



The influence of leadership style and work discipline on employee work loyalty through work motivation at pt kastara teknologi internasional

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Abstract

This study aims to examine and analyze the effect of leadership style and work discipline on employee loyalty through work motivation. This research was conducted at the office of PT Kastara Teknologi Internasional with a total population of 101 employees. The sampling technique in this study used the Slovin formula with a sample size of 81 employees. In this study, the research design used was quantitative research by distributing questionnaires to employees of PT Kastara Teknologi Internasional and taking a number of books, journals and examples of previous research related to this research. Data analysis methods used in this research are regression analysis, descriptive analysis and path analysis.

Based on the results of the study, 1) Based on the results of path analysis, it shows that leadership style and work discipline have an impact on increasing work motivation. Thus $f_{count} > f_{table}$ ($681.403 > 2.48$) 2) Based on the results of path analysis it shows that leadership style and work discipline have an impact on increasing work loyalty. 48. Thus $f_{count} > f_{table}$ ($617,265 > 2.48$). 3) Based on the results of the path analysis, it shows that work motivation has an impact on increasing work loyalty. This can be seen from the results of the t test for the variable work motivation, the value of t count = 23.173, and t table is 1.989. This means $t_{count} > t_{table}$ ($23.173 > 1.989$) 4) Based on the results of path analysis it shows that leadership style and work discipline have an impact on increasing work motivation. This can be seen from the calculation $X1 \rightarrow X3 \rightarrow Y = (p_{x3x1}) \times (p_{y3}) = 0.541 \times 0.934 = 0.506$, $X2 \rightarrow X3 \rightarrow Y = (p_{x3x2}) \times (p_{y3}) = 0.482 \times 0.934 = 0.450$.

Keywords: Leadership style, work discipline, work loyalty, motivation

Introduction

Human resources (HR) act as a driving force for the life of the company, humans who manage and run the facilities and infrastructure in the company. Qualified and professional human resources tend to have better loyalty. So that efforts to improve the quality of human resources are very important to be considered by company leaders. For companies engaged in trade, they must have human resources who have high loyalty to the company, so that they can provide input to the company's clients in weighing or choosing to invest or carry out transaction activities with the company. On the website of the Coordinating Ministry for Economic Affairs of the Republic of Indonesia.

In carrying out work activities, employees will not be separated from loyalty and work attitude, so that these employees will always carry out work properly Loyalty can be said to be the loyalty that employees must have in the company where the employee works. The loyalty of employees in a company is absolutely necessary for the success of the company itself. However, it is not so much the attitude (or thinking component) that is important in the organization, but rather it is the *bottom-line* action component.

Leadership styles in organizations can affect the progress and failure of an organization, each leader has a way and style to run the wheels of the organization. The attitude of the leader will determine the development in the organization and the development achieved and will ultimately affect the work productivity of employees. The skill of developing a team by a leader is the key to successful activities in an organization or company.

Well-managed work discipline will result in employee compliance with various organizational regulations aimed at improving performance. For this reason, company leaders need to supervise every behavior and action taken by all employees while working. Work discipline is defined as the attitude of a person's obedience to a rule or provision that applies in the organization, namely joining the organization on the basis of awareness and awareness, not because of coercion.

Work motivation is one of the internal elements that can affect employee morale in carrying out their duties and responsibilities. Motivation can determine whether you can work hard in carrying out your duties or work casually.

The COVID 19 pandemic that occurred in 2020 resulted in the collapse of the world economy and had an impact on many companies that closed due to lack of sales. However, PT Kastara Teknologi Indonesia can maximize sales because the company is engaged in trading medical devices that are needed by every health facility at that time. Increasing sales requires qualified human resources to support the Company's activities.

Table 1: Development of the number of employees of PT Kastara Teknologi Internasional

Month/Year	2020	2021	2022
January	93	90	90
June	93	70	112
December	93	86	101

Source: Employee Semester Report 2020, 2021, 2022.

