

The Influence of Leadership Style on Employee Loyalty at Karma Kandara

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ABSTRAK

Kurangnya gaya kepemimpinan yang memperhatikan nasib anggotanya dapat menyebabkan rendahnya produktivitas kerja. Sehingga gaya kepemimpinan harus dapat mempengaruhi dan mengubah sikap, dan tindakan anggotanya agar kepentingan dan tujuan organisasi tercapai. Loyalitas karyawan merupakan aspek penting dalam keberhasilan organisasi, karena mencerminkan tingkat komitmen dan keterikatan karyawan terhadap organisasi tempatnya bekerja. Hal ini terjadi peningkatan jumlah rotasi karyawan di Karma Kandara periode 2019 - 2023 yang memunculkan keinginan untuk melakukan penelitian. Populasi dari penelitian kuantitatif ini adalah karyawan Karma Kandara. Sebanyak 71 responden menjadi sampel yang digunakan. Penelitian ini membutuhkan data statistik tertentu, khususnya jumlah karyawan dari tahun ke tahun. Data primer yang digunakan dalam penelitian ini adalah kuesioner, atau daftar pertanyaan, yang dikirimkan kepada responden untuk diisi dengan menggunakan platform Google Form. Sampel jenuh adalah teknik pengambilan sampel yang digunakan. Dengan menggunakan SPSS for Windows versi 18, pendekatan analisis menggunakan regresi linier dasar. Dengan tingkat signifikansi 0,000, ditentukan bahwa gaya kepemimpinan memiliki nilai thitung sebesar $5,055 > t_{tabel}$, atau 1,7. Mengingat ambang batas signifikansi lebih kecil dari 0,05, maka hipotesis penelitian ini mendukung H_a dan menolak H_o . Apakah mungkin untuk menyimpulkan Diterima adalah temuan penelitian bahwa "Gaya Kepemimpinan berpengaruh positif, langsung, dan signifikan terhadap Loyalitas Karyawan".

Keywords: Karyawan, Hotel, Kepemimpinan, Loyalitas, Gaya

ABSTRACT

Lack of leadership style pay attention to the fate of its members can cause low productivity Work. So that leadership style must be able to influence and change the attitudes, and actions of its members for the interests and goals of the organization achieved. Employee loyalty is an important aspect in the success of the organization, because it reflects the level of commitment and attachment of employees to the organization where they work. It happened enhancement amount rotation employees at Karma Kandara for the 2019 - 2023 period which gave rise to desire for researc. The population of this quantitative study is Karma Kandara workers. Up to 71 respondents made up the samples that were used. The study needs certain statistics, specifically the number of employees from year to year. The primary data used in this study are questionnaires, or lists of questions, that were sent to respondents to complete using the Google Form platform. The fed up sample is the retrieval technique sample that is utilized. Utilizing SPSS for Windows version 18, the analysis approach employs basic linear regression. With a significance level of 0.000, it was determined that the leadership style had a tcount value of $5.055 > t_{table}$, or 1.7. Given that the significance threshold is less than 0.05, the study's hypothesis supports H_a and rejects H_o . Is it possible to conclude Accepted were the study's findings that "Leadership Style has a positive, direct, and significant effect on Employee Loyalty".

Kata Kunci: Employee, Hotel, Leadership, Loyalty, Style

INTRODUCTION

One of the economic areas that is crucial to a nation's ability to expand economically is the tourist sector, particularly in those with abundant natural and cultural resources. Globalization and technical advancement have made the tourism industry one of the most dynamic and quickly

expanding industries in the world. Indonesia, as one of the leading tourist destinations in Southeast Asia, offers a variety of attractions, ranging from natural beauty, rich cultural heritage, to the hospitality of its people. Both local and foreign tourists are drawn to Indonesia by its natural beauty and rich cultural variety, which boosts the country's economy and creates jobs and revenue. Beneath the glamorous façade of the tourism sector, there are a number of obstacles that must be addressed, such as the need to uphold environmental sustainability, guarantee the involvement of local people in economic growth, and enhance the caliber of services provided to tourists. Therefore, an in-depth understanding of the dynamics of the tourism industry is important in formulating sustainable policies and ensuring that the benefits can be felt equally by all stakeholders. (Willianto, 2019).

