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The Effect of Transformational Leadership Style, Compensation, and Work Motivation on Eemployee Work Loyalty (A Study at the Royal Palm Hotel Cengkareng)

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ABSTRACT

This research aims to analyze the influence of transformational leadership style, compensation and work motivation on employee work loyalty (Study at the Royal Palm Cengkareng Hotel). The population used in this research was all employees at the Royal Palm Cengkareng Hotel, totaling 51 contract employees. The sampling technique used was non-probability sampling using saturated samples. This study used a quantitative method with a causality research type. This research instrument used a questionnaire. This study used the SmartPLS application for data analysis methods. The results of this study indicate that the Transformational Leadership Style Variable has a positive but not significant effect on Employee Loyalty. The Compensation Variable has a positive and significant effect on Employee Loyalty. The Work Motivation Variable has a positive and significant effect on Employee Loyalty.

Keywords: Transformational Leadership Style; Compensation; Work Motivation; Loyalty Employee Work.

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INTRODUCTION

High-quality human resources (HR) are very significant for every company to achieve its vision, goals, and objectives. Because they determine the success of an organization, human resources are a vital and valuable asset (Utami & Maisara, 2022). One of the efforts to retain employees is by creating and promoting loyalty among employees. According to Jusuf (2018), loyalty is defined as the development of an attitude that arises from a sense of devotion and loyalty, whether to the workplace, superiors, colleagues, or work, which motivates people to contribute to the benefit of others or society (Utami & Maisara, 2022).

Previous studies have identified several factors that can influence employee loyalty, including transformational leadership style. Transformational leadership is a style of leadership that inspires admiration, trust, and loyalty in followers. Transformational leadership is expected to bring about change in the company and its followers (Darmawan, 2023).

In this study, the researcher conducted face to face interviews with human resource development staff by visiting the Royal Palm Cengkareng Hotel to ask about human resource issues at the hotel that could affect employee loyalty. Based on the results of the interviews, several internal problems within the hotel were found, including a lack of alignment between supervisors and managers regarding certain tasks, resulting in miscommunication among employees when receiving work instructions. There were also many human resource activities outside of work that could interfere with work, as well as problems related to employees borrowing money online, which disturbed the comfort of other employees and ultimately required the hotel to issue a strict policy regarding this matter.

After identifying internal problems within the hotel, the researcher conducted a preliminary survey of 20 contract employees at the Royal Palm Cengkareng Hotel by distributing questionnaires based on relevant results from interviews that had already been conducted.

Table 1. Preliminary Survey Questionnaire

No.	Statement	Yes	%	No	%	Variable
1.	I feel happy when supported by coworkers and superiors while completing work	19	95%	1	5%	Work Environment
2.	I feel that communication at my workplace is very effective	16	80%	4	20%	Work Environment
3.	I always wear the uniform and complete accessories in accordance with the regulations.	19	95%	1	5%	Work Discipline
4	I am willing to take full responsibility for any mistakes I make at work	11	55%	9	45%	Work Discipline
5.	I feel that my current salary is commensurate with my workload.	7	35%	13	65%	Compensation
6	Overall, I am very satisfied with the salary and service charge provided.	7	35%	13	65%	Compensation
7.	I feel I have a good balance between my work and personal life.	8	40%	12	60%	Work Motivation
8.	I am very satisfied with my current job.	8	40%	12	60%	Work Motivation

No.	Statement	Yes	%	No	%	Variable
9.	My supervisor is able to effectively communicate any changes to the work system.	6	30%	14	70%	Leadership Transformational
10.	My supervisor fully supports my career development in terms of promotion.	9	45%	11	55%	Leadership Transformational

Source: Primary data from pre-survey (2024)

In Table 1 above, the results of the pre-survey that has been conducted can be seen. The researcher obtained the highest results related to the variable of transformational leadership style, so the researcher determined transformational leadership style as variable X^1 . Next, the compensation variable as variable X^2 . Finally, there is the work motivation variable as variable X^3 .

LITERATURE REVIEW

Human Resource Management, or HRM for short, is the activity of managing people. Human resource management plays an important role in companies (Siagian, 2023). Human resources (HR) are an important asset in a company, because human resources can be a determining factor in the success of a company. Human resources in a company need to be managed well in order to create a balance between the needs of employees and the needs and capabilities of the company (Nashar & Manurung, 2019).

Employee job loyalty is a condition and activity involving physical, psychological, and social aspects that cause individuals to have a strong sense of belonging, responsibility, and willingness to contribute to the achievement of an organization's goals (Made et al., 2024).

Leadership style is a set of characteristics used by leaders to influence subordinates in order to achieve company goals. Leadership style can also be described as a pattern of behavior or strategy applied by a leader (Nashar & Manurung, 2019). Low employee loyalty is thought to be caused by the suboptimal application of transformational leadership style and low work discipline among employees (N. K. Pertiwi & Panjaitan, 2023).

Compensation is everything obtained from an organization or company, which can be physical or non-physical, and is calculated to be given to a person. Compensation also includes incentives and welfare programs for employees (Made et al., 2024).

Motivation can be described as a form of drive or encouragement for someone to be enthusiastic in doing something. According to David McClelland (1987) in McClelland's theory of needs, a person's motivation in doing work and behaving can be influenced by three main needs, namely the need for achievement, the need for power, and the need for affiliation. The need for achievement drives a person to achieve high standards, the need for power enables individuals to influence and control others, while the need for affiliation focuses on the desire to be accepted, establish harmonious relationships, and be part of a group. This theory explains that a person's level of work motivation can vary depending on which need is more dominant within them.

METHOD

The method used in this study is quantitative. This study is a causal study. In terms of time dimension, this study is a cross-sectional study. The data collection technique in the variable measurement scale in this study uses interviews and questionnaires. The questionnaire answers in this study are measured using a Likert scale. In this study, the scales used consist of:

Table 2. Likert Scale

Questions	Score
Strongly Agree (SA)	5
Agree (A)	4
Neutral (N)	3
Disagree (D)	2
Strongly Disagree (SD)	1

In this study, researchers used sampling techniques to determine the sample in the population being studied. The population used in this study was all 51 contract employees at the Royal Palm Cengkareng Hotel. The sampling technique used in this study was non- probability sampling. The sample used in this study was 51 contract employees of the Royal Palm Cengkareng Hotel. The data collection method used in this study was a questionnaire technique. The application used as a measuring tool in this study was SmartPLS version 4. PLS (Partial Least Square) is a variance-based SEM statistical method designed to solve multiple regression when specific problems occur in the data.

RESULTS AND DISCUSSION

Respondent Description

Table 3. Respondent Characteristics

Respondent Characteristics		Frequency	Percent
Gender	Male	38	74,5
	Female	13	25,5
	Total	51	100,0
Respondent Characteristics		Frequency	Percent
Age	19-26 years	8	15,7
	27-33 years	14	27,4
	34-40 years	11	21,6
	>40 years	18	35,3
	Total	51	100,0
Respondent Characteristics		Frequency	Percent
Education	High School/Vacational School	19	37,3
	Diploma	15	29,4
	Bachelor's Degree (S1)	17	33,3
	Total	51	100,0
Respondent Characteristics		Frequency	Percent
Length of Employment	1-2 years	13	25,5
	3-5 years	9	17,6
	> 5 years	29	56,9
	Total	51	100,0

Source: Data compiled from questionnaires, (2024)

Based on Table 3 above, it shows that out of 51 respondents, 38 were male or 74.5% and 13 were female or 25.5%. Table 3 also shows that the majority of employees working at the Royal Palm Cengkareng Hotel are male. Table 3 also shows that of the 51 respondents, based on age, the highest number of respondents were those aged over 40 years, namely 18 respondents or 35.3%, and the lowest number of respondents were those aged between 19 and 26 years, namely 8 respondents or 15.7%. Table 3 also shows that of the 51 respondents based on education, the highest number of respondents had a high school/vocational school education, namely 19 respondents or 37.3%, while the lowest number of respondents had a diploma education, namely 15 respondents or 29.4%. Table 3 also reveals that of the 51 respondents based on length of employment, the number of employees who had been working for 1-2 years was 13 respondents or 25.5%. The number of employees with a length of service between 3-5 years was 9 respondents or 17.6%. The number of employees with a length of service of more than 5 years was 29 respondents or 56.9%.

Variable Description

a. Transformational Leadership Style (X¹)

Table 4. Descriptive Test of Questionnaire Responses Based on the Transformational Leadership Style

No	Statement	N	Mean	Std Deviation
1	My leader always provides clear and consistent direction.	51	4,19	0.817
2	My leader applies company policies and rules fairly and equitably.	51	4,35	0.736
3	My leader makes me feel proud while working with him/her.	51	4,37	0.791
4	My leader builds my confidence in doing my job.	51	4,47	0.667
5	My leader gives me confidence that the company's goals will always be achieved if we work together.	51	4,43	0.748
6	My leader always provides appreciation, recognition, and feedback for any achievements, both as a team and individually.	51	4,07	0.882
7	My leader encourages me to use creativity in completing my work.	51	4,39	0.659
8	My leader always provides many solutions to work challenges.	51	4,31	0.727
9	My leader is receptive to different perspectives, both when facing problems and during routine meetings.	51	4,41	0.691
10	My leader always provides challenges that are appropriate to my abilities to encourage my performance development.	51	4,45	0.636
11	My leader actively motivates me and my team to continue working better.	51	4,25	0.788
12	My leader regularly provides clear and constructive feedback on my performance.	51	4,21	0.893

Source: Data processed from questionnaires (2024)

From Table 4 above, it can be observed that the Transformational Leadership Style variable has the highest mean value of 4.47, obtained from the indicator statement "My leader can boost my confidence in doing my job" with a standard deviation of 0.667. Meanwhile, the lowest mean value of 4.07 is found in the statement "The company leader always gives appreciation, rewards,

and feedback for any achievements made, both as a team and individually" with a standard deviation of 0.882.

a. Compensation (X^2)

Table 5. Descriptive Test of Questionnaire Responses Based on Compensation Variables

No	Statement	N	Mean	Std Deviation
1	I am satisfied with my current salary.	51	4,09	0.869
2	The incentives provided by the company can boost my enthusiasm at work.	51	4,17	0.785
3	The company i work for has provided bonuses fairly to employees.	51	4,27	0.794
4	I feel safe at work because the company i work for provides good health facilities.	51	4,21	0.824
5	The company i work for provides holiday allowances (THR) on time and in accordance with government policy.	51	4,07	0.860
6	The company i work for provides supportive transportation facilities.	51	4,23	0.876

Source: Data processed from questionnaires (2024)

In Table 5, it can be seen that the Compensation variable has the highest mean value of 4.27, obtained from the indicator "The company where I work has provided bonuses fairly to employees" with a standard deviation of 0.794. Meanwhile, the lowest mean value of 4.07 in the compensation variable is found in the indicator "The company where I work provides holiday allowances (THR) on time and in accordance with government policy" with a standard deviation of 0.860.

b. Work Motivation (X^3)

Table 6. Descriptive Test of Questionnaire Responses Based on Variables Work Motivation

No	Statement	N	Mean	Std Deviation
1	I have a desire to excel over my coworkers in terms of work.	51	4,29	0,666
2	I have a desire to be a successful person.	51	4,21	0,749
3	I am happy when the work i do receives feedback or praise from both my superiors and coworkers.	51	4,33	0,758
4	I have a good working relationship with my colleagues.	51	4,45	0,723
5	I am a friendly person and enjoy building closeness between colleagues.	51	4,41	0,691
6	I dare to apologize if I make a mistake and be grateful if I am given help by my fellow coworkers.	51	4,37	0,713
7	I have the ability to provide positive direction to fellow coworkers.	51	4,35	0,736
8	I have the ability to motivate others in achieving company goals.	51	4,27	0,769

Source: Data processed from questionnaires (2024)

From Table 6, it can be seen that the Work Motivation variable has the highest mean value of 4.45, obtained from the indicator "I have a good working relationship with my colleagues" with

a standard deviation of 0.723. Meanwhile, the lowest mean value of 4.21 is found in the indicator "I have a desire to be successful" with a standard deviation of 0.749.

c. Employee Work Loyalty (Y)

Table 7. Descriptive Test of Questionnaire Responses Based on Variables Employee Work Loyalty

No	Statement	N	Mean	Std Deviation
1	I am a person who strictly adheres to the rules and regulations of the company.	51	4,49	0.638
2	I am willing to take responsibility for any work i do.	51	4,45	0.695
3	I can build good cooperation between teams.	51	4,43	0.721
4	I feel like this company is my second home, and i want to contribute to creating a positive an productive work environment.	51	4,41	0.771
5	Open communication and good teamwork are key to creating a positive an productive work environment.	51	4,51	0.606
6	I really love my current job.	51	4,56	0.602

Source: Data processed from questionnaires (2024)

From Table 7 above, it can be observed that the Employee Work Loyalty variable has the highest mean value of 4.56, obtained from the indicator "I really love my current job" with a standard deviation of 0.602. Meanwhile, the lowest mean value of 4.41 in the Employee Work Loyalty variable is found in the indicator "I feel that this company is like my second home, and I want to contribute to creating a positive and productive work environment" with a standard deviation of 0.771.

Measure Evaluation (Outer Model)

a. Convergent Validity Test Results

Table 8. Convergent Validity Test Results

Variable	Indicator	Outer Loading	Description
Transformational Leadership Style	GKT1	0.764	Valid
	GKT2	0.791	Valid
	GKT3	0.803	Valid
	GKT4	0.732	Valid
	GKT5	0.761	Valid
	GKT6	0.740	Valid
	GKT7	0.760	Valid
	GKT8	0.799	Valid
	GKT10	0.736	Valid
	GKT11	0.702	Valid
	GKT12	0.841	Valid
Compensation	K1	0.828	Valid
	K2	0.827	Valid
	K3	0.858	Valid
	K4	0.833	Valid
	K5	0.890	Valid
	K6	0.827	Valid

Work Motivation	MK2	0.803	Valid
	MK3	0.780	Valid
	MK4	0.765	Valid
	MK5	0.773	Valid
	MK6	0.757	Valid
	MK7	0.851	Valid
	MK8	0.741	Valid
Employee Loyalty	LKK1	0.733	Valid
	LKK2	0.790	Valid
	LKK3	0.843	Valid
	LKK4	0.874	Valid
	LKK5	0.719	Valid
	LKK6	0.841	Valid

Source: PLS Output (2024)

From Table 8, it can be seen that the results of the modified convergent validity test show that all indicators have met the convergent validity criteria because they have factor loadings above 0.50.

Table 9. AVE Testing Results

Variable	AVE	Criteria
Transformasional Leadership Style	0.592	Valid
Compensation	0.713	Valid
Work Motivation	0.615	Valid
Employee Work Loyalty	0.643	Valid

Source: PLS Output (2024)

From the construct evaluation in the modeling in Table 9, it is clear that the AVE value of each construct is higher than 0.50, which proves its validity.

a. Results of Discriminant Validity Testing (Cross Loading)

Table 10. Results of Discriminant Validity Testing

	Transformational Leadership Style	Compensation	Work Motivation	Employee Work Loyalty
GKT1	0.759	0.427	0.401	0.454
GKT2	0.791	0.552	0.498	0.655
GKT3	0.806	0.579	0.499	0.626
GKT4	0.738	0.514	0.470	0.550
GKT5	0.759	0.476	0.556	0.598
GKT6	0.746	0.696	0.340	0.436
GKT7	0.760	0.626	0.522	0.632
GKT8	0.804	0.532	0.414	0.500
GKT10	0.757	0.530	0.486	0.565
GKT11	0.703	0.584	0.451	0.604
GKT12	0.831	0.514	0.472	0.543
K1	0.547	0.828	0.403	0.561
K2	0.637	0.827	0.478	0.633
K3	0.657	0.858	0.393	0.683
K4	0.623	0.833	0.546	0.723
K5	0.541	0.890	0.373	0.680
K6	0.602	0.827	0.399	0.660

	Transformational Leadership Style	Compensation	Work Motivation	Employee Work Loyalty
MK2	0.582	0.338	0.795	0.596
MK3	0.410	0.400	0.800	0.653
MK4	0.474	0.506	0.763	0.571
MK5	0.294	0.256	0.776	0.480
MK6	0.416	0.332	0.761	0.481
MK7	0.591	0.488	0.852	0.669
MK8	0.555	0.466	0.738	0.538
LKK1	0.584	0.650	0.581	0.733
LKK2	0.556	0.687	0.518	0.790
LKK3	0.695	0.631	0.583	0.843
LKK4	0.628	0.670	0.654	0.875
LKK6	0.583	0.588	0.652	0.841
LKK5	0.500	0.527	0.541	0.719

Source: PLS Output (2024)

From table and picture above, it can be seen and concluded that:

- 1) The correlation values of transformational leadership style with its indicators (GKT1 is 0.759, GKT2 is 0.791, GKT3 is 0.806, GKT4 is 0.738, GKT5 is 0.759, GKT6 is 0.746, GKT7 is 0.760, GKT8 is 0.804, GKT10 is 0.757, GKT11 is 0.703, and GKT12 is 0.831), where the cross-loading value on the employee work loyalty indicator is higher than the correlation of the transformational leadership style indicator with other constructs. This indicates that the transformational leadership style indicators are valid.
- 2) The correlation values of the compensation construct with its indicators (K1 at 0.828, K2 at 0.827, K3 at 0.858, K4 at 0.833, K5 at 0.890, and K6 at 0.827) where the cross-loading values on the compensation indicators are higher than the correlations between the compensation indicators and other constructs. This indicates that the compensation indicators are valid.
- 3) The correlation values of the work motivation construct with its indicators (MK2 at 0.795, MK3 at 0.800, MK4 at 0.763, MK5 at 0.776, MK6 at 0.761, MK7 at 0.852, and MK8 at 0.738), where the cross-loading values for the work motivation indicators are higher than the correlations between the work motivation indicators and other constructs. This indicates that the work motivation indicators are valid.
- 4) The correlation between employee job loyalty constructs and their indicators (LKK1 at 0.733, LKK2 at 0.790, LKK3 at 0.843, LKK4 at 0.875, LKK5 at 0.719, and LKK6 at 0.841), where the cross-loading values on the employee job loyalty indicators are higher than the correlations between the employee job loyalty indicators and other constructs. This indicates that the employee job loyalty indicators are valid.