Based on observations of employees, it can be seen that work motivation at PT Kastara Teknologi Internasional, which as a whole can be said to be still low. This shows the problem of the dimension of achievement needs, namely the lack of opportunities for employees to develop the potential contained in themselves and the problem of the dimension of affiliation needs, namely the lack of desire of employees to do their duties well and the lack of encouragement of employees in establishing relationships with other employees in the form of cooperation and friendship. The research journal published by Winarto in 2020 found that the results of partial analysis (t-test) showed that work motivation in the form of intrinsic motivation and extrinsic motivation had a significant effect on employee loyalty. Simultaneously (F-test), employee intrinsic and extrinsic motivation variables have a significant effect on employee loyalty (Y). The conclusion of this study is that simultaneously and partially, both intrinsic and extrinsic work motivation has a significant effect on employee loyalty.

Literature Review

Job Loyalty Theory

Definition of Job Loyalty

Work is any dynamic activity and has a goal to meet certain needs (physical and spiritual) and in achieving this goal he strives with full sincerity to realize optimal performance. According to Siswanto (2012: 28), the notion of employee loyalty is usually synonymous with commitment to the organization, sometimes seen as an attitude. However, it is not so much the attitude (or thinking component) that is important in organizations, but rather it is the *bottom-line* action component. According to Mowday, Porter and Steers (2012: 29), employee loyalty is a manifestation of organizational commitment, with the identification of the relative strength of each individual and involvement in a particular organization. According to Court, Gwinner and Meuter (2012: 27), employee loyalty is employee behavior that reflects loyalty to the organization to promote interests and outward images. Pitoy (2020: 343) states that loyalty can be seen from the point of view of age, tenure in an organization or company, leadership style, promotion and so on.

Indicators of Job Loyalty

Employee loyalty is not just formed in the company, but there are several indicators that realize this loyalty. Indicators of loyalty contained in individuals are stated by Siswanto (2012: 65), including:

a. Obey the rules.

Every policy implemented in the company to facilitate and regulate the implementation of tasks by company management is adhered to and implemented properly. This situation will lead to discipline that benefits both internal and external organizations.

b. Responsibility to the company.

The characteristics of the job and the implementation of its duties have consequences that are imposed on employees. The ability of employees to carry out their duties as well as possible and awareness of every risk of carrying out their duties will provide an understanding of the courage and awareness of being responsible for the risks of what has been done.

c. Willingness to cooperate.

Working together with people in a group will allow the company to achieve goals that are not possible for individual people.

d. Sense of belonging

The existence of a sense of employee ownership of the company will make employees have an attitude to take care of and be responsible for the company so that in the end it will cause loyalty for the achievement of company goals.

e. Inter-personal relationships

Employees who have high loyalty will have a flexible attitude towards personal relationships. These personal relationships include: social relations among employees, harmonious relations between superiors and employees, work situations and suggestions from coworkers. Liking for work, the company must be able to face the fact that its employees come to work every day as a whole human being in terms of doing the work that will be done happily as an indicator can be seen from, the excellence of employees at work, employees never demand what they receive beyond basic compensation.

Leadership Style Theory

Definition of Leadership Style

Leadership as an ability to influence the motivation or potential of other individuals in a group or organization. According to Paramita (2017: 6) leadership is the activity of influencing people so that they want to work together to achieve the desired goals. Leadership orientation that is able to direct, guide employees well in the success of organizational goals is required to support efforts to maintain the existence of a company or organization.

According to Rivai (2014: 53) leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Leadership style is a way that leaders use in interacting with their subordinates. Meanwhile, another opinion states that leadership style is a pattern of behavior (words and actions) of a leader that is perceived by others.

Leadership Style Indicator

According to Rivai (2018: 62) found that a leader in implementing his leadership must be able to maturely carry out his agency or organization, leadership is divided into five dimensions, namely:

1. Good cooperation and relationship skills

- a. Foster cooperation with subordinates
- b. Establish good relationships with subordinates in the implementation of tasks that are the responsibility of each

2. Ability effectiveness

- a. Able to complete tasks beyond ability
- b. Complete tasks on time

3. Participative leadership

- a. Deliberative decision-making
- b. Able to research problems that occur on the job

4. Ability to delegate tasks or time

- a. Willingness to bring personal and organizational interests into the broader interest, i.e., the interest of the organization using the remaining time for personal purposes.
- b. Able to complete tasks in accordance with the target

5. Ability to delegate tasks or authority

The responsibility of a leader in accomplishing which tasks should be handled alone and which should be handled in groups

Work Discipline Theory

Definition of Work Discipline

Work discipline is defined as the attitude of a person's obedience to a rule or provision that applies in the organization, namely joining the organization on the basis of awareness and awareness, not because of coercion. For a company, enforcing work discipline is very important. Because with the enforcement of work discipline in a company, it will ensure order and smoothness in the implementation of tasks, so that the company can get optimal results.