Karma Kandara is a luxury resort located in Bali, Indonesia, managed by PT Karma Resorts. The resort offers an exclusive vacation experience with a range of facilities that include private villas, restaurants, a spa, and access to a private beach. As a luxury vacation destination, Karma Kandara places customer satisfaction and guest comfort as the top priority in its operations.

A leadership style that pays little attention to the fate of its members can lead to low work productivity. So that the leadership style must be able to influence and change the attitudes, actions, and behavior of its members for the benefit and goals of the organization achieved. Leadership style is behavior designed to unite individual or group goals with organizational goals. (Handoko, 2013). The nature of the organization is people and cooperation in an organizational structure that creates a division of tasks and positions and places limits on one's freedom in the organization. Handoko (2013) said that recognition of the importance of the workforce unit in an organization is necessary, because human resources are a vital element for achieving organizational goals.

Employee loyalty is an important aspect of organizational success, because it reflects the level of commitment and attachment of employees to the organization where they work. A study conducted by Kasmarudin 2019, discovered that in the hotel sector, employee loyalty is significantly impacted by leadership style and job motivation. (Kamsmirudin, 2019). Factors such as job satisfaction and organizational culture can also act as mediators or variables that influence the relationship between leadership style and employee loyalty. (Fahmi, 2019) Therefore, to comprehensively understand the dynamics of employee loyalty, it is important to consider these factors as well as the interactions between them in a specific organizational context.

In the hospitality and tourism industry, especially in luxury resorts like Karma Kandara, the issue of employee loyalty is very important. High turnover rates can pose a serious challenge to operational sustainability and service quality. It can potentially affect service consistency, customer satisfaction, as well as brand image. This can affect service consistency, customer satisfaction, and brand image. Azizi & Mahargiono (2023). Therefore, understanding the factors that influence employee loyalty is crucial to improving employee retention and overall organizational performance. An illustration of the impact of employee turnover on Karma Kandara's operations can be seen from the following table showing employee turnover data from 2019 to 2023 in the year below:

Table 1. Employee Turnover at Karma Kandara 2019 - 2023

Year	Initial Number of Employees (people)	Number of Employees Entered (people)	Number of Employees Left (people)	Final Employee Count (people)	Percentage Employee Turnover
2019	272	0	38	235	13,97 %

2020	235	2	8	221	3,44 %
2021	221	2	16	219	7,24 %
2022	219	1	1	216	0,46 %
2023	216	1	6	212	5,18 %

Source: Karma Kandara Human Resources Department, 2024 (data processed)

Table 1 presents data on employee turnover at Karma Kandara from 2019 to 2023. It is evident that there were 235 workers in the beginning of 2020; however, after 2 people joined and 8 people left, there were 221 employees by the end. In the same timeframe, the percentage of employee turnover reached 3.44%. The following year, in 2021, the initial number of employees was 221, with 2 people entering and 16 people leaving, resulting in a percentage of employee turnover of 7.24%. In 2022, there was a decrease in the initial number of employees to 219 people, with only 1 person entering and 1 person leaving, so the percentage of employee turnover reached 0.46%. This data illustrates the fluctuation of the workforce over the period and gives an idea of the stability of the workforce at Karma Kandara.

Previous research has investigated the influence between leadership style and employee loyalty in various industries, including hospitality and tourism. For example, research by Fahmi (2019) found that leadership style, job satisfaction, and work motivation significantly influence employee loyalty. However, this study has not specifically explored how these factors interact in the context of a luxury resort such as Karma Kandara. A research gap that needs to be filled is to explore in depth how leadership style at Karma Kandara influences employee loyalty in a luxury resort setting, which has unique characteristics and challenges compared to other hospitality industries.

Any individual who has the responsibility of directing, managing and leading a team or work unit in the resort can be considered a leader. It is important to note that not all leaders at Karma Kandara will have the same leadership style. Each leader may have a different approach in managing and leading their team. Some may embrace an authoritarian leadership style, which emphasizes authority and control, while others may prefer a democratic leadership style that pays attention to team participation and engagement. There are also those who may apply a transformational leadership style, which focuses on inspiring, motivating and developing employees. Research investigating the influence of leadership styles at different levels of the organization at Karma Kandara with employee loyalty can provide valuable insights into how specific leadership factors at the venue can affect overall levels of employee loyalty.

