



# The Influence of Leadership and Work Culture on Employee Loyalty at Wedding Organizer XYZ in Sleman Regency

Nur Ainun Nisya

Yogyakarta State University

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\*Correspondence: Nur Ainun Nisya

Email: [nuraeinunnisya@gmail.com](mailto:nuraeinunnisya@gmail.com)

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**Abstract:** This study aims to find out: (1) the influence of leadership on employee loyalty at Wedding Organizer XYZ in Sleman; (2) the influence of work culture on employee loyalty at Wedding Organizer XYZ in Sleman; (3) the simultaneous influence of leadership variables and work culture on employee loyalty at Wedding Organizer XYZ in Sleman. This research is a survey research. The sampling technique in this study is a saturated sample technique, the sample in this study is all employees of wedding organizer XYZ in Sleman which totals 38 people. The data collection technique uses a questionnaire that has been tested for validity and reliability. The data analysis technique used is multiple regression analysis. The results of the study showed that (1) leadership had a partially significant positive effect on the loyalty of Wedding Organizer XYZ employees in Sleman district (t count = 2.551; significance  $0.015 < 0.05$  and  $\beta = 0.429$ ); (2) work culture has a partially significant positive effect on the loyalty of Wedding Organizer XYZ employees in Sleman district (t count = 3.574; significance  $0.001 < 0.05$  and  $\beta = 0.559$ ); (3) there was a simultaneous influence between leadership and work culture on the loyalty of Wedding Organizer XYZ employees in Sleman Regency (F count = 21.932 and significance  $0.000 < 0.05$ ).

**Keywords:** Leadership, Work Culture, Employee Loyalty

## Introduction

Human resources are considered one of the most important factors in a company because of its role as the driving subject of all the activities and policies of the organization. Human resource management in companies is not easy because there are various elements such as employees, leaders, and systems (Souisa et al., 2023). Human resources employed by efficient and effective will be able to maintain the organization in achieving success. The workforce is changing dynamically in the era of globalization, so retaining superior workers and fostering employee loyalty is even more important for the future of an organization.

Employee loyalty in the service industry is an interesting thing to research, one of which is Wedding Organizers who have a high turnover rate or they prefer freelance employees. XYZ Wedding Organizer is located in the north of the city of Yogyakarta, located in Sleman Regency which was established in 2014 and is one of the Wedding Organizers

whose 90% of employees are still loyal to work there since it was first established. At the beginning of its establishment, there were only 17 employees until now, a total of 38 employees show employee loyalty in Wedding Organizer XYZ.

Employee loyalty, according to Siagian in (Kusumah et al., 2022) is an employee's tendency not to move to another company. Employee loyalty according to Orsandi in (Sumantri & Mujiati, 2023) can be described in specific actions and behaviors of employees by being involved in company activities, being able to work late at night to complete projects or help colleagues. Employee loyalty will increase if the rights that should be obtained by employees are given proportionally.

One of the things that affects loyalty is leadership. Leaders who carry out their duties by embracing, guiding and giving advice to employees will create a sense of comfort and will cause a positive reaction to increased employee loyalty, by equipping leaders with skills to motivate and engage employees, companies can foster a more loyal workforce (Sumantri & Mujiati, 2023).

The relationship between leadership and loyalty shows a positive influence on employee loyalty. Research results (Made et al., 2024), (Oktaviani et al., 2024). It also shows the influence of a positive relationship between leadership and employee loyalty. The study highlights the important role that leadership style and work environment play in increasing employee loyalty. However, there are differences of opinion on the relationship between leadership and loyalty. The results of research from (Paudi et al., 2022) show that there is no influence of leadership on employee loyalty. With the inconsistency of results between these several studies, further research can be carried out to fill the research gap in previous studies.