According to Rivai (2015: 599) Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. according to Hasibuan (2019: 193) Discipline is the awareness and willingness of someone who obeys all company regulations and applicable social norms.

Based on the above understanding, it can be concluded that work discipline is an attitude, behavior, and actions that are in accordance with both written and unwritten rules, and if violated there will be sanctions for violations. For example, some employees are habitually late for work, ignore safety procedures, neglect detailed work, which is required for their job, act disrespectfully to customers, or engage in inappropriate actions. Employee discipline requires communication tools, especially specific warnings to employees who are unwilling to change their behavior.

Work Discipline Indicator

According to Rivai's opinion (2019: 615) there are five indicators of work discipline, namely as follows:

1. Attendance

This is a basic indicator to measure discipline and usually employees who have low work discipline are used to being late at work.

2. Adherence to regulations

Employees who obey work rules will not neglect work procedures and will always follow the work guidelines set by the company.

3. Adherence to work standards

This can be seen through the amount of responsibility employees have with the tasks directed to them.

4. High level of alertness

Employees with high vigilance will always be careful, calculating and thorough in their work, and always use things effectively and efficiently.

5. Work ethically

Some employees may be disrespectful to customers or engage in inappropriate actions. This is a form of disciplinary action, so working ethically is a form of employee discipline.

Work Motivation Theory

Definition of Work Motivation

Motivation is an internal factor within employees as a support in carrying out their duties and responsibilities. Motivation can determine whether you can work hard in carrying out your duties or work casually. According to Afandi (2018: 23) motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities carried out get good and quality results. Meanwhile, according to Hasibuan & Handayani, (2017: 121) in his research states that motivation arises from a sense of need for oneself and the encouragement of individual desires directed at the goal of obtaining satisfaction, therefore motivation is often interpreted as a driving factor in a person's behavior.

Work Motivation Indicator

According to Afandi (2018: 29) the dimensions and indicators of work motivation are:

The dimension of serenity is being happy, comfortable, and excited because needs are met:

Indicator:

- a. Reward
- b. Working conditions
- c. Work facilities

2. The dimension of encouragement to be able to work as well as possible: Indicator:

- a. Work performance
- b. Recognition from above
- c. The work itself

Research Methods

Population and Sample

Population

Population is all individuals or objects under study that have some of the same characteristics (Latipun, 2011: 25). The population in this study were employees of PT Kastara Teknologi Internasional, totaling 101 employees.

Sample

The selection of samples (respondents) in this study used an incidental technique, as Sugiyono (2011: 85) stated, that incidental sampling is sampling based on chance, that is, anyone who coincidentally / incidentally meets the researcher can be used as a sample, if it is deemed that the person who happened to meet was suitable as a data source. The determination of the number of samples used in this study was determined using the Slovin formula. According to Aloysius Rangga Aditya Nalendra, et al (2021: 27-28), the Slovin formula is a formula for calculating the minimum sample size if the behavior of a population is not known with certainty. The size of the research sample with the Slovin formula is determined through the error rate value. Where the greater the error rate used, the smaller the

number of samples taken. The following is the Slovin formula:

$$n = N / (1 + (N \times e^2))$$

Description:

n: Sample size

N: Population size

e: Percent allowance for inaccuracy due to sampling error that can still be tolerated or desired, for example 5%

Based on the existing population of 101 people where the entire population is a representative who is considered by researchers to have appropriate criteria used by researchers.

$$\begin{aligned} N &= 101 / (1 + 101 \times (0.05)^2) \\ &= 101 / (1 + 101 \times 0,0025) \\ &= 101 / (1 + 0,2525) \\ &= 101 / 1,2525 \\ &= 80.63 \text{ rounded to } 81 \end{aligned}$$

Based on the above calculations, the number of samples determined was 81 people. The number of respondents is considered representative to obtain writing data that reflects the state of the population.