The research's primary topic, the relationship between Karma Kandara employees' loyalty and leadership style, informed the choice of the study's title. Including the main elements to be researched in the title, this research can clearly identify the subject and purpose of the research to the reader. Therefore, the title "The Influence of Leadership Style on Employee Loyalty at Karma Kandara" was selected as it accurately captures the main topic of the study and the particular domain that it would be concentrating on. It is envisaged that this study would improve knowledge of the internal workings of this company and offer insightful knowledge to resort operators and other scholars studying the hospitality and tourist sector in the future.

METHODS

The object of this research is leadership style and employee loyalty at karma kandara. In this study, 71 respondents were given questionnaires to complete in order to gather data on the impact of leadership style on employee loyalty. The questionnaire will be distributed via the google form

platform which will later be distributed via WhatsApp social media and directly at Karma Kandara in the June time period.

This study uses ordinal data types or also often called ordinal measures. According to Nazir (2011: 171) ordinal size is a given number where these numbers contain a sense of level. The dependent variable, which is assessed by a research tool in the form of a questionnaire with a Likert scale, and the independent variable are both subject to this variable operation. Secondary and primary data are included in this research data source. Primary data obtained directly is data from respondents of Karma Kandara employees regarding Leadership Style data and Employee Loyalty. Secondary data used is employee turnover data from 2019 to 2022, company history and organizational structure.

Research equipment utilized in this study included documentation and questionnaires. Using the SPSS software, the validation test in this study employed Pearson product moment correlation. A single independent variable and a single dependent variable are used in this investigation. Employee loyalty is the dependent variable in this study, whereas leadership style is the independent variable in this investigation.

The normality and heteroscedasticity tests, which are components of the standard assumption test, were used to test the data in this study. Statistical data analysis techniques include t test, simple linear analysis, and coefficient of determination analysis.

RESULTS AND DISCUSSION

A. Data Description

Research Instrument Validity Test Results

1. Validity Test of Leadership Style Variables

Based on the data processing results using SPSS for Windows version 18, it is possible to declare that all of the 10 statements in the research questionnaire (questionnaire) that make up the leadership style variable (X) are "Valid" because the results of the validity test of each statement obtained a rcount value greater than rtable (0.361). Since $df = n-2$ with $n = 71$ and rcount is more than rtable, where the significant value is 0.05 (5%), and rtable is 0.233, it may be considered legitimate.

Table 2. Results of The Leadership Style Validity Test

Statement	r Table (0.233)	r Count	Description
1	0,233	0,681	Valid (0.681 > 0.2335)
2	0,233	0,415	Valid (0.415 > 0.2335)
3	0,233	0,526	Valid (0.526 > 0.2335)
4	0,233	0,709	Valid (0.709 > 0.2335)
5	0,233	0,474	Valid (0.474 > 0.2335)
6	0,233	0,608	Valid (0.608 > 0.2335)
7	0,233	0,519	Valid (0.519 > 0.2335)

Source: Research Results, 2024

2. Employee Loyalty Variable Validity Test

Based on the data processing results using SPSS for Windows version 18, it is possible to declare that all of the employee loyalty variable (Y) statements in this study are "Valid" because the validity test results for each of the 10 statements in the research questionnaire (questionnaire) obtained a rcount value greater than rtable (0.361). Since $df = n-2$ with $n = 71$ and rcount is more than rtable, where the significant value is 0.05 (5%), and rtable is 0.233, it may be considered legitimate.

Table 3. Employee Loyalty Validity Test Results

Statement	r Table (0.233)	r Count	Description
1	0,233	0,471	Valid (0.471 > 0.233)
2	0,233	0,519	Valid (0.519 > 0.233)
3	0,233	0,563	Valid (0.563 > 0.233)
4	0,233	0,443	Valid (0.443 > 0.233)
5	0,233	0,682	Valid (0.682 > 0.233)
6	0,233	0,584	Valid (0.584 > 0.233)
7	0,233	0,678	Valid (0.678 > 0.233)
8	0,233	0,462	Valid (0.462 > 0.233)
9	0,233	0,600	Valid (0.600 > 0.233)
10	0,233	0,424	Valid (0.424 > 0.233)

Source: Research results, 2024

3. Reliability Test

Based on the data processing results using SPSS for Windows version 18, it can be concluded that each statement indicator is stable or reliable over time. The reliability test results of the leadership style variable (X) are $0.718 > 0.60$ from 10 statement items on the questionnaire (questionnaire) given to respondents.

