

Research Article

The Influence of Leadership and Emotional Intelligence on Employee Loyalty at PT Primanusa Sejati

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Abstract: This study examines the influence of leadership and emotional intelligence on employee loyalty in PT Primanusa Sejati, a distribution company that is facing improvement violation employee discipline that causes a decrease in sales levels. This study examines how leadership and emotional intelligence influence employee loyalty. A quantitative approach was used with a saturated sample of 39 employees. Primary data were collected through observation, interviews, and questionnaires, measured using a Likert scale, and processed using SPSS Version 22. The results indicate that all three variables significantly and positively influence employee loyalty. influence leadership and emotional intelligence on employee loyalty, with a combined explanatory power of 58.9%. This highlights the important role of leadership and emotional intelligence in supporting employee loyalty. This study contributes theoretically by providing stronger empirical evidence regarding the relationship between these variables in a corporate context, as well as serving as a practical reference for corporate management in developing human resource development strategies.

Keywords:: Emotional Intelligence, Employee Loyalty, Human Resource Management, Leadership, Organizational Behavior.

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1. INTRODUCTION

In the midst of business competition, one of the keys to a company's success is its resources. skilled and qualified human resources. Human resources in the context of a corporate organization are inseparable from the relationship patterns established between leaders and employees. A strong and positive relationship between leaders and employees can increase employee loyalty to the company. However, in practice, building And maintain employee loyalty No as easy as Which imagined. For some company, maintain loyalty Still become challenge alone, various factors can influence it, such as in this matter highlights how The relationship between leaders and employees in daily interactions and the level of emotional intelligence they possess in determining attitudes and actions taken can influence employee loyalty.

Although various studies have been conducted on the influence of leadership and emotional intelligence separately on employee loyalty, there is a lack of research that discusses the influence of leadership and emotional intelligence together on employee loyalty. shows a research gap, namely the lack of literature studies that jointly discuss the influence of leadership and emotional intelligence on employee loyalty.

Employee loyalty can influence aspects of performance and motivation in carrying out their work. The phenomenon that occurred at PT Primanusa Sejati shows that since Between 2021 and 2023, sales declined and employee disciplinary violations increased. Based on observations and interviews, it can be concluded that this phenomenon is broadly related to leadership and emotional intelligence issues.

From this phenomenon, questions arise: (1) Does leadership influence employee loyalty? (2) Does emotional intelligence influence employee loyalty? (3) Do leadership and emotional intelligence together influence employee loyalty? Therefore, this study aims to analyze the influence of leadership and emotional intelligence on employee loyalty. With a quantitative approach and testing of multiple linear regression models, this study attempts to provide empirical evidence that can explain the relationship between variables in the context of a company organization. The results of the study are expected to... can give contribution theoretical in give proof empirical new Which stronger regarding the relationship between variables and become a practical reference for company management in developing human resource development strategies.

2. LITERATURE REVIEW

Loyalty Employee (Y)

Employee loyalty is defined as an employee's attitude formed through cognitive and affective processes. This attitude is reflected in active, voluntary, and reciprocal behavior. This attitude is also characterized by employees who can identify with attachment and dedication to the organization, work group, and leadership (Meschke, 2021). Fatrin (2020) has proven that leadership and emotional intelligence have a positive and significant influence on employee loyalty.

Leadership (X1)

Leadership is a process of influencing, mobilizing, and coordinating individuals or groups to create cooperative relationships in an effort to achieve predetermined goals (Napitulu & Shalahuddin, 2019:3). Marwanto & Hasyim (2023) further demonstrated that leadership has a positive and significant impact on employee loyalty.

Intelligence Emotional (X2)

Emotional intelligence is the ability to recognize one's own feelings and those of others, motivate oneself, and manage one's own emotions well in relationships with others (Goleman, in Setiadi & Tampubolon, 2020:4). Fatrin (2020) has proven that emotional intelligence has a positive and significant effect on employee loyalty.

