



# The Role Of Leadership, Organizational Culture, Emotional Intelligence On Employee Loyalty

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## Abstract

*The research aims to evaluate the effect of leadership roles, organizational culture, and emotional intelligence on employee loyalty at PT PGN Solution, Cirebon City, Indonesia. Data was collected from 90 participants through total sampling method by distributing questionnaires. Statistical analysis was conducted using multiple linear regression tests using SPSS version 20 software. The results showed that leadership does not affect employee loyalty, as evidenced by the t-count value of 1.889, below the t-table value of 1.661. Organizational culture positively affects employee loyalty, as evidenced by the t-count value of 3.013, above the t-table value of 1.661. Emotional intelligence positively affects employee loyalty. This is also evidenced by the t-count value of 9.314, above the t-table value of 1.661, and the combination of leadership roles, organizational culture, and emotional intelligence together has a substantial positive effect on employee loyalty, as indicated by the F-count of 194.372, higher than the F-table value of 3.10. This study implies that in the context of PT PGN Solution in Cirebon City, Indonesia, the role of leadership individually does not significantly affect employee loyalty. However, organizational culture and emotional intelligence have a significant positive impact on employee loyalty.*

**Keywords: Leadership, Organizational Culture, Emotional Intelligence, Employee Loyalty**

## 1. INTRODUCTION

Employees are valuable assets in the organization because they are the source of the company's competitive advantage. Competent employees can improve the company's performance and productivity, but incompetent employees can cause a company that has





developed to be less than optimal in achieving its goals. The success and survival of the company hinge upon the effective and efficient utilization of HR (Putra et al., 2019). In today's age of globalization, characterized by a vibrant labor market, retention of talented employees and fostering employee loyalty is paramount. This is due to the critical role played by employees in every aspect of a company's operations. PT PGN Solution is a state-owned company, or BUMN engaged in the government-owned gas industry and built to advance the national economy based on prioritizing the needs of the people towards a just and prosperous society.

The role of HR or human resources in the company is a factor that is undoubtedly useful. Every business continuously tries to improve employee productivity in the workplace (Mon et al., 2023). As carried out by companies in general, PT PGN Solution also continues to encourage improved service quality by providing satisfactory service to customers through employees who have high Loyalty to the Company. Employee loyalty is reflected in their alignment with organizational goals, which results in high productivity, efficient operations, and commitment to high-quality service to customers. Loyal employees directly improve the overall performance and operations of the organization by using their knowledge and skills to make maximum contributions (Tomic et al., 2018).

One factor that can affect employee retention is leadership style. Loyalty is the result of a leader's ability to have a good leader-employee relationship. Company leaders should consider and review each appropriate leadership style for employees. Whether or not a leadership style applied by a person is effective is greatly influenced by situational factors where leadership is exercised. Thus, it is very important for leaders to apply the right leadership style to maintain employee loyalty (Kurniawan, 2019).

In addition to leadership style, the thing that can affect employee loyalty is organizational culture. Organizational Culture is defined as a certain pattern owned by the members and those working in the organization. From behaviors or attitudes, norms and values to assumptions related to the integration of individuals in the performance of their work (Pembudi, 2023). A well-run and well-implemented organizational culture in the company will be followed by a high level of Loyalty manifested by employees. Going deeper, Robert Walters, Indonesia's leading recruitment and hiring agency that specializes in recruiting mid-to-high-level professionals, reviewed the key points that job seekers consider when deciding on a workplace. The top three things they look for are competitive compensation and benefits (63%), flexible work arrangement options (45%), and colleagues and culture that support employees in giving their best (41%) (Al hafiz, 2023). To maintain employee loyalty this year, companies must realize the importance of the human side of





doing work. Have proactive conversations with each team, listen to their concerns, and help them identify what is important to them.