Results and Discussion

Research Results

Reliability Test

Reliability testing in this study was also carried out on 81 respondents with the number of items that had been tested for validity as many as 57 questions for the leadership style variable (X1), work discipline variable (X2), work motivation variable (X3), and for the work loyalty variable (Y). the following table shows the results of the reliability test using the SPSS test tool:

Table 2: Reliability Test Results

Variables	Coefficient Alpha (α)	R Table	Description
Leadership style	0,810	0,600	Reliable
Work discipline	0,882	0,600	Reliable
Work motivation	0,883	0,600	Reliable
Work loyalty	0,854	0,600	Reliable
Source: SPSS Ve. 23.0 processed, 2023			

Based on the table of reliability test results above, it is known that the magnitude of the Cronbach's alpha (α) value of the four variables studied has a Cronbach's (α) value > R table, with the highest Cronbach's (α) value in work loyalty. Thus, the four variables are suitable for use as research measuring instruments.

Path Analysis

To determine the direct effect of each variable, the path coefficient is obtained according to table

Table 3: Coefficient of Direct Influence of Variables

Variables	Coefficient
Analysis of the influence of leadership style (X ₁) on work motivation (X ₃)	0.541
Analysis of the influence of work discipline (X ₂) on work motivation (X ₃)	0.482
Analysis of the Effect of Leadership Style (X ₁), on Job Loyalty (Y)	0.177
Analysis of the effect of work discipline (X ₂) on Job Loyalty (Y)	0.821
Analysis of the effect of work motivation (X ₃) on Job Loyalty (Y)	0.934
Coefficient e1	0,232
Coefficient e2	0,242

Hypothesis Test

Table 4: Direct Effect Test Results

Pathway Variable	Path Coefficient	T	Sig	Information
Direct Influence				
Positive and significant influence of Leadership Style (x1) on Work motivation (x3) of PT Kastara Teknologi Internasional employees	0.541	0.776	0.000	Affected and accepted
Positive and significant influence of work discipline on employee motivation of PT Kastara Teknologi Internasional	0.482	0.714	0.000	Affected and accepted
Positive and significant influence of leadership style on employee job loyalty of PT Kastara Teknologi Internasional	0.177	0.419	0.000	Affected and accepted
Positive and significant influence of work discipline on employee loyalty of PT Kastara Teknologi Internasional	0.821	1.063	0.000	Affected and accepted
Positive and significant influence of work motivation on employee loyalty of PT Kastara Teknologi Internasional	0.934	1.163	0.022	Affected and accepted

Indirect Effect

Positive and significant influence of leadership style on work loyalty through work motivation of employees of PT Kastara Teknologi Internasional.

In accordance with the data above, the following data is obtained:

$$\begin{aligned} \beta_3 \text{ (Direct Effect) GK (X}_1\text{) on LK (Y)} &= 0.177 \\ \beta_1 \text{ (Direct effect) GK (X}_1\text{) on MK (X}_3\text{)} &= 0.541 \\ \beta_5 \text{ (Direct Effect) MK (X}_3\text{) on LK (Y)} &= 0.934 \\ \beta_1 \times \beta_5 \text{ (Indirect effect) GK (X}_1\text{) on LK (Y) through MK (X}_3\text{)} &= 0.541 \times 0.934 = 0.505 \end{aligned}$$

Comparing the direct effect with the indirect effect, namely: $\beta_3 > \beta_1 \times \beta_5$ whose decision is : $0.177 < 0.505$ then the decision is that work motivation (X₃) is not intervening, namely not directly affecting leadership style on work loyalty.

