz, located in Medan. The research period is planned to be from May 2025 to September 2025. The research population used in this study is all 32 employees of PT. xyz.

In this study, data collection related to the problems studied by the researcher was carried out using questionnaires, interviews, literature studies, and documentation studies with the type of data used being quantitative data.

The independent variables (X) in this study are Leadership Style (X1) and Work Environment (X2) and the dependent variable (Y) in this study is Employee Work Loyalty.

### IV. RESEARCH RESULTS AND DISCUSSION

#### 4.1 Company Overview

PT. xyz is a private company that provides services to the public in the provision of products and services in the Industrial Refrigeration & Food processing line since 2002.

#### 4.2 Research result

##### 4.2.1 Validity Test

Validity test was conducted on 30 employees of PT. Sinar Mentari consisting of 37 statements consisting of 19 statements regarding leadership style (X1), 9 statements regarding work environment (X2), and 9 statements regarding employee work loyalty (Y), with validity provisions for calculating  $r$  table  $df = n-2$ ,  $df = 30-2$ ,  $df = 0.361$ .

#### 4.2.2 Reliability Test

The results of the questionnaire reliability calculation obtained a Chronbach's Alpha coefficient of 0.759 for the leadership style variable (X1) with a total of 29 statements, 0.679 for the work environment variable (X2) with a total of 9 statements, and 0.613 for the employee loyalty variable (Y) with a total of 9 statements. Each Chronbach's Alpha value shows a value >0.6 so that these variables are reliable.

#### 4.2.3 Respondent Characteristics

The respondents in this study were 32 employees of PT. xyz with the following identities:

**Table 4.1 Respondent Gender**

Type Sex	Number of Respondents	Percentage (%)
Man	21	65.6 %
Woman	11	34.4 %
<b>Total</b>	<b>32</b>	<b>100 %</b>

By looking at the table above regarding gender, it can be seen that the most dominant gender is: male respondents as many as 21 respondents (65.6%) and the lowest is: female respondents as many as 11 respondents (34.4%). Thus, it can be seen that the dominant employees working in the company are: male.

Table 4.2 Last Education

Last education	Number of Respondents	Percentage (%)
High School/Equivalent	22	68.8%
Diploma	2	6.3%
Bachelor	8	25.0%
<b>Total</b>	<b>32</b>	<b>100%</b>

By looking at the table above, it can be seen that the most dominant respondents are: respondents whose last education is high school/equivalent as many as 22 respondents (68.8%), then the last education is Bachelor's degree is: as many as 8 respondents (23.0%), and the lowest respondents are: respondents who have Diploma education as many as 2 respondents (6.3%). Thus it can be seen that the dominant employees working in the company are: employees with the last level of education is high school/equivalent.

Table 4.3 Respondents' Age

Age	Number of Respondents	Percentage (%)
Under 25 Years	6	18.75%
25 Years – 40 Years	20	62.5%
41 Years – 51 Years	5	15.625%
Over 51 Years	1	3.125%
<b>Total</b>	<b>32</b>	<b>100%</b>

By looking at the table above regarding the respondents' work period, it can be seen that the most dominant respondents are: respondents aged 25 years - 40 years as many as 20 respondents (62.5%), respondents with ages under 25 years as many as 6 respondents (18.75%), respondents with ages 41 years - 51 years as many as 5 respondents (15.625%), and the lowest respondents are: with ages above 51 years as many as 1 respondent (3.125%). Thus it can be seen that the dominant employees working in the company are: employees aged 25 years - 40 years.

---

## Discussion

Based on the research results, this discussion will examine the influence of leadership style and work environment on employee loyalty at PT. XYZ.

### 1. The Influence of Leadership Style on Employee Work Loyalty

The results of partial hypothesis testing using the t-test show that the leadership style variable has no partial effect on Work Loyalty at PT. xyz.