What is no less important is having good emotional intelligence because emotional intelligence has an important role, especially for leaders in an organization, as it involves interpersonal relationships between leaders and employees. In the communication process between leaders and subordinates to achieve organizational goals, emotional intelligence plays an important role (Fatrin, 2020). To increase employee loyalty, need to focus on and improve the emotional intelligence of employees and ensuring that employees are engaged and committed to the organization. (Ye shinta et al., 2020).

Based on this description, this research refers to PT PGN Gas Solution, which is one of the leading companies in Indonesia and has diverse and complex employees. This research aims to understand how leadership, organizational culture, and emotional intelligence affect employee loyalty, which is a key factor in maintaining workforce performance and retention.

## 2. LITERATURE REVIEW

### 2.1 Leadership

Leaders play an important role in shaping the work culture of the organization as a driver of increased employee loyalty and are able to organize employees, control employee behavior, and strengthen company values that need to be obeyed by all employees who will shape how to behave and behave to achieve company targets (Sugiono et al., 2022). Leadership is intimately connected with the organization. Among other things, it depends on the leadership provided by the leader whether the goals of the organization are achieved or not. Leadership entails guiding, influencing, and overseeing individuals to execute their duties in alignment with predetermined directives (Schwepker & Dimitriou, 2021)

Developing a definition that is common and acceptable to all parties involved in the life of the company, including in a business context, is not an easy task. However, leadership can be explained as the process by which a person leads, guides, and influences others to achieve certain goals (Lin et al., 2021).

From this explanation, it can be summarized that leadership refers to the ability to influence other individuals through their authority to achieve organizational goals. This is realized through a number of indicators, including aspects of personality, competency, delegation of responsibility, providing direction and support, decision-making, providing rewards or sanctions, and rewarding and open practices (Nabella et al., 2022).





## 2.2 Organizational Culture

(Meng & Berger, 2019) Organizational culture is the result of Shared patterns of learning and behavior that can be passed on from one generation of members of an organization to the next. It is a group of beliefs, values, and philosophical principles that the members share. In the context of organizations considered as rational social and structural systems, individuals within them often develop a shared view of truth, important values, and ways to respond to them. This in turn stimulates employee engagement and satisfaction.

The indicators of organizational culture (Robbins et al., 2016) include Innovation and risk management, team orientation, results orientation, leader behavior, and advancing the company's mission. A strong organizational culture creates a healthy team environment where employees will be happier and more productive, so when employees have a good sense of belonging and organizational identity, they will feel empowered, and their productivity levels will increase (Bicer, 2022).

## 2.3 Emotional Intelligence

(Salovey & Mayer, 1990) Initially, emotional intelligence was introduced as an integral part of social intelligence. Emotional intelligence is an individual's capacity to perceive, assess, and represent emotions appropriately and accurately. It includes the ability to understand and utilize emotions in the thinking process, understand one's own and others' emotions, and manage emotions to support emotional and intellectual growth.

Emotional intelligence is the ability to manage or regulate intense feelings and emotions and direct them in productive or beneficial directions. This ability to control then becomes one's skill (Santos et al., 2018). This has the potential to result in a more harmonious and productive work environment. (Fitriastuti, 2013) Found that employees who have high levels of emotional intelligence tend to adapt more easily to organizational norms, which in turn contributes to their improved performance.

## 2.4 Employee Loyalty

Employee loyalty is the tendency of employees not to move to the company. According to Suhendi (Rahayuni, 2020), Employee loyalty to a company is shown by employee commitment within the company; commitment in an organization can be formed due to several factors, namely from oneself and the organization.

Various opinions regarding employee loyalty were conveyed by several researchers, among others: Richard Coughlan in his journal (Coughlan, 2005) that Loyalty is an ethical act of an employee in doing work and in building relationships with coworkers, Jasna Auer Antoncic (Auer Antoncic & Antoncic, 2011) said that loyalty is when employees have the





awareness and without coercion to commit to carrying out their responsibilities and strive to provide their best performance for the company. To get loyalty from its employees, the company must always maintain harmony.