Table 4. Leadership Style Reability test results

Variables	Cronbach's Alpha (α)	Description
Leadership Style	0,718	Reliable ($\alpha > 0.60$)

Source: Research results, 2024

Based on the data processing results using SPSS for Windows version 18, the reliability test results for the employee loyalty variable (Y) are $0.771 > 0.60$ from 10 statement items on the questionnaire (questionnaire) given to respondents. This means that each statement indicator is stable or reliable over time.

Table 5. Employee Loyalty Reability test results

Variables	Cronbach's Alpha (α)	Description
Employee Loyalty	0,771	Reliable ($\alpha > 0.60$)

Source: Research results, 2024

B. Normality Test

The P Plot graph clearly displays the normalcy value. The purpose of the normality test is to determine if a data set's distribution resembles or follows a normal distribution. Normally distributed residual values in the normality test are very necessary because that is the purpose of testing the variables in this phase. Violation of classical assumption testing will make statistical test research invalid and parametric testing will also not be used.

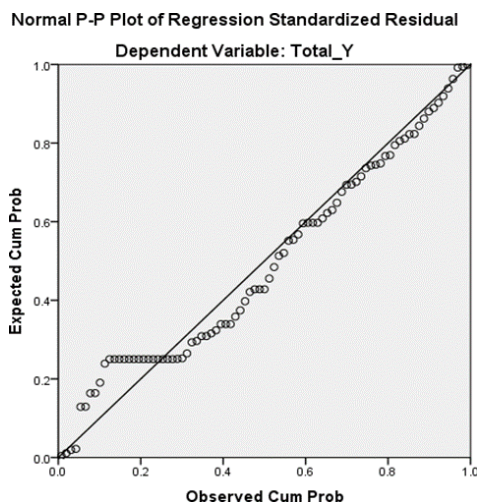


Figure 1. Normality Test Chart

Source: Research, 2024

Figure 1's distribution can be represented as a straight line, then the data are regarded regularly distributed; if not, they are considered abnormally distributed. Given that the data is distributed linearly, it may be said that it is normally distributed.

C. Heteroscedasticity Test

In a regression model, the heteroscedasticity test is used to assess if there is variance inequality between the residuals of different observations. In this exam, the informal technique or scatterplot graph mode is the manner of testing that is utilized.

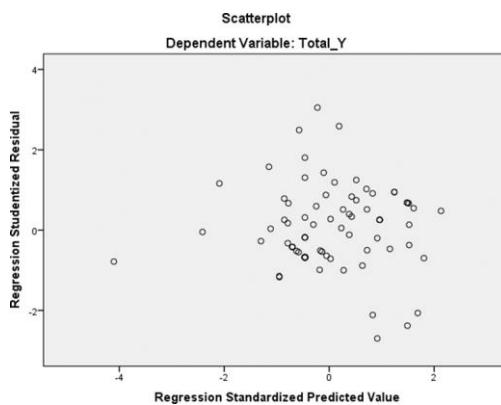


Figure 2. Heteroscedasticity Test Results

Source: Research, 2024

It is evident from the randomly distributed, non-patterned points in Figure 2 above and below zero on the Y axis that there is no heteroscedasticity in the regression model, indicating that using both the independent variable and the independent variable is viable. separate variable.

D. Multicollinearity Test

Testing the degree of intercorrelation between many categories of independent variables is the goal of the multicollinearity test. The independent variables in a suitable regression model shouldn't correlate with one another because this indicates multicollinearity. The multicollinearity

test phase's assessment may be observed in the regression test's VIF (Variance Inflation Factor) number. When the VIF value is more than 10, multicollinearity symptoms are present.

Table 6. Multicollinearity Test Results

Coefficients ^a							
Model	B	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	7.393	2.945		2.511	.014		
1 Total_X 1	.717	.154	.447	4.659	.000	.605	1.652

a. Dependent Variable: Total_Y

Source: Research, 2024

The VIF value is more than 0.100 or the tolerance value is less than 0.100, or vice versa, then the test conditions for the presence of multicollinearity are met. According to the aforementioned statistics, the tolerance value for a transformational leadership style is 0.605 > 0.100 and the VIF is 1.652 < 10.00. Thus, it may be said that multicollinearity does not present any symptoms.

