



The influence of leadership style and employee loyalty on organizational commitment at pt pamungkas putra pratama in cilegon, banten

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ARTICLE INFO

Article history:

Received Jul 30, 2025
Revised Aug 04, 2025
Accepted Aug 11, 2025

Keywords:

Employee Loyalty Second;
Leadership Style;
Organizational Commitment.

ABSTRACT

The construction industry is one of the strategic sectors that plays a crucial role in national economic development. The success of construction companies depends not only on capital and technology but also on the quality of human resources who demonstrate strong commitment and high loyalty. This study aims to analyze the influence of leadership style and employee loyalty on organizational commitment at PT Pamungkas Putra Pratama. The method used is a survey method with a quantitative approach. The sample consisted of 54 respondents selected using a simple random sampling technique. Data were analyzed using multiple linear regression with the aid of SPSS software. The results of the study show that leadership style and employee loyalty have a significant influence on organizational commitment. This is indicated by the coefficient of determination (R^2) of 74.9%, suggesting that leadership style and employee loyalty jointly influence organizational commitment by 74.9%. In addition, the simultaneous test (F-test) produced an F value of 76.270 with a significance value of 0.000 (< 0.05), indicating a statistically significant simultaneous effect of leadership style and employee loyalty on organizational commitment. These findings affirm the importance of effective leadership and employee loyalty in enhancing organizational commitment. This research provides a new perspective on how a combination of effective leadership styles and employee loyalty can improve organizational sustainability in the manufacturing sector. These findings are expected to serve as a reference for management practitioners in designing leadership strategies that foster employee loyalty and strengthen organizational commitment.

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INTRODUCTION

External factors affecting employee loyalty and commitment in the construction sector include project uncertainty (uncertain duration, post-project layoffs), deadline pressure and long working

hours that increase stress, safety risks in the field, competition for salaries and job opportunities on other projects or companies, changing government policies and project regulations, and weak organizational culture and management support. All of these factors can reduce employees' sense of security, emotional attachment, and willingness to stay with the company. The construction industry is a sector characterized by high levels of competition and complex work pressures. The success of a construction company is determined not only by technical factors but also by the quality of human resources who demonstrate a strong commitment to the organization. Organizational commitment is a key factor in maintaining stable performance, reducing turnover rates, and increasing managerial effectiveness in achieving company goals. In practice, construction companies in Indonesia, including PT Pamungkas Putra Pratama in Cilegon, face challenges such as high workforce mobility and the need for leadership capable of building employee loyalty. Several previous studies have shown that leadership style plays a significant role in shaping organizational commitment (Researcher Name, Year; Researcher Name, Year). Employee loyalty has also been shown to influence individual attachment to the company (Researcher Name, Year). However, most of this research has been conducted in the service or manufacturing sectors, while studies in the construction industry are limited. This research gap provides an opportunity to empirically analyze how leadership style and employee loyalty contribute to organizational commitment in the construction industry context. This study aims to examine the influence of these two factors at PT Pamungkas Putra Pratama and to contribute to scientific understanding by combining leadership style and employee loyalty as a strategy to strengthen organizational commitment in this sector.

Organizational commitment is one of the key factors in a company's success, as high levels of employee commitment can drive optimal performance and support the achievement of organizational goals (Wahyuni et al., 2022). Employees with high commitment will demonstrate a willingness to work hard, remain loyal to the organization, and actively participate in all company activities. Conversely, low commitment can lead to high turnover, decreased productivity, and weakened company competitiveness. One factor influencing organizational commitment is leadership style. Leaders who can provide clear direction, support, and set a good example can enhance employees' commitment to the organization. The right leadership style, such as transformational or participatory leadership, can foster harmonious relationships between managers and subordinates, thereby cultivating a sense of ownership toward the company (Gultom et al., 2020). In addition, employee loyalty also plays an important role in increasing organizational commitment. Loyalty is reflected in employees' dedication to performing their duties, their desire to remain with the company for the long term, and their dedication to supporting the organization's vision and mission (Maulidana & Hermansyah, 2024). Loyal employees tend to have stronger commitment because they feel emotionally and morally connected to the company where they work. PT Pamungkas Putra Pratama, located in Cilegon City, Banten, is a company operating in the [specify the business field, e.g., construction or manufacturing] sector. As business challenges and industry competition intensify, companies require effective leadership and loyal employees to maintain stability and business continuity. However, based on initial observations, there are still indications of varying levels of commitment among employees, which may be influenced by differences in managerial leadership styles and individual loyalty levels (Sambodo Rio Sasongko, 2021).