### 3. RESEARCH METHOD

This research uses a quantitative strategy that is processed using SPSS 20 software to determine the correlation among the independent variables, namely the role of leadership, organizational culture, and emotional intelligence, with the dependent variable, namely employee loyalty.

#### 3.1 Population and Samples

In this study, the research object used was employees who worked at PT PGN Solution in the city of Cirebon itself, with as many as 90 employees. Testers took samples using the method of determining saturated or total sampling. (Sugiyono, 2017) Definition of saturated sampling is a technique in which all population members are sampled.

#### 3.2 Data Types and Sources

Data was obtained through a primary survey by distributing questionnaires to participants that included their identity and answers to questions related to the research variables. The questionnaires were distributed through Google Forms or in paper form. Afterwards, the collected data was processed using SPSS version 20 software for further analysis using multiple linear analysis techniques.

### 4. RESULT

#### 4.1 Validity Test

The validity test is conducted to assess the validity of the questionnaire. When the calculated r value exceeds the specified r table value, the questionnaire is considered valid.

Table 1. Validity test result

Leadership		Organizational Culture		Emotional Intelligence		Employee Loyalty	
R count	R table	R count	R table	R count	R table	R count	R table
0,686	0,205	0,703	0,205	0,639	0,205	0,229	0,205
0,734	0,205	0,748	0,205	0,564	0,205	0,553	0,205
0,784	0,205	0,794	0,205	0,633	0,205	0,409	0,205





0,737	0,205	0,784	0,205	0,772	0,205	0,678	0,205
0,765	0,205	0,860	0,205	0,806	0,205	0,802	0,205
0,773	0,205	0,833	0,205	0,772	0,205	0,572	0,205
0,824	0,205	0,834	0,205	0,750	0,205	0,708	0,205
0,856	0,205	0,790	0,205	0,667	0,205	0,657	0,205
0,794	0,205	0,804	0,205	0,806	0,205	0,649	0,205
0,780	0,205	0,848	0,205	0,771	0,205	0,752	0,205
0,726	0,205	0,759	0,205	0,792	0,205	0,791	0,205
		0,751	0,205	0,777	0,205	0,669	0,205
		0,785	0,205	0,711	0,205	0,730	0,205
		0,801	0,205	0,556	0,205		
				0,799	0,205		

Source : data processing results using spss 20

The data test results displayed in the table above state that all indicators of statements or questions on the variables in this study have a value of R count > R table. So it can be said that the statement items or questions in the Leadership, Organizational Culture, Emotional Intelligence and Employee Loyalty variables can be used as measuring instruments in this study.

#### 4.2 Reability Test

This research reliability test uses the Alfa Cronbach formula. The instrument is said to be reliable if the value of r count (Alpha) > r table. The results of the research instrument reliability test can be seen in the following table:

Table 2. Reability test result

Research Variables	Alpha Cronbach	Description
X1	0,899	Reliable
X2	0,935	Reliable
X3	0,901	Reliable
Y	0,729	Reliable

Source : data processing results using spss 20



The r table value obtained is 0.1745 so that the  $X_1$ ,  $X_2$ ,  $X_3$  and Y variables can be said to be reliable. A reliable device means a device which produces the same data after repeated measurements on the same subject. This means that the instrument, besides having to be in accordance with reality, must also have a value of accuracy, where if this instrument is given to the same group at different times, the results will be the same.

### 4.3 Multiple Linear Regression

A regression model that includes multiple independent variables to explain or predict the dependent variable is used in multiple linear regression analysis. The purpose of this analysis is to understand how significant the influence of each independent variable is on the dependent variable, as well as determine the direction of influence (Ghozali, 2018). The equation model in the study is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 \dots + b_nX_n$$

Description :

$Y =$  Dependent variable

$X_1, X_2, X_3 =$  Independent Variable

$a =$  Constant

$b_1, b_2, b_3 =$  Regression coefficient (increase or decrease value)

### 4.4 Results of the t-test

$H_0$  will be rejected and  $H_1$  accepted when the significance value is less than 0.05 of the critical value or probability value. Conversely, if the significance value is greater than 0.05 of the critical value or probability value, it indicates that the independent variable is not significant to the dependent variable, so  $H_0$  is accepted and  $H_1$  is rejected.