Positive and significant influence of work discipline on work loyalty through work motivation of employees of PT Kastara Teknologi Internasional

In accordance with the data above, the following data is obtained:

$$\beta_4 \text{ (Direct Effect) DK (X}_2\text{) on LK (Y)} = 0.821$$

β_2 (Direct effect) DK (X_2) on MK (X_3) = 0.482
 β_5 (Direct Effect) MK (X_3) on LK (Y) = 0.934
 $\beta_2 \times \beta_5$ (Indirect effect) GK (X_1) on LK (Y) through MK (X_3) = 0.482 x 0.934 = 0.450

Comparing the direct effect with the indirect effect, namely: $\beta_4 > \beta_2 \times \beta_5$ whose decision is : 0.821 > 0.450 then the decision is that work motivation (X_3) is intervening, namely influencing work discipline on job loyalty.

Total Effect

Based on the results of hypothesis testing, the following data is obtained:

- a. Positive and significant influence of Leadership Style on employee work motivation of PT Kastara Teknologi Internasional

$X_1 \rightarrow X_3 = 0.541$

The total influence arising from leadership style on work motivation is 0.541

- b. Positive and significant influence of work discipline on employee motivation of PT Kastara Teknologi Internasional

$X_2 \rightarrow X_3 = 0.482$

The total influence arising from work discipline on work motivation is 0.482

- c. Positive and significant influence of leadership style on employee job loyalty of PT Kastara Teknologi Internasional

$X_1 \rightarrow Y = 0.177$

The total influence arising from leadership style on work loyalty is 0.177

- d. Positive and significant influence of work discipline on employee loyalty of PT Kastara Teknologi Internasional

$X_2 \rightarrow Y = 0.821$

The total influence arising from work discipline on work loyalty is 0.821

- e. Positive and significant influence of work motivation on employee loyalty of PT Kastara Teknologi Internasional

$X_3 \rightarrow Y = 0.934$

The total influence arising from work motivation on job loyalty is 0.934.

- f. Positive and significant influence of leadership style on work loyalty through work motivation of employees of PT Kastara Teknologi Internasional.

$X_1 \rightarrow X_3 \rightarrow Y = 0.505$

The total effect of work motivation as intervening in leadership style on work loyalty is 0.505.

- g. Positive and significant influence of work discipline on work loyalty through work motivation of employees of PT Kastara Teknologi Internasional

$X_2 \rightarrow X_3 \rightarrow Y = 0.450$

The total effect of work motivation as intervening in work discipline on work loyalty is 0.450

- h. Effect of residual coefficient variable on work motivation coefficient $e_1 = 0.232$
- i. Effect of residual coefficient variable on job loyalty coefficient $e_1 = 0.242$

Table 5: Path Coefficient of Direct Effect, Indirect Effect, and Total Effect of Leadership Style, Work Discipline, and Work Motivation and Job Loyalty

Variables	Coefficient Path	Influence		
		Direct	No Direct	Total
X1	0,541	0,177	0,505	0,682
X2	0,482	0,821	0,450	1,271
X3	0,934	0,934	-	-
Y	-	-	-	-
Coefficient e1	0,232	-	-	-
Coefficient e2	0,242	-	-	-

Discussion

1. The influence of leadership style on work motivation

Based on the results of the analysis of the description of leadership style variables, it shows that the majority of employees of PT Kastara Teknologi Internasional tend to strongly agree that the ability to cooperate and good relationships, effective abilities, participative leadership, the ability to delegate tasks and time, and the ability to delegate tasks and authority. The indicator that makes the largest contribution to the formation of leadership style variables is the ability to be effective, that the leader in the decision-making process prioritizes deliberation, and the leader in controlling the risks of existing work is always careful so that various risks that arise can be overcome. Based on the results of path analysis, it shows that leadership style has an impact on increasing work motivation.

2. The effect of work discipline on work motivation

Based on the analysis of the description of work discipline variables, it shows that the majority of employees of PT Kastara Teknologi Internasional strongly agree that attendance, adherence to regulations, adherence to work standards, high level of vigilance, and work ethically. The indicator that gives the greatest value to the formation of work discipline variables is adherence to regulations, that adherence to regulations is one of the benchmarks for a good level of discipline that employees follow the work procedures set by the company, besides that responsibility for the implementation and completion of work is a burden that employees must be able to complete. Based on the results of path analysis, it shows that leadership style and work discipline have an impact on increasing work motivation.