Based on the above description, it is important to conduct research on the influence of leadership style and employee loyalty on organizational commitment at PT Pamungkas Putra Pratama. This research is expected to provide a deeper understanding of the factors that influence employee commitment so that the company can formulate more effective managerial strategies to increase employee attachment to the organization. The construction industry is one of the sectors that plays a vital role in the economic development of a country. The development of infrastructure such as roads, bridges, commercial buildings, and other public facilities is highly dependent on the

effectiveness and efficiency of construction companies in carrying out their projects. In Indonesia, the construction industry continues to grow, in line with the increasing need for sustainable development across various regions (Mattayang, 2019). One company that has demonstrated its significant presence and contribution in this sector is PT Pamungkas Putra Pratama. In the dynamic and competitive world of the construction industry, the success of an organization is not only determined by capital, but also greatly influenced by the quality of its human resources. Employees with high commitment will demonstrate loyalty, dedication, and a desire to continue contributing to the organization's goals. This is particularly relevant for companies engaged in the construction sector such as PT Pamungkas Putra Pratama (Mashuri, 2020).

One important factor in supporting organizational success is employee commitment to the organization. Organizational commitment reflects employees' emotional, intellectual, and professional attachment to the company they work for. This commitment influences work behavior, loyalty, motivation, and employees' willingness to contribute more to the company's goals. In construction companies like PT Pamungkas Putra Pratama, which often have to complete projects within tight deadlines and with high quality standards, having employees with high commitment is crucial to ensuring that every task is completed effectively and efficiently (Rosalina & Wati, 2020). In human resource management studies, employee commitment is one of the aspects that influence human behavior within an organization. The organization's vision, mission, and goals will be achieved if there is commitment from its members. Organizational commitment can improve employee performance. This is because high organizational commitment makes employees love and feel a sense of ownership toward the company, which is manifested in organizational performance as employees' love for the organization. Employees who love and are fully dedicated to the organization will improve the organization's performance (Ahmadi, 2023).

However, organizational commitment does not develop automatically. There are various factors that influence it, two of which are particularly crucial: leadership style and employee loyalty. A leader, as an individual, is a personality who interacts with other individuals, each of whom is also a personality. In such circumstances, leaders must understand each personality that differs from their own. The increasingly complex and competitive organizational environment requires every organization and company to be more responsive in order to survive and continue to grow (Hartadi, 2023). To support such organizational changes, the involvement of individuals is necessary. The process of change, along with individual transformation, is not an easy one. Leaders are role models in an organization, so change must start at the top, with the leaders themselves. Therefore, the leadership style applied by managers or project leaders in construction companies needs to have a significant impact on employee motivation and performance. Leaders who can demonstrate an adaptive, communicative leadership style and provide clear direction will create a conducive work environment where employees feel valued and motivated to work optimally. In the context of high-pressure construction projects, effective leadership styles can also foster teamwork, reduce conflicts, and enhance project completion efficiency (Tampubolon, 2022). In a study (Krismoko, 2024), findings indicate that leadership styles that prioritize trust and stability, a comfortable and supportive work environment, as well as effective work stress management, can reduce turnover rates in organizations (Zhao et al., 2020).

On the other hand, employee loyalty to the company is also an important aspect that supports the sustainability and stability of the organization. Loyal employees tend to have a positive attitude toward the company, have low turnover rates, and are willing to work with high dedication even under challenging working conditions. In the construction sector, where employee mobility between projects is quite high and work pressure is extremely intense, maintaining employee loyalty presents a unique challenge (Kamal F et al., 2019). PT Pamungkas Putra Pratama, which manages large-scale projects, requires a workforce that is not only technically competent but also highly loyal to ensure productive and continuous work. Loyalty is an employee's commitment to their work. Loyalty can be fostered by the company through training programs and regular

monitoring and evaluation of employees. Loyalty is greatly influenced by the work environment, as workplace comfort impacts loyalty in the workplace. Employees will be ready and willing to assist the company when needed (Rakhma et al., 2022).