DEVELOPMENT HYPOTHESIS

Hypothesis Influence Leadership (X1) To Loyalty Employee (Y)

The quality of leadership a leader demonstrates can significantly impact employee commitment and engagement. Good leadership creates positive relationships and strong emotional bonds between leaders and subordinates. When employees feel appreciated and recognized, a psychological attachment arises, which is called loyalty so that it increases self-confidence and motivates employees and ultimately encourages them to contribute to their full potential.

Hypothesis Influence Intelligence Emotional (X2) To Loyalty Employee (Y)

Emotional intelligence is a foundation that influences skills, including the capacity to regulate personal and other people's emotions, build strong interpersonal connections, and positively influence employees. High emotional intelligence contributes to a positive work environment. A supportive and harmonious work environment contributes to employee mental and emotional health. When employees feel valued, recognized, and engaged with the organization, they are more likely to be actively engaged in their assigned work.

Hypothesis Influence Leadership (X1) And Intelligence Emotional (X2)

Simultaneously Against Employee Loyalty (Y)

Leadership and emotional intelligence are crucial factors in increasing employee loyalty. As explained by Budiharjo (2019:186), employee loyalty is a psychological bond that binds employees to their company. It's not just a physical loyalty reflected in how long someone has been with the organization, but also in the depth of their thoughts, attention, ideas, and dedication to the company.

3. METHODS

The author used a quantitative research method. The population in this study were employees of PT Primanusa Sejati, with a sample size of 39 people using a *non-probability sampling technique*. (saturated sample). The data source used is primary data obtained through observation, interviews, and questionnaires measured using a Likert scale, which are then processed using SPSS version 22.

4. RESULT AND DISCUSSION

Analysis Data Statistics Descriptive

Descriptive statistics provide an overview of the distribution and central tendency of the variables under study, offering insight into the characteristics of the sample. The data set consists of 80 observations across all variables, ensuring a sufficient sample size for robust analysis.

Table 1. Analysis Descriptive Leadership (X1).

<i>Descriptive Statistics</i>				
N	Minimum	Maximum	Mea	Std. Deviation

	<i>n</i>				
Leadership (X1)	39	10	34	20.7	5,251
				2	
Emotional Intelligence (X2)	39	23	45	35.3	6,410
				8	
Loyalty Employee (Y)	39	13	44	28.4	6,065
				9	
Valid N (listwise)	39				

Leadership (X1)

Leadership was measured on a *Likert scale* of 1-5, showing an average score of 20.72 with a standard deviation of 5.251, indicating that the average score is still far below the ideal value. This indicates that overall leadership is still considered ineffective and suboptimal by employees, making it an issue that needs to be addressed by management.

Intelligence Emotional (X2)

Emotional intelligence was assessed with a mean score of 35.38 with a standard deviation of 6.410, indicating an average score above the ideal value. This indicates that employees' emotional intelligence levels are generally considered quite good and positive. This score indicates that employees have a fairly good ability to manage their own emotions and interact with others.

Loyalty Employee (Y)

Employee loyalty, measured on the same scale, had an average of 28.49 with a standard deviation of 6.065, indicating that the average score was slightly below the ideal value. This indicates that the level of employee loyalty is still in the category low And Not yet optimal. With say others, loyalty employee It was concluded that it was not very strong, so it was possible that it could be one of the factors causing the problem of the level of disciplinary violations and the decline in sales.

Validity Test

Pointing mark $r_{\text{count}} > r_{\text{table}}$ (0.316) And marked positive. With thus all statements are declared **valid**.