3. The influence of leadership style on work loyalty

Based on the results of the analysis of the description of leadership style variables, it shows that the majority of employees of PT Kastara Teknologi Internasional tend to

strongly agree that the ability to cooperate and good relationships, effective abilities, participative leadership, the ability to delegate tasks and time, and the ability to delegate tasks and authority. The indicator that makes the largest contribution to the formation of leadership style variables is the ability to be effective, that the leader in the decision-making process prioritizes deliberation, and the leader in controlling the risks of existing work is always careful so that various risks that arise can be overcome. Based on the analysis of the description of work discipline variables, it shows that the majority of employees of PT Kastara Teknologi Internasional strongly agree that attendance, adherence to regulations, adherence to work standards, a high level of vigilance, and work ethically. The indicator that gives the greatest value to the formation of work discipline variables is adherence to regulations, that adherence to regulations is one of the benchmarks for a good level of discipline that employees follow the work procedures set by the company, besides that responsibility for the implementation and completion of work is a burden that employees must be able to complete.

4. The Effect of Work Discipline on Job Loyalty

Based on the analysis of the description of work discipline variables, it shows that the majority of employees of PT Kastara Teknologi Internasional strongly agree that attendance, adherence to regulations, adherence to work standards, high level of vigilance, and work ethically. The indicator that gives the greatest value to the formation of work discipline variables is adherence to regulations, that adherence to regulations is one of the benchmarks for a good level of discipline that employees follow the work procedures set by the company, besides that responsibility for the implementation and completion of work is a burden that employees must be able to complete. Based on the results of path analysis, it shows that leadership style and work discipline have an impact on increasing work motivation.

5. The influence of work motivation on work loyalty

Based on the analysis of the description of work motivation variables, it shows that the majority of employees of PT Kastara Teknologi Internasional tend to strongly agree that compensation, working conditions, work facilities, work performance, recognition from above, and the work itself, form work motivation variables. The indicator that makes the largest contribution to the formation of work motivation variables is the ability to cooperate and good relationships, that the attitude of mutual support between leaders and employees is well established, where leaders in carrying out their duties encourage employees to carry out work according to the company's vision and mission, and leaders establish good relationships with employees. Based on the analysis of the description of the work loyalty variable, it shows that it tends to strongly agree that obeying the rules, responsibility, willingness to cooperate, sense of belonging, and interpersonal relationships. The indicator that makes the largest contribution to the formation of work loyalty variables is satisfaction with supervision / supervision, that employees are very happy with leaders who have a supportive attitude towards employees, leaders who are willing to listen to suggestions, and leaders who provide solutions if employees make mistakes.

Based on the results of path analysis, it shows that leadership style and work discipline have an impact on increasing work motivation.

6. The Effect of Leadership Style on Work Loyalty Through Work Motivation

Based on the results of the analysis of the description of leadership style variables, it shows that the majority of employees of PT Kastara Teknologi Internasional tend to strongly agree that the ability to cooperate and good relationships, effective abilities, participative leadership, the ability to delegate tasks and time, and the ability to delegate tasks and authority. The indicator that makes the largest contribution to the formation of leadership style variables is the ability to be effective, that the leader in the decision-making process prioritizes deliberation, and the leader in controlling the risks of existing work is always careful so that various risks that arise can be overcome.

Based on the results of the analysis, it shows that leadership style is not directly influenced by work motivation in achieving employee loyalty in PT Kastara Teknologi Internasional.

7. The Effect of Work Discipline on Work Loyalty Through Work Motivation

Based on the analysis of the description of work discipline variables, it shows that the majority of employees of PT Kastara Teknologi Internasional strongly agree that attendance, adherence to regulations, adherence to work standards, high level of vigilance, and work ethically. The indicator that gives the greatest value to the formation of work discipline variables is adherence to regulations, that adherence to regulations is one of the benchmarks for a good level of discipline that employees follow the work procedures set by the company, besides that responsibility for the implementation and completion of work is a burden that employees must be able to complete.

Based on the results of the analysis, it shows that work motivation affects employee discipline to achieve loyalty in the company. High work motivation will shape work discipline and employee loyalty to the company will increase.

Conclusions and Suggestions

Conclusion

Based on the research results and hypothesis testing of the proposed problem formulation, it can be concluded as follows:

Work loyalty is a condition and activity that involves physical, psychological and social factors that cause individuals to have a strong feeling of belonging, and responsibility and willingness to contribute to efforts to achieve organizational goals during a certain period PT Kastara in carrying out work is reflected in leadership, a sense of discipline, and work motivation such as, work loyalty indicators consist of obeying regulations, responsibility, willingness to cooperate, a sense of belonging, and interpersonal relationships.

Leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader. The indicator that makes the largest contribution to the formation of leadership style variables is effectiveness, that the leader in the decision-making process prioritizes deliberation, and the leader in controlling the risks of existing work is always careful so that various risks that arise can be overcome.

Work discipline is a behavior that must be instilled in oneself in order to create good performance in doing work

either at work or anywhere. The indicator that forms work discipline is obedience to regulations, that obedience to regulations is one of the benchmarks for a good level of discipline that employees follow the work procedures set by the company, besides that responsibility for the implementation and completion of work is a burden that employees must be able to complete.

Work motivation is an encouragement that grows within a person, both from within and outside himself to do a job with high enthusiasm using all the abilities and skills he has. Indicators of work motivation are the ability to cooperate and good relationships, that the attitude of mutual support between leaders and employees is well intertwined, where leaders in carrying out their duties encourage employees to carry out work according to the company's vision and mission, and leaders establish good relationships with employees.

The results of hypothesis testing for the variables of leadership style, work discipline, and work motivation obtained the significance value of each variable is smaller than 0.05, which means that H0 is rejected and H1 is accepted. This gives the conclusion that leadership style and work discipline affect the work motivation of employees of PT, Kastara Teknologi Internasional. Thus the first and second hypotheses are tested and proven.

The results of hypothesis testing for leadership style variables, work discipline and work motivation on loyalty obtained the significance value of each variable is smaller than 0.05. which means H0 is rejected and H1 is accepted. This gives the conclusion that leadership style, work discipline affect the work motivation of employees of PT Kastara Teknologi Internasional. Thus the first and second hypotheses are tested and proven.

In the leadership style variable, the indirect effect value of work motivation is obtained from the path coefficient value ρ_{x3x1} multiplied by the path coefficient value ρ_{yx3} . The multiplication results show that the direct effect coefficient value is smaller than the indirect effect coefficient value. This shows that work motivation cannot mediate, namely leadership style in influencing employee work loyalty.

In the work discipline variable, the indirect effect value is obtained from the path coefficient value ρ_{x3x2} multiplied by the path coefficient value ρ_{yx3} . The multiplication results show that the direct effect coefficient value is greater than the indirect effect coefficient value. This shows that work motivation can mediate work discipline in influencing employee job loyalty.

Advice

Based on the research results and discussion of the test as above, the following suggestions are recommended:

From the results of the research, work loyalty is needed for the company's goals in realizing its vision and mission, where company leaders can make suggestions from employees in order to increase employee loyalty to the company.

The leadership style pays more attention specifically to the employees and is more responsible. In this case, a democratic or transformational leadership style should be put forward. A leadership style that touches all employees will generate high trust in the leadership and the company in maintaining employees and the company.

In terms of work discipline, it is necessary to pay attention to the working time that exists in the company based on

attendance, work procedures, obedience to superiors, work awareness, and employee responsibility. To improve employee discipline, it is necessary to implement *reward* and *punishment*. The implementation of this reward and punishment program will further motivate employees to work better which will directly improve employee discipline because there are goals that individuals want to achieve. The implementation of this program will further motivate employees in carrying out work.

In terms of work motivation, office facilities are needed that make employees comfortable. Office facilities both in working indoors and outdoors will make employees comfortable. Office facilities such as computers and meubles that are still suitable for use will create a comfortable working atmosphere and minimize complaints about the facilities of the office. Operational vehicle facilities for employees who perform tasks outside the office or room will make employees work hard because they feel properly facilitated by the office.

This research only focuses on leadership, work motivation, work discipline, and work loyalty. There are still other factors such as work environment, organizational culture that can be used as opportunities to conduct new research.

This research only focuses on leadership style, work motivation, work discipline, and work loyalty. There are still other factors such as work environment, organizational culture that can be used as opportunities to conduct new research.

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