**Tabel 3. T table test results  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,331	1,979		4,210	,000
1 Leadership	,127	,067	,133	1,889	,062
Emotional Intelligence	,170	,057	,224	3,013	,003
Employee Loyalty	,465	,050	,631	9,314	,000

a. Dependent Variable: Employee Loyalty

Source : data processing results using spss 20

- Test H<sub>1</sub> : Sig value. 0.062 and t count 1.889 > t table 1.662. Therefore, we cannot accept H<sub>1</sub>, meaning that there is no effect between the variables X<sub>1</sub>, namely managerial role, and variable Y, namely Employee Loyalty.
- Test H<sub>2</sub> : Sig value. 0.003 and t count 3.013 > t table 1.662. Therefore, it can be concluded that H<sub>2</sub> is accepted, meaning that there is an effect between variable X<sub>2</sub>, namely Organizational Culture on variable Y, namely Employee Loyalty.
- Test H<sub>3</sub> : Sig value. 0.000 and t count 9.314 > t table 1.662. Therefore, it can be concluded that H<sub>3</sub> is accepted, meaning that there is an effect between variable X<sub>3</sub>, namely Emotional Intelligence on variable Y, namely Employee Loyalty.

#### 4.5 F Test

The analysis is based on a comparison between the significant value of F and, which is 0.05 or 5%. If the value of the regression model is smaller or equal to 0.05, the regression fit value is good, but if it is greater or equal to 0.05, the regression fit value is not fit or good.

**Tabel 4. F table test results**  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2355,435	3	785,145	194,372	,000 <sup>b</sup>
	Residual	355,467	88	4,039		
	Total	2710,902	91			

a. Dependent Variable: Employee Loyalty

b. Predictors: (Constant), Leadership, Organizational Culture, Emotional Intelligence

Source : data processing results using spss 20

Based on the output results presented, it can be concluded that the Sig. value of 0.000 < 0.05 and the calculated F value of 193.372 > F table 3.10. Therefore, the fourth hypothesis is accepted, indicating the joint influence of variables X<sub>1</sub>, X<sub>2</sub>, and X<sub>3</sub> on variable Y.



#### 4.6 Koefisien Determinasi

**Tabel 5. Determinant coefficient test results  
Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,932 <sup>a</sup>	,869	,864	2,00982

a. Predictors: (Constant), Leadership, Organizational Culture, Emotional Intelligence

b. Dependent Variable: Employee Loyalty

Source : data processing results using spss 20

According on the results of the analysis, the Adjusted R Square value is 0.864. This shows that the variation of all independent variables can explain as much as 86.4% of the changes that occur in the dependent variable. The rest, about 13.6%, may be influenced by other factors outside the scope of this study.

## 5. DISCUSSION

### 5.1 The Effect of Leadership on Employee Loyalty

Based on the results obtained from processing the data that has been carried out in this study, it shows that there is no influence between the variables Leadership ( $X_1$ ) and Employee Loyalty ( $Y$ ). This is because the sig value is  $0.062 > 0.05$ , which means it does not meet the criteria. Thus, the first hypothesis is rejected, indicating that there is no influence of leadership on employee loyalty.

In contrast to some previous studies that highlighted the significantly impact of leadership on employee loyalty, our study found that leadership roles do not significantly affect employee loyalty at PT PGN Solution. This is in contrast to the findings reported in several previous journals (Marwanto & Hasyim, 2023), (Rahmawati & Marhalinda, 2023) and (Sugiono et al., 2022) which results if the leadership variables have a strong positive on employee loyalty, which confirms a strong relationship among leadership style and employee loyalty level. This difference may be due to the specific context of PT PGN Solution in Cirebon city and the characteristics of the sample used in the study, which may illustrate different work dynamics. In addition, our analysis also provides deep insights into other factors that are more dominant in influencing employee loyalty, such as organizational culture and emotional intelligence. Thus, our research makes an important contribution in



expanding the understanding of the factors that contribute to employee loyalty in specific contexts.