Uji r Hitung Pearson Correlation Variabel Kepemimpinan (X1)

Variabel	Pernyataan	r_{hitung}	r_{tabel}	Kesimpulan
Kepemimpinan (X1)	1	0,531	0,316	Valid
	2	0,625	0,316	Valid
	3	0,678	0,316	Valid
	4	0,556	0,316	Valid
	5	0,776	0,316	Valid
	6	0,717	0,316	Valid
	7	0,333	0,316	Valid
	8	0,526	0,316	Valid
	9	0,434	0,316	Valid
	10	0,666	0,316	Valid

Uji r Hitung Variabel Kecerdasan Emosional (X2)

Variabel	Pernyataan	r_{hitung}	r_{tabel}	Kesimpulan
Kecerdasan Emosional (X2)	1	0,625	0,316	Valid
	2	0,505	0,316	Valid
	3	0,377	0,316	Valid
	4	0,543	0,316	Valid
	5	0,534	0,316	Valid
	6	0,681	0,316	Valid
	7	0,382	0,316	Valid
	8	0,416	0,316	Valid
	9	0,530	0,316	Valid
	10	0,705	0,316	Valid

Uji r Hitung Pearson Correlation Variabel Loyalitas Karyawan (Y)

Variabel	Pernyataan	r_{hitung}	r_{tabel}	Kesimpulan
Loyalitas Karyawan (Y)	1	0,467	0,316	Valid
	2	0,608	0,316	Valid
	3	0,503	0,316	Valid
	4	0,559	0,316	Valid
	5	0,627	0,316	Valid
	6	0,465	0,316	Valid
	7	0,539	0,316	Valid
	8	0,433	0,316	Valid
	9	0,496	0,316	Valid
	10	0,532	0,316	Valid

Reliability Test

Leadership(X1)

Can it is explained that mark *Cronbach's Alpha* of **0.770** > 0.60 , then It can be concluded that the Leadership variable (X1) can be accepted or stated as reliable at a high level (0.600 – 0.799).

Uji Reliabilitas Kepemimpinan (X1)	
Reliability Statistics	
Cronbach's Alpha	N of Items
.770	10

Intelligence Emotional (X2)

Can explained that mark *Cronbach's Alpha* of **0.716** > 0.60 , so It can be concluded that the Emotional Intelligence variable (X2) can be accepted or declared reliable at a high level (0.600 – 0.799).

Uji Reliabilitas Kecerdasan Emosional (X2)	
Reliability Statistics	
Cronbach's Alpha	N of Items
.716	10

Loyalty Employee (Y)

Can be explained that mark *Cronbach's Alpha* of **0.704** > 0.60 , so It can be concluded that the Employee Loyalty variable (Y) can be accepted or stated as reliable at a high level (0.600 – 0.799).

Uji Reliabilitas Loyalitas Karyawan (Y)	
Reliability Statistics	
Cronbach's Alpha	N of Items
.704	10

Normality Test

The results of the normality test using the *Kolgomorov-Smirnov* (KS) test showed that the residual data was normally distributed. Based on the SPSS *output results* , the KS value was 0.98, with a significant structure of 0.200 and an *Asymp.sig (2-tailed)* value above a = 0.05.

Linearity Test

Shows that in the Leadership variable (X1) the *sig. deviation from linearity value* is 0.63 > 0.05 . Therefore, it can be concluded that there is a significant linear relationship between Leadership (X1) and Employee Loyalty (Y).

Shows that in the Emotional Intelligence variable (X2) the *sig. deviation from linearity value* is 0.761 > 0.05 . Therefore, it can be concluded that there is a significant linear relationship between Emotional Intelligence (X2) and Employee Loyalty (Y).

Multicollinearity Test

The results of the multicollinearity test (VIF test) show that $VIF < 10$ and *tolerance* > 0.10 , which means that the regression model does not contain multicollinearity and the regression model is suitable for use.

Heteroscedasticity Test

Results test multicollinearity (test VIF) show that $VIF < 10$ And *tolerance* > 0.10 which means that the regression model does not contain multicollinearity and the regression model is suitable for use.

Test Regression Multiple Linear

The constant value (a) of 4.014 means that if Leadership (X1) and Emotional Intelligence (X2) have a value of 0, then the level or magnitude of Employee Loyalty (Y) is 4.014.

Analysis Coefficient Determination

It is known that the value of the Determination Coefficient is **0.589** or 58.9%, indicating that the Leadership (X1) and Emotional Intelligence (X2) variables together contribute to Employee Loyalty (Y) by 58.9%, while the remaining 41.1% (100%-58.9%) is from epsilon (from variables not studied).