E. Simple Regression Analysis

The purpose of simple regression analysis is to ascertain how Karma Kandara's leadership style (X) affects employee loyalty (Y). SPSS for Windows, version 18, is utilized to assist in the statistical computation of basic regression analysis employed in this study. The following table displays the basic regression analysis's findings:

Table 7. Results of Simple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	t Sig.
1 (Constant)	13,787	4,215		3,271 ,003
Leadership Style (X)	,609	,120	,691	5,055 ,000

Dependent Variable: Employee Loyalty (Y)

Source: Data Processed, 2024

The constant values and values for the simple regression coefficients for the independent variables are taken from Table 7 in Column B. These numbers allow for the determination that the simple regression value is represented by the equation that follows:

$$Y = 13.787 + 0.609X + et$$

According to the equation, the outcome of a straightforward regression equation:

- 1) That constant is 13.787. Employee loyalty is expected to grow by 13.787 if the leadership style variable remains constant.
- 2) The regression equation's leadership style variable (X) has a positive regression coefficient value of 0.609, indicating that a 1% rise in the leadership style variable would result in a 6.09% increase in employee loyalty.
- 3) Based on the regression coefficient test findings, it may be inferred that a leader's style influences staff loyalty.

F. Testing the Coefficient of Determination (R)²

The degree to which the independent variable influences the dependent variable is ascertained using the coefficient of determination test. The R square value determines the coefficient of determination. The following table provides the value of the coefficient of determination:

Table 8. Coefficient of Determination Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	,691 ^a	,477	,458	2,793

Predictors: (Constant), Leadership Style (X)

Source: Data Processed, 2024

The results of table 8 show that the correlation coefficient (R) = 0.691 indicates that there is a substantial (69.1%) association between employee loyalty and leadership styles. However, the employee loyalty variable (Y) benefits from a 44.7% contribution from the leadership style variable, as indicated by the coefficient of determination, or $KP = 0.447 (R^2 \times 100\%)$. While factors other than the independent variables in this study have an impact on the remaining 55.3%.

Test t

The t test may be used to determine if the regression model for a given set of variables is significant. The purpose of this test is to ascertain whether employee loyalty is significantly impacted by the leadership style regression model. Variable testing will be explained in the following. The SPSS for Windows software version 18 is employed to assist with statistical computations for the partial t test utilized in this investigation. Additionally, the following table provides a description of the t test findings:

Table 9. t-test

Model	Unstandardized Coefficients		Standardize Coefficients	
	B	Std. Error	Beta	t Sig.
1 (Constant)	13,787	4,215		3,271,003
Leadership Style (X)	,609	,120	,691	5,055,000

a. Dependent Variable: EMPLOYEE LOYALTY (Y)

Source: Data Processed, 2024

Discussion

A. Leadership Style Variable (X)

Overall, based on respondents' perceptions, the leadership style is in a good category with an average score of all leadership style statement items of 3.97. The item that received the highest score was the indicator "Leaders participate in solving problems" with an average score of 4.30. This indicator shows that the majority of respondents rated the leadership style in this context as very adequate and in accordance with their expectations. This indicates that the leadership style applied is considered effective in meeting the needs and expectations of respondents. In line with this finding, the indicator "Leaders participate in solving problems" shows that the leadership style is

well received, reflecting that the approach used in leadership can overcome various challenges well. (Kumar & Sethi, 2020). As a result, it can be concluded that the applied leadership style has an advantageous and useful influence in this situation.

In contrast, the indicator "Providing direction in solving problems" has an average score of 3.78, which is still classified as good but shows a variation in opinion among respondents. This indicator reflects that while most respondents rated the leadership style as adequate, there were still a number of respondents who gave neutral or dissatisfied ratings. This suggests there is room for improvement in certain aspects of the assessed leadership style. Adding elements that can increase satisfaction and effectiveness of the leadership style, such as additional training for leaders or improvements in communication, is expected to better meet respondents' expectations and increase the average score on the inadequate indicator. Hariyanti (2022). Based on these results, companies need to pay attention to a good leadership style so that employee loyalty will continue to exist so that the company will be even better in the future (Tirtadidjaja and Sarudin (2022).

B. Employee Loyalty Variable (Y)

Respondents' perspectives of employee loyalty differ, according to the results of the questionnaire. At 4.30, the "Responsible for facilities" indication is the item with the highest score. Based on their strong sense of devotion and ownership towards their job, the majority of respondents felt accountable for the amenities at Karma Kandara. This finding is consistent with Azizi and Mahargiono (2023). which indicated that responsibility for company facilities and resources can increase employee loyalty.