In addition to leadership, the factor that affects loyalty is work culture. The work culture in an organization will determine the boundaries of the normative behavior of the members of the organization and determine the appropriate way of working. Every company or organization needs to develop a culture that can be a reference for the company's image and employee behavior (Koroh et al., 2023). A positive organizational culture that aligns with employee values can certainly increase loyalty. When employees feel a sense of belonging and aligned with the company's mission, they are more likely to stay committed

The influence of work culture on loyalty shows the influence of work culture on employee loyalty. Research results (Saputra et al., 2024); (Yanti & Ramadhan Siregar, 2023) shows the influence of a positive relationship between work culture and loyalty. The study shows that organizations should prioritize improving their culture and quality of work life to foster motivation and loyalty among employees, ultimately leading to a more committed and productive workforce. However, there are differences of opinion about the relationship between work culture and loyalty. The results of research from (Reza & Yuliharsi, 2024) show that there is no influence of work culture on employee loyalty. With the inconsistency of results between these several studies, further research can be carried out to fill the research gap in previous studies.

This study aims to find out: first, the influence of leadership on employee loyalty at

Wedding Organiser XYZ in Sleman; second, the influence of work culture on employee loyalty at Wedding Organiser XYZ in Sleman; and third, the effect of training leadership variables and work culture on employee loyalty at Wedding Organiser XYZ in Sleman simultaneously. The findings of this study are expected to have benefits for businesses in general and service providers in particular in terms of HR management, and can be useful for future research.

## **Research Method**

### **Research Design**

This type of research is included in causality research, which is a research design that is prepared to examine the possibility of a cause-and-effect relationship between variables, there are independent variables (influencing variables) and dependent (influenced) variables (Sugiyono, 2019). This research approach uses a quantitative approach, namely a research method to obtain data that occurred in the past or present regarding beliefs, opinions, characteristics, behaviors, and relationships with observations (interviews or questionnaires).

### **Population, Sample, Sampling technique**

The population in this study is 38 employees of Wedding Organizer XYZ. This study used saturated samples. Sugiyono in his book said that saturated samples are a sampling technique when all members of the population are used as samples (Sugiyono, 2019). The author uses a saturated sample technique because the number of population is too small, so the sample used in this study is the entire population or all employees of wedding organizer XYZ in Sleman which totals 38 people.

### **Data Collection Techniques**

Data collection in this study uses a questionnaire. Questionnaire is a method of collecting data by giving a set of statements or written questions to respondents to be given a response according to user requests (Sugiyono, 2019). Respondents will be asked to mark the check list in the answer column provided based on the real conditions that exist (felt), not the ideal conditions (expected conditions) by Wedding Organizer XYZ employees.

### **Data Analysis Techniques**

In this study, analysis techniques in the form of descriptive analysis are used; The classical assumption test consists of a normality test, a linearity test, a multicollinearity test, and a heteroscedasticity test; multiple regression analysis; and hypothesis test consisting of t-test, F-test, and determination coefficient.

## Result

### Data Analysis Results

#### Descriptive Analysis of Respondent Characteristics

##### Respondent Characteristics by Gender

An explanation of the characteristics of respondents by gender will be given in the table below:

Jenis Kelamin					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-laki	16	42.1	42.1	42.1
	Perempuan	22	57.9	57.9	100.0
	Total	38	100.0	100.0	

##### Respondent characteristics by Age

An explanation of the characteristics of respondents by age will be given in the table below:

Usia					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19-22	7	18.4	18.4	18.4
	23-26	16	42.1	42.1	60.5
	>26	15	39.5	39.5	100.0
	Total	38	100.0	100.0	

##### Respondent Characteristics by Employment Period

An explanation of the characteristics of respondents based on their employment period will be given in the table below:

Masa Kerja					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 2 tahun	5	13.2	13.2	13.2
	3-6 tahun	19	50.0	50.0	63.2
	> 6 tahun	14	36.8	36.8	100.0
	Total	38	100.0	100.0	

### Validity Test

The level of validity is tested by comparing the calculation against the value of the table. In this case, the degree of freedom or degree of freedom (df) =  $n - k$  with  $n$  as the number of samples studied, so that  $38 - 2 = 36$  with alpha 0.05 yields a table of 0.3202. If the count on the statement item is greater than the table and has a positive value, then the statement is declared valid. Based on the results of the validity test of all items of this research question having a calculation value greater than 0.3202, all items of the statement were declared to have passed the validity test.