Hypothesis Testing Test t (Partial)

Leadership (X1) To Loyalty Employee (Y)

Hasil Uji t Kepemimpinan (X1) Terhadap Loyalitas Karyawan (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.358	2.831		4.012	.000
Kepemimpinan (X1)	.827	.133	.716	6.236	.000

a. Dependent Variable: Loyalitas Karyawan (Y)

From the calculation results, the calculated t value is obtained $6,236 > t$ table 2.026 with a significance of $0.000 < 0.05$. Thus, the hypothesis is accepted. Therefore, it can be concluded that there is a positive and significant influence between Leadership (X1) and Employee Loyalty (Y) at PT Primanusa Sejati.

Intelligence Emotional (X2) Against Loyalty Employee (Y)

Hasil Uji t Kecerdasan Emosional (X2) Terhadap Loyalitas Karyawan (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.178	4.786		2.335	.025
Kecerdasan Emosional (X2)	.489	.133	.517	3.674	.001

a. Dependent Variable: Loyalitas Karyawan (Y)

From the results, the calculated t value was obtained $3.674 > t$ table 2.026 with a significance of $0.001 < 0.05$, thus the hypothesis is accepted. Thus, it can be concluded

that there is a positive and significant influence between Emotional Intelligence (X2) on Employee Loyalty (Y) at PT Primanusa Sejati.

Test F (Simultaneous)

Hasil Uji t Kecerdasan Emosional (X2) Terhadap Loyalitas Karyawan (Y)

<i>Coefficients^a</i>					
	Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	
1	(Constant)	11.178	4.786		2.335
	Kecerdasan Emosional (X2)	.489	.133	.517	3.674

a. Dependent Variable: Loyalitas Karyawan (Y)

calculated F value of 25.754 > F table (3.26), with a significance level of 0.000. The results of the F test show that the hypothesis is accepted, meaning that there is an influence Which significantly together from variables Leadership (X1) and Emotional Intelligence (X2) on Employee Loyalty (Y) of PT Primanusa Sejati.

DISCUSSION

The Influence of Leadership (X1) on Employee Loyalty (Y) at PT Primanusa Sejati.

Through the results of multiple linear regression analysis, the Leadership coefficient (X1) was obtained at 0.703 with a positive direction. This indicates that the hypothesis of the influence of Leadership (X1) on Employee Loyalty (Y) is supported.

The Influence of Emotional Intelligence (X2) on Employee Loyalty (Y) at PT Primanusa Sejati.

The results of the multiple linear regression analysis show the value of the Intelligence coefficient Emotional Intelligence (X2) is 0.280 with a positive direction. This indicates that the hypothesis of the influence of Emotional Intelligence (X2) on Employee Loyalty (Y) is supported.

The Influence of Leadership (X1) and Emotional Intelligence (X2) on Employee Loyalty (Y) at PT Primanusa Sejati.

Through the results of the F test, the calculated F value was obtained. 25,754 > F table (3.26), with a significance level of 0.000 < 0.05. This shows that Leadership (X1) and Emotional Intelligence (X2) simultaneously have a significant effect on Employee Loyalty (Y).

5. CONCLUSION

Leadership has a positive and significant influence on employee loyalty at PT Primanusa Sejati. However, the leadership tends to be authoritarian and less nurturing. become issue Which cause loyalty employee in PT Primanusa True has not been optimally formed. Emotional Intelligence also has a positive and significant effect on Employee Loyalty at PT Primanusa Sejati. With the level of employee emotional intelligence, especially in providing emotional support, creating a comfortable and supportive work environment, thus being able to encourage employee loyalty. And simultaneously, Leadership and Emotional Intelligence have a significant positive effect on Loyalty.

Leadership and emotional intelligence play an important role in shaping employee loyalty. Evidenced by the variable contribution of 58.9%. Nevertheless, overall employee loyalty at PT Primanusa Sejati is not fully optimal, especially seen in the aspect of work discipline.

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