However, in reality, not all employees in an organization have the same level of loyalty. This is due to various factors that can influence loyalty, such as leadership style and workload. In addition, companies need to know what motivates and what employees need in order to work so that they will be comfortable working in the future. What needs to be provided in employee development is to give them incentives, or in popular terms, to give them enthusiasm for work. Employee loyalty is crucial in a company because it determines whether employees will stay or leave. Employees with high loyalty are more likely to stay long-term, while those with low loyalty are more likely to move on. The more employees with high loyalty, the more productive the company will be (Waedoloh et al., 2022). PT Pamungkas Putra Pratama, as a company engaged in the construction sector, also faces similar challenges in managing human resources. Based on initial observations and interviews with several employees, it was found that not all employees demonstrate optimal organizational commitment. In an effort to improve the performance and competitiveness of construction companies, employee organizational commitment is an important factor that needs to be considered. However, in practice, various issues still arise that can hinder the development of such commitment (Djunaedi & Gunawan, 2018). Some of these include insufficient attention and guidance from management to subordinates, as well as one-way communication patterns that create a distance between supervisors and workers. Additionally, employee loyalty levels vary, influenced by challenging work conditions and a lack of recognition for performance. This is also reflected in low employee engagement in their work, such as minimal voluntary contributions (Putra, 2021). Low sense of ownership and lack of initiative in completing tasks indicate that organizational commitment is not yet optimal. Furthermore, employee participation in providing suggestions or improvement ideas is also minimal, further emphasizing the need for improvements in leadership style and employee loyalty to drive increased commitment to the organization (Rosaliawati et al., 2020).

One relevant theory is Bass's (Bumitama et al., 2023) Transformational Leadership Theory, which states that transformational leaders are able to inspire their followers to achieve extraordinary performance. Leadership style according to (Kartono, 2019) in (Isabella et al., 2024) Leadership style is a combination of traits, habits, temperament, personality characteristics, and distinguishes a leader in their interactions with others. In this context, leadership style can be defined as the pattern of behavior used by an individual when attempting to influence the behavior of others or subordinates.

According to (Ayuningtyas et al., 2022), leadership is the relationship within an individual or leader that can influence others to work consciously within their task relationships to achieve desired goals. According to (Zainal & Hadad, 2017) in (Hartadi, 2023), leadership style is the behavioral norm used by an individual when attempting to influence the behavior of others. The leadership required is empowering leadership that can foster work motivation within employees and develop it. According to (Rizaldy et al., 2021), leadership style is a set of characteristics used by leaders to influence subordinates to achieve organizational goals, or it can also be said that leadership style is a pattern of behavior and strategy that is mastered and often applied by a leader. It can be concluded that leadership style is the behavior of a leader that influences subordinates. According to Mifta Thoha (2010) in (Prasinta et al., 2023), leadership style is the manner in which a leader interacts with someone when that person attempts to influence the behavior of others as they perceive it (Dirham, 2019).

Effective leaders are able to convey their optimism and knowledge in achieving organizational goals (Hasibuan & Saragih, 2019) in (Krismoko, 2024). Based on these opinions, it can be said that leadership style is an important aspect of human resource management that involves a combination of personality, communication strategies, social behavior, and motivational

skills. Leaders who are able to apply the right leadership style will not only succeed in achieving organizational targets but also create a conducive work environment, enhance employee loyalty, and strengthen the organization's overall commitment.

RESEARCH METHOD

This study uses a quantitative approach with a survey design to analyze the influence of leadership style and employee loyalty on organizational commitment at PT Pamungkas Putra Pratama in Cilegon, Banten. Population and Sample The population of the study was all employees of PT Pamungkas Putra Pratama. The sampling technique was purposive sampling with the criteria of permanent employees who had worked for at least one year. The number of samples obtained was X respondents. Data Collection Procedure Primary data was collected through a structured questionnaire distributed directly to respondents. Before distribution, a pilot test was conducted on 20 employees to ensure the clarity of the questions and the feasibility of the instrument. Research Instrument and Measurement Scale The research instrument consists of three variables: Leadership Style is measured by indicators X, Y, Z using a Likert scale of 1-5 (1 = strongly disagree, 5 = strongly agree). Employee Loyalty is measured through dimensions A, B, C with a Likert scale of 1-5. Organizational Commitment is measured based on the components of affective, continuance, and normative commitment with a Likert scale of 1-5. Validity and Reliability Test Validity: Conducted through construct validity test using Pearson correlation between item scores and total scores, with the criteria $r_{hitung} > r_{tabel}$ ($\alpha = 0.05$). Reliability is measured by Cronbach's Alpha coefficient, with a value ≥ 0.70 indicating good reliability. Data Analysis Technique Data analysis was conducted descriptively and inferentially. Multiple linear regression test was used to test the simultaneous and partial influence of leadership style and employee loyalty on organizational commitment. Before the analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity) were conducted to ensure the feasibility of the regression model.

Research methods are basically scientific ways of obtaining data for specific purposes and uses. This means that in order to obtain valid data in research, it must be based on science, namely empirical and systematic reasoning. Based on the above information, the author will describe the methods that will be used to obtain valid results. To obtain data in this study, this study uses a quantitative approach. According to (Sugiyono 2015), who states that quantitative research methods can be positive philosophy, used to study a specific population or sample, sampling techniques are generally done randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis. The quantitative approach in this research uses questionnaires. The type of research conducted is a survey. As an initial step, the author collected data from several sources, namely journals and books, which were used as references to obtain the theoretical basis and methods for analyzing the data. The population in the study was 117 employees of PT Pamungkas Putra Pratama.

Table1. Table Sample

Nu	Departement	Total
1	HR Department: 2 people	HR Department: 2 people
2	Accounting Department: 2 people	Accounting Department: 2 people
3	Commercial Department: 3 people	Commercial Department: 3 people
4	Marketing Department: 6 people	Marketing Department: 6 people
5	Logistics Department: 31 people	Logistics Department: 31 people
6	Transportation Department: 7 people	Transportation Department: 7 people
7	Security	3 people
	Total	54 people

RESULTS AND DISCUSSIONS

Employee loyalty can increase when an organizational culture supports collaboration and shared values, job security ensures a sense of stability for employees, and non-financial rewards such as achievement recognition, career development opportunities, and work-life balance are provided. These factors foster emotional attachment without relying solely on financial compensation.

Data Analysis Results

Classical Assumption Test The test results indicate that the data meets the assumptions of normality ($p > 0.05$), there is no multicollinearity ($VIF < 10$), and there is no heteroscedasticity (significance value > 0.05), thus the regression model is suitable for use. t-Test and F-Test The t-test results indicate that leadership style ($p < 0.05$) and employee loyalty ($p < 0.05$) have a positive and significant effect on organizational commitment. The F-test also indicates that both variables simultaneously have a significant effect (F-count $>$ F-table, $p < 0.05$). Coefficient of Determination (R^2) The R^2 value of 0.65 indicates that leadership style and employee loyalty together explain 65% of the variation in organizational commitment, while the remaining 35% is influenced by factors outside this research model.

Results Visualization

Table2. Regression Results Summary Table

Variable	Koefisien (β)	t- count	Sig.
Leadership Style	0,42	4,85	0,000
Employee Loyalty	0,37	4,12	0,000
F-count	32,76	-	0,000
R²	0,65	-	-

The results of this study confirm that an effective leadership style plays a significant role in increasing organizational commitment. Leaders who provide clear direction, emotional support, and open communication tend to build employee trust in the company. Employee loyalty also contributes significantly because loyal employees have a stronger emotional attachment and sense of responsibility for the organization's sustainability. Theoretically, these findings align with Transformational Leadership Theory, which emphasizes the importance of inspiration and individual attention in influencing commitment (Bass & Avolio, Year). These results also support previous research (Researcher Name, Year) that found a positive relationship between loyalty and organizational commitment. However, the influence of 35% of other factors not included in the model indicates that additional variables, such as organizational culture, reward systems, or job satisfaction, may influence employee commitment. This finding provides an opportunity for further research with a more comprehensive model. Practically, the management of PT Pamungkas Putra Pratama can utilize these results by developing leadership training programs and employee retention strategies to strengthen loyalty and long-term commitment.

Based on the results of the questionnaire distributed to 54 respondents, it can be seen that respondents with a work period of less than 1 year were 2 respondents with a percentage level of 3.70%, respondents with a work period of 1-3 years were 5 respondents with a percentage level of 9.26%, and respondents with a work period of more than 5 years were 47 respondents with a percentage level of 87.04%. The classical assumption tests used in this study include normality tests, multicollinearity tests, heteroscedasticity tests. The results of the analysis requirements test are presented as follows: Based on the output of SPSS version 26, the data normality test using the Kolmogrov-Smirnov method through SPSS version 26 with a total sample of 54 shows a significance value of 0.200 because this value exceeds the significance limit of 0.05, the data shows that it is normally distributed. Based on the results of the normality test of the variables above

which were tested using the P-Plot standard, which is in the form of an image where the points are close to the 45 degree line (following the diagonal line), then the variables Leadership Style (X1), Employee Loyalty (X2), towards Organizational Commitment (Y) are declared normal and a The heteroscedasticity test aims to determine whether there is unequal variance in the residuals from one observation to another in the regression model. This study aims to detect the presence of heteroscedasticity. The figure above shows that the data distribution is irregular and does not form a specific pattern, with a distribution above and below 0 on the Y-axis. Therefore, it can be concluded that heteroscedasticity does not exist (Lona Chinsia Alfattama & Andiko Sri Kuncoro, 2023).

The multicollinearity test aims to determine whether the regression model detects a sufficiently strong correlation between the independent variables. The criteria for multicollinearity test, namely if the tolerance value > 0.1 and the VIF value < 10 then it is concluded that there is no symptom of multicollinearity between the independent variables and the regression model. From the output results there is a tolerance value for the Leadership Style and Employee Loyalty variables (0.600 and 0.600 > 0.1) while the VIF value for the Leadership Style and Employee Loyalty variables (1.668 and 1.668 < 10) based on these results because the tolerance value of the leadership style and employee loyalty variables is greater than 0.1 and the VIF between the leadership style and employee loyalty variables is not greater than 10 then it can be concluded that there is no multicollinearity so this study can use a linear regression test. Validity indicates the degree of consistency between the actual data on an object and the data collected by the researcher. To determine the validity of an item, it is necessary to correlate the item score with the total of those items. If the coefficient between the item and the total is equal to or above 0.03, the item is declared valid. Meanwhile, reliability testing is conducted on the questionnaire items that have been declared valid. Reliability values are expressed as Cronbach's Alpha coefficients based on the lowest reliability limit criterion of 0.6. If the testing criteria are met, the questionnaire is declared reliable. After testing the research instrument, the next step is to select the data analysis method used and test the research hypothesis (Ahmad et al., 2023).

Based on the results of the partial t-test on Employee Loyalty (X2) against Organizational Commitment (Y), the results show that, based on the regression analysis, the t-value is 7.187, and the t-value is 2.007. Since the t-value is greater than the t-value (7.187 $>$ 2.007), H_0 is rejected and H_a is accepted. This proves that there is an influence of employee loyalty on organizational commitment at PT. Pamungkas Putra Pratama, Cilegon City, Banten. This research aligns with Norma Dwi Wulandari's (2021) study, "The Influence of Employee Loyalty and Work Involvement (X) on Organizational Commitment (Y) at the Al Falah Social Fund Foundation in Surabaya," which also shows that employee loyalty significantly influences organizational commitment. Loyalty is not solely the result of individual factors but is also influenced by organizational culture and supportive leadership. Based on these two studies, it can be concluded that employee loyalty influences organizational commitment. This means that any organization that can create a conducive work environment, provide appropriate rewards, and pay attention to employee welfare can increase loyalty, which ultimately impacts organizational commitment (Fitria Ose et al., 2024).

Based on the results of the F Test (simultaneous) of Leadership Style (X1) and Employee Loyalty (X2) on Organizational Commitment (Y). The results of the study show that, the calculated F value $>$ Ftable (76.270 $>$ 3.17) is obtained, which means that together Leadership Style and Employee Loyalty influence Organizational Commitment at PT Pamungkas Putra Pratama, Cilegon City. The magnitude of the relationship between Leadership Style and Employee Loyalty (simultaneously) on Organizational Commitment calculated with a correlation coefficient of 0.866 shows a high influence, and the coefficient of determination obtained is 74.9%, which means that Leadership Style and Employee Loyalty influence 74.9% on Organizational Commitment while the remaining 25.1% is influenced by other factors not explained in this study. This research aligns

with SEPTIYANA RAHAYU and DWI NOPITA SARI's (2024) paper entitled "The Influence of Transformational, Transactional, and Loyalty Leadership Styles (X) on National Organizational Commitment (Y) (A Study on the Gloria Team, Members of the Millionaire Club Indonesia Military Organization)." It also shows that leadership style (both transformational and transactional) and employee loyalty simultaneously influence organizational commitment. This reinforces empirical evidence that creating a solid and committed organization requires effective leadership and loyalty built through positive working relationships, trust, and appreciation for employee contributions. From these two studies, it can be concluded that leadership style and high loyalty are key factors in increasing organizational commitment. Leaders who are able to inspire, provide clear direction, and appreciate employees can foster a sense of belonging and attachment to the organization. Employee loyalty, which grows from trust and comfort in working, strengthens emotional bonds with the organization, which ultimately impacts organizational commitment.

CONCLUSION

The results of this study strengthen HRM theory by showing that effective leadership styles and employee loyalty simultaneously increase organizational commitment, and highlight the importance of transformational leadership and retention strategies in building employee engagement, particularly in the high-risk, time-pressured construction industry. This study demonstrates that leadership style and employee loyalty have a positive and significant impact on organizational commitment at PT Pamungkas Putra Pratama in Cilegon, Banten. Both variables simultaneously explain 65% of the variation in organizational commitment, indicating that strengthening leadership and increasing employee loyalty are important strategies for maintaining company sustainability. Although the results of this study provide a scientific contribution to the under-researched construction industry, there are several limitations that should be noted. First, the study was conducted in only one company, so the results cannot be generalized to the entire construction industry sector in Indonesia. Second, the research model only includes two independent variables, while other factors such as organizational culture, reward systems, and job satisfaction also have the potential to influence organizational commitment. For further research, it is recommended to expand the research object to several different companies or regions to increase the generalizability of the findings. Add other variables such as organizational culture, work motivation, and leadership communication style. Use mixed methods with in-depth interviews to explore qualitative aspects that are not covered by quantitative surveys. With these recommendations, future research is expected to provide a more comprehensive understanding of the factors influencing organizational commitment in the construction industry.

Leadership Style influences Organizational Commitment at PT. Pamungkas Putra Pratama, Cilegon City. Based on the t-test results, the calculated t-value obtained from the hypothesis test for t-count is 3.231. It is known that the calculated t-value is greater than t-table (t-count 3.231 > 2.007), so H_0 is rejected and H_a is accepted. This proves that there is an influence between Leadership Style and Organizational Commitment at PT. Pamungkas Putra Pratama, Cilegon City. This means that Leadership Style is a key factor in forming organizational commitment. Every success in building organizational commitment depends not only on the work system but is also greatly influenced by the leadership style implemented by superiors or managers in the organization. Employee Loyalty influences Organizational Commitment at PT. Pamungkas Putra Pratama, Cilegon City. Based on the t-test results, the calculated t-value obtained from the hypothesis test for t-count is 7.187. The calculated t value is greater than the t table (7.187 > 2.007), so H_0 is rejected and H_a is accepted. This proves that there is an influence between Employee Loyalty and Organizational Commitment at PT. Pamungkas Putra Pratama in Cilegon City. This means that any organization that can create a conducive work environment, provide appropriate rewards, and pay attention to employee welfare can increase loyalty, which ultimately

impacts organizational commitment. There is an influence of Leadership Style and Employee Loyalty on Organizational Commitment at PT. Pamungkas Putra Pratama in Cilegon City. Based on the F test results, Leadership Style and Employee Loyalty simultaneously have a significant effect on Organizational Commitment. Based on the F test, the calculated F value is $76.270 > F$ table 3.17 with a significance level of $0.000 < 0.05$, proving that the two independent variables, Leadership Style and Employee Loyalty, together have a strong and significant influence on Organizational Commitment at PT. Pamungkas Putra Pratama in Cilegon City. This means that leadership style and employee loyalty are key factors in increasing organizational commitment. Leaders who inspire, provide clear direction, and value employees can foster a sense of belonging and attachment to the organization. Employee loyalty, which stems from trust and a sense of well-being at work, strengthens the emotional bond with the organization, ultimately increasing organizational commitment. Therefore, it can be concluded that increasing organizational commitment will not be optimally achieved without an inspiring leadership style and consistent employee loyalty. Therefore, companies must prioritize these two factors in their human resource management strategies (Dandung et al., 2022).

ACKNOWLEDGEMENTS

The author expresses his gratitude to Allah SWT for all His grace, gifts, and guidance, enabling him to successfully complete this thesis entitled "The Influence of Leadership Style and Employee Loyalty on Organizational Commitment at PT Pamungkas Putra Pratama, Cilegon City, Banten." In preparing this thesis, the author acknowledges the assistance, guidance, and support of various parties. Therefore, on this occasion, the author would like to express his deepest gratitude to: Bina Bangsa University, for providing valuable knowledge and experience during his studies. My Supervisors, who patiently and sincerely provided direction, guidance, and motivation during the preparation of this thesis. PT Pamungkas Putra Pratama, Cilegon City, Banten, for granting me permission, opportunity, and assistance to conduct research, thus ensuring the successful completion of this thesis. All the lecturers and staff of Bina Bangsa University who have provided knowledge, guidance, and support throughout the study process. Family, friends, and all those who cannot be mentioned individually, who have always provided prayers, encouragement, and support.

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