Leadership styles at PT. xyz are generally not dominated by a single leadership style. This is possible given the similarities between leadership styles and the varying expectations and perceptions of employees. At PT. xyz, leadership style is not a dominant factor in determining employee loyalty, as employee loyalty at PT. xyz is more influenced by other factors such as timely salary payments, incentives, and vacations than by leadership style.

### 2. The Influence of the Work Environment on Employee Work Loyalty

The results of partial hypothesis testing using the t-test show that the work environment variable has a positive and significant effect on employee loyalty at PT. xyz.

Employees rated PT. xyz's work environment as quite good. This is evident from the questionnaire, which predominantly responded positively to the work environment. The only area requiring further attention is the noise level, which some employees found slightly disturbing.

The work environment is crucial in supporting employee productivity and performance. Specifically, the work environment undeniably influences job satisfaction, which in turn impacts employee productivity and loyalty.

### 3. The Influence of Leadership Style and Work Environment on Employee Work Loyalty.

The results of simultaneous hypothesis testing using the F-test show that the variables of leadership style and work environment have a positive and significant effect on employee loyalty at PT. xyz.

Partially, leadership style does not significantly influence employee work loyalty considering the many other factors that can influence employee work loyalty. However, simultaneously with other factors such as the work environment, leadership style has a positive and significant influence on employee work loyalty at PT. xyz. The results of this study may be caused by differences in employee perceptions and expectations in

one company with another. Employees at other companies may prioritize leadership style over other factors such as the accuracy of salary payments, incentives or holidays, while PT. xyz employees themselves prioritize other factors such as the work environment, accuracy of salary payments, incentives and holidays over leadership style so that partially, leadership style does not have a significant effect, but simultaneously, leadership style and work environment have a significant influence on employee work loyalty.

The work environment for PT. XYZ employees has both a partial and simultaneous influence on employee loyalty. This indicates that the work environment is one of the most important factors in maintaining employee loyalty at PT. XYZ. A positive work environment provides a sense of comfort and, in the long term, increases employee loyalty.

## **V. CONCLUSION AND SUGGESTIONS**

After discussing the influence of leadership style and work environment on employee work loyalty, it can be concluded that:

1. Leadership style does not affect the work loyalty of PT. xyz employees.
2. The work environment influences the work loyalty of PT. xyz employees.
3. Leadership style and work environment influence employee loyalty at PT. xyz.

Some suggestions put forward by the author for company development include:

1. So that companies can pay attention to the type of leadership style that is most appropriate and expected by employees so that employees can work comfortably.
2. So that companies can pay more attention to noise levels in the work environment because this can disturb employee comfort which can later reduce employee work loyalty.
3. So that companies can pay more attention to the comfort of the work environment so that employees continue to feel comfortable when working.

---

## BIBLIOGRAPHY

- Susanto, Ahmad. 2016. Concept, Strategy, and Implementation of Teacher Performance Improvement Management. Prenada Media. Jakarta.
- Feriyanto, Andri and Endang Shyta Triana. 2019. Introduction to Management (3 in 1). Mediatara. Kebumen.
- Busro, Muhammad. 2018. Human Resource Management Theories. Prenadamedia Group. Jakarta.
- Faida, Eka Wilda. 2019. Human Resource Management and Ergonomics of Medical Records Work Units. First Edition. Indomedia Pustaka. Sidoarjo.
- Sudaryo, Yoyo, Agus Aribowo and Nunung Ayu Sofiati. 2018. Human Resource Management, Indirect Compensation and Physical Work Environment. ANDI. Yogyakarta.
- Kaswan. 2019. Strategic Human Resource Management. First Edition. Andi Offset. Yogyakarta.
- Putri, Mentari. 2017. The Influence of Work Environment and Individual Characteristics on Employee Performance at PT. Adira Dinamika Multi Finance, Tbk Medan Branch. Thesis. Medan Area University, Medan.
- Pramana, Dwi Ayub. 2019. The Relationship Between Compensation Perception and Employee Loyalty at PT. Cipta Power Medan. Thesis. Medan Area University, Medan.
- Putra, Endang Tirtana. Analysis of Factors That Affect the Loyalty of Employees of PT. Gersindo Minang Plantation, West Pasaman. E-Journal of Economic Appreciation, Vol. 6 No. 3, (2018): 314-321.
- Simanjuntak, FA, & Manalu, PD (2026). Analysis of accounting information systems for credit sales and cash receipts from accounts receivable in Medan MSMEs. Student Business Journal, 6(1), 334–343.
- Nasution, AY, Alasi, TS, Manalu, PD, Irawan, D., & Rosnelly, R. (2026). [Article title not yet listed]. Idpress Publication Media, 1, xiv–89.
- Manalu, PD, & Putra, A. (2025). Determinants of e-commerce adoption among small and medium enterprises in North Sumatra Province: The role of technology readiness and perceived benefits. Journal of Global Business and Management Research, 7, 145–157.
- Irawan, D., Manalu, PD, Parinduri, SK, Sinaga, J., & Ar, RVI (2025). Deep learning-based

usability and user experience evaluation for MSME e-commerce platforms. All Fields of Science Journal Liaison Academia and Society, 5(3), 408–425.

Purba, AP, & Manalu, PD (2025). Training in making start-up business proposals and business management with computer applications for beginners. Journal of Community Service, 2(2), 20–32.

Manalu, PD, Simanjuntak, M., & Umri, C. (2025). Implementation of classification algorithm for TikTok social media sentiment analysis in 2025. Journal of Informatics Engineering and Information Technology, 5(1), 488–504.

Simanjuntak, R., & Manalu, PD (2025). The role of citizenship education in forming accountants with integrity in the digital era. Journal of Financial Management & Accounting, 2(1), 51–63.

Putra, A., Simorangkir, N., & Manalu, PD (2025). Analysis of the influence of service and standard operating procedures (SOP) on customer loyalty in a company. Journal of Economic and Strategy (JES), 6(1), 1–10.

Simanjuntak, FA, & Manalu, PD (2025). Financial governance and operational management business training for micro business groups. Journal of Community Service, 2(1), 27–39.

Manalu, PD, & Simanjuntak, MS (2025). Introduction to computer applications. Drestanta Pelita Indonesia Foundation.

Yap, F. J., & Manalu, P. D. (2025). The effect of return on assets and current ratio on dividend payout ratio with firm size as a moderating variable in construction and building sub-sector service companies. Journal of Financial Management & Accounting, 2(1), 12–29.

Purta, A., & Manalu, PD (2025). SWOT-based marketing strategy formulation to improve micro-enterprise competitiveness. Journal of Financial Management & Accounting, 2(1), 30–41.

Manalu, PD, Simanjuntak, M., & Umri, C. (2025). Implementation of classification algorithm for TikTok social media sentiment analysis in 2025. Journal of Informatics Engineering and Information Technology, 5(1), 488–504.

Khairani, Yaumil. 2019. The Influence of Work Motivation, Work Experience, and Leadership Style on Employee Loyalty at the Research and Development Agency of North Sumatra Province. Thesis. State Islamic University of North Sumatra, Medan.

Onsardi, Moch. Asmawi and Thamrin Abdullah. The Effect of Compensation, Empowerment,

and Job Satisfaction on Employee Loyalty. *International Journal of Scientific Research and Management*, Vol. 5 No. 12, (2017):7590-7599.

Khoyrun, Huda and Utik Bidayati. The Influence of Leadership, Incentives, and Work Environment on the Loyalty of Administrative Employees in Faculty Offices at Ahmad Dahlan University Yogyakarta. *Focus Journal*, Vol. 6 No. 1, (2016): 83-95.

Pinarsih. The Influence of Leadership Style, Work Environment, and Organizational Commitment on Employee Work Loyalty at PT. Tunas Jaya Raya Abadi Nganjuk. *Simki-Economic*. Vol. 01 No. 03. 2017.

Triyanti, Margaretha. 2018. The Influence of Compensation, Work Environment, and Leadership Style on Employee Loyalty. Thesis. President University. Bekasi.