In contrast, the indicator "Having excellence in work" has an average score of 3.72, which indicates that although many employees feel they have excellence in their work, there are still some who are less satisfied with this aspect of their work. Abdullah (2017) shows that low job satisfaction can affect loyalty, so it's critical to enhance the parts of the work that are deemed insufficient.

The "Giving orders clearly" indicator shows that employees generally adhere to the rules at Karma Kandara, with an average score of 3.88. This indicates a commitment to regulatory compliance, but there is still room for improvement. According to Hasibuan (2022) consistent application of rules and good supervision are essential to maintaining employee loyalty.

Overall, although most items indicate a positive level of loyalty, there are some areas such as job satisfaction and compliance with regulations that require further attention. It is advised that management concentrate on these areas to make the workplace more encouraging and peaceful in order to boost employee loyalty. Citra & Fahmi, (2019)

C. The Effect of Leadership Style on Employee Loyalty

This study looks at how Karma Kandara employees' loyalty is affected by their leadership style. The results of the investigation demonstrate that employee loyalty is significantly impacted by a leader's style. The leadership style t value, as indicated by the t test results shown in Table 4.14, is 5.055, with a significance level of 0.000. This number indicates that the significance value is less than α ($0.000 < 0.05$) and that t_{count} is bigger than t_{table} ($5.055 > 1.938$). Employee loyalty is found to be significantly impacted by a leader's style; H_a is accepted and H_0 is rejected.

According to regression analysis, the leadership style variable's β coefficient value is 0.691. This means that, assuming all other factors stay the same, a one unit increase in leadership style will

result in a 0.691 unit rise in employee loyalty. This research confirms that Karma Kandara employees' loyalty is significantly influenced by the leadership style of the company.

The study's findings are consistent with other studies demonstrating the beneficial impact of leadership style on employee loyalty. For example, research by Tirtadidjaja and Sarudin (2022) indicated that an effective leadership style contributes to increased employee loyalty in the hospitality sector. A leadership style that supports, motivates, and rewards employees can increase their sense of loyalty and commitment to the organization (Azwar, 2016).

Further evidence of the impact of leadership style on employee loyalty comes from studies conducted by Kamal and Abdillah (2018) which states that leaders who show concern for employee welfare and provide clear direction will get higher loyalty from their subordinates. A leadership style that prioritizes open communication, recognition, and emotional support can create a positive and supportive work environment. (Bass et al, 2019). Furthermore, this study's findings show that a supportive leadership style might affect workers' performance and job happiness in addition to fostering employee loyalty. For instance, studies conducted by Citra and Fahmi (2019) found that good leadership affects employees' job satisfaction, which in turn increases their loyalty. Employees who feel cared for and valued tend to show higher loyalty towards the company.

However, although leadership style shows a significant positive influence on loyalty, it is important to note that success in maintaining loyalty also depends on other factors such as job satisfaction, compensation, and working conditions. Research by Hariyanti (2022) underscores that in addition to leadership style, factors such as work motivation and job satisfaction also play an important role in increasing employee loyalty. Therefore, a comprehensive approach that includes improving leadership style and attention to other factors that influence employee loyalty is necessary.

Overall, the study's findings demonstrate that Karma Kandara's leadership style has a big impact on workers' loyalty. A good and supportive leadership style is key to increasing employee loyalty and commitment to the organization. Management at Karma Kandara needs to continue to strive in developing effective leadership styles and pay attention to various aspects that can support employee loyalty, such as a conducive work environment and adequate rewards. Improving leadership style can be an effective strategy in improving employee loyalty and overall performance (Ghozali, 2018; Sutikno, 2018).

Theory according to Kartini Kartono (1994) There is almost no doubt that the leadership style with indicators of giving clear orders, providing direction, providing opportunities for opinion, providing encouragement / motivation, asking for input / suggestions from subordinates, leaders participating in solving problems, and giving responsibility to subordinates, greatly influences employee loyalty, after conducting research on Karma Kandara, which is correct and acceptable.

CONCLUSION

At Karma Kandara, a leader's style positively affects employee loyalty. The impact of Karma Kandara's leadership style on employee loyalty is evident, as evidenced by the significance of $\alpha = 0.05$ with t test results of 5.055 and significance <0.05 ($0.000 < 0.05$). These findings suggest that H_a is accepted and H_o is rejected. Thus, it can be said that at Karma Kandara, a leader's style directly and favorably affects staff loyalty.

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