## Reliability Tests

Based on the results of the reliability test, it shows that all variables in this study are reliable with the result of Cronbach's alpha  $> 0.60$ . Leadership has a Cronbach's alpha value of 0.831, work culture has a Cronbach's alpha value of 0.800, and employee loyalty has a Cronbach's alpha value of 0.882. So it can be concluded that all questions in this study are reliable.

## Classical Assumption Test

### 1. Test Normality

In the normality test carried out, results were obtained that showed the Asymp value. Sig or significance value is 0.200. Therefore, it can be concluded that the residual value is distributed normally, because the significance value of 0.200 is greater than 0.05.

### 2. Linearity Test

The results of the linearity test in leadership have a deviation from linearity value of 0.588 and work culture has a deviation from linearity value of 0.448, it is known that all variables have a significance value greater than 0.05 ( $\text{sig} > 0.05$ ), this shows that all research variables passed the linearity test, meaning that the relationship between the independent variable and the bound variable is linear positive (unidirectional).

### 3. Multicollinearity Test

In the multicollinearity test carried out, results were obtained that showed that the Variance Inflation Factor (VIF) value of each independent variable (X), leadership (X1) VIF 1.479 and work culture (X2) VIF 1.479 and tolerance value of 0.676. From these results, it can be concluded that there is no multicollinearity in the regression model.

### 4. Heteroskedasticity Test

Based on the heteroscedasticity of the test results carried out, it is known that the leadership variable (X1) has a significance value of 0.612 and the work culture (X2) has a significance value of 0.517. Based on the results of data processing and testing criteria, it can be concluded that the data in this study did not occur heteroscedasticity because the significance value of each independent variable in this study has a value greater than 0.05.

## Multiple Regression Analysis

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.832	2.616		.752
	Coaching Leadership	.429	.168	.349	.015
	Work Culture	.559	.156	.489	.001

a. Dependent Variable: Employee Loyalty

The values of the test results of the coefficients table, the multiple linear regression equation in this study are as follows:  $Y = 0.832 + 0.429 X_1 + 0.559 X_2 + e$

From the linear regression equation model above, conclusions can be drawn in the form of:

### 1. Constants

The constant value in this study obtained from the results of the test conducted is 0.832 explaining that if leadership and work culture are zero, then employee loyalty will be constant 0.832 or in other words will remain loyal to the company.

### 2. Leadership Coefficient (X1)

The value obtained in the leadership coefficient (X1) is 0.429. From this value, it can be concluded that employee loyalty will increase by 42.9% if there is an increase in leadership (X1) assuming that the work culture (X2) does not change or stay.

### 3. Culture Coefficient (X2)

The value obtained in the Work Culture coefficient (X1) is 0.559. From this value, it can be concluded that employee loyalty will increase by 55.9% if there is an increase in work culture (X2) with leadership (X1) not changing or fixed.

## Hypothesis Test

### 1. T Test

It can be seen by comparing the calculated t-value and the critical value according to the significant level used, which is 0.05 with the t-value of the table in this study of 2.024. Leadership (X1) has a calculated t-value of 2.551 and a sig value of 0.015, the results show that the sig value is less than 0.05 and the t-calculated value is greater than the t-value of the table, so it can be concluded that leadership has a significant positive influence on employee loyalty.

Work Culture (X2) has a t-value of 3.574 and a g-value of 0.001 and the results show that the t-value is less than 0.05 and the t-value is greater than the t-value of the table, so it can be concluded that work culture has a significant positive influence on employee loyalty.

### 2. F Test

The basis for decision-making for the f test is based on the significance value in the ANOVA table, if the significance value  $< 0.05$ , then the dependent variable simultaneously has a significant effect on the independent variable. Based on the f test in the ANOVA table, it shows that the Fcal value is 21.932 and the significance value is 0.000 and the F table in this study is 2.852. The results conclude that leadership and work culture can affect employee loyalty simultaneously or simultaneously because the value of sig (0.000) is smaller than 0.05 and Fcal (21.932) is greater than F table (2.852). It can be concluded that leadership and work culture simultaneously have a significant effect on employee loyalty.