## 5.2 The Effect of Organizational Culture on Employee Loyalty

Based on the results obtained from processing the data that has been carried out in this study, it shows that there is an influence between the organizational culture variable ( $X_2$ ) and employee loyalty ( $Y$ ). This is because the sig value is  $0.003 > 0.05$ , which means it meets the criteria. That way, the second hypothesis is accepted, indicating that there is an influence between Organizational Culture and Employee Loyalty.

Several research studies have been carried out to analyze the effect of organizational culture on employee loyalty in a company. Research conducted on organizational culture has a significant effect on employee loyalty (Gunawan, 2017). Similarly, the results of research (García-Fernández et al., 2018) The study found that organizational culture is positively correlated with employee loyalty and organizational performance. Employees who feel in line with organizational values and norms tend to have higher levels of loyalty. The implication is that management needs to strengthen a supportive culture to increase employee loyalty.

## 5.3 The Effect of Emotional Intelligence on Employee Loyalty

Based on the results obtained from processing the data that has been carried out in this study, it shows that there is an influence between the Emotional Intelligence variable ( $X_3$ ) on Employee Loyalty ( $Y$ ). this is because the sig value is  $0.000 > 0.05$  which means it meets the criteria. That way, third hypothesis is accepted, indicating that there is an influence between Emotional Intelligence on Employee Loyalty.

This is supported by previous research (Allan, 2023) which also states that there is a positive and significant effect between the Emotional Intelligence variable on Employee Loyalty as well as (Wahab & Liskawati, 2020) Employees who truly understand what emotional intelligence means are usually more engaged and loyal to the organization. This is because they are able to manage emotions well, build positive relationships, and resolve conflicts effectively. Therefore, it is necessary for management to pay more attention to the development of employees' emotional intelligence as an effort to increase their level of loyalty.





#### 5.4 The Effect of Leadership, Organizational Culture and Emotional Intelligence on Employee Loyalty

Based on the results of data analysis, the calculated F value is 194.372, which exceeds the F table value which should be 3.10. Thus, the fourth hypothesis can be accepted, indicating a simultaneous significant influence between Leadership Role, Organizational Culture, and Emotional Intelligence on Employee Loyalty.

The effect of leadership, organizational culture, and emotional intelligence on employee loyalty has been recognized by many reputable organizations. According to Gallup, a renowned research institute, strong leadership and a positive organizational culture can increase employee engagement by up to 59%, which in turn affects employee loyalty. A strong corporate culture does not emerge spontaneously. They are often built and strengthened by leaders who are committed to developing their organization's culture and consistently driving positive change (*What Is Organizational Culture? And Why Does It Matter?*, 2024). In addition, Harvard Business Review also highlights the importance of emotional intelligence in creating an inclusive work environment and strengthening the relationship between employees and the organization, which directly affects employee loyalty levels (Michelman, 2007).

## 6. CONCLUSION

Having loyal employees provides long-term benefits to the company, such as increased productivity, good employee retention, and a positive company image in the eyes of the public. Therefore, it's important for organizations to pay attention to strategies and initiatives that can improve the level of loyalty of their employees. At PT PGN Solution, the organizational culture and emotional intelligence of employees had a significant influence on their level of loyalty, while the role of leadership was not shown to significantly influence loyalty. These findings underscore the importance of strengthening a supportive organizational culture and improving employees' emotional intelligence as strategies to increase employee loyalty. Management needs to focus on building an inclusive culture and pay attention to developing employees' emotional intelligence to create a better work environment and increase their engagement and loyalty to the organization.

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