### 3. Coefficient of Determination

The summary model table shows the results for the value of the determination coefficient (Adjusted R<sup>2</sup>) seen from the Adjusted R Square value is 0.531 or 53.1%. From the results of the test, it can be concluded that leadership (X1) and work culture (X2) together have an influence on employee loyalty (Y) by 53.1%. The remaining value of 46.9% is the influence of other variables that were not studied in this study.



## Discussion

### Leadership Has a Positive Effect on Employee Loyalty

The results of this study show that leadership has a significant positive influence on employee loyalty with the acquisition of a calculated t-value of 2.551 and a sig value of 0.015 and a table t-value of 2.024. The results show that the sig value is less than 0.05 and the calculated t-value is greater than the t-value of the table. These results prove that leadership has an influence on employee loyalty.

This is supported by the results of research from (Sumantri & Mujiati, 2023); (Harno et al., 2023); (Fitriyana et al., 2023) shows that there is a positive influence of leadership variables on employee loyalty. (Gunawan & Thoha, 2023) explained that leadership in an organization can change employees' views of the organization so that it can increase employee loyalty. Therefore, organizations that aim to increase loyalty must focus on developing effective leadership practices.

### Work Culture Has a Positive Effect on Employee Loyalty

The results of this study show that work culture has a significant positive influence on employee loyalty with a calculated t-value of 3.574 and a sig value of 0.015 and a table t-value of 2.024. The results show that the sig value is less than 0.05 and the calculated t-value is greater than the t-value of the table. These results prove that the work culture in this study has an influence on employee loyalty.

This is supported by the results of research from (Puspita et al., 2018); (Nadeak & Simanjorang, 2021); (Chong, 2022) shows that there is a positive influence of work culture variables on employee loyalty. (Wijonarko et al., 2024) explaining that organizations must prioritize the creation of a supportive organizational culture that is in line with collectivist values to foster employee dedication, commitment, and loyalty, which ultimately leads to organizational success. Therefore, companies that want to have loyal employees should pay attention to the work culture formed within the company.

### Leadership and Work Culture Have a Simultaneous Relationship to Employee Loyalty

The results of this study show that leadership and work culture have a simultaneous influence in influencing the loyalty of Wedding Organizer XYZ employees in Sleman Regency with the results of the calculation of the F value of 21.932 and the significance value of 0.000 and the F table in this study is 2.852. Furthermore, the result of the  $r^2$  from this study is 0.531 which means that leadership (X1) and work culture (X2) together have a significant positive influence on employee loyalty (Y) by 53.1%. The remaining value of 46.9% is the influence of other variables that were not studied in this study.

This is supported by the results of research from (Mahdya et al., 2022); (Denada, 2023) (Nurrohmah et al., 2024) shows that there is a positive influence of leadership variables on employee loyalty. (Batubara, 2023) explained that leadership and work culture are variables that simultaneously influence and strengthen employee loyalty. Leadership and organizational culture have a very close relationship, as each leader has a different leadership style that will ultimately shape the organizational culture. So, it is often said that

organizational culture reflects leadership in the organization.

## Conclusion

Based on the results of research and data processing regarding the influence of leadership and work culture on the loyalty of Wedding Organizer XYZ employees in Sleman district. Therefore, it was concluded that leadership had a significant positive effect on the loyalty of Wedding Organizer XYZ employees in Sleman district. This shows that the higher the leadership value in the company, the higher the employee's loyalty to the company; Furthermore, there is a positive and partially significant influence of work culture on the loyalty of Wedding Organizer XYZ employees in Sleman district. This shows that the higher the work culture expected by employees, the higher the employee's loyalty to the company; Furthermore, there is a simultaneous influence between leadership and work culture on the loyalty of XYZ Wedding Organizer employees in Sleman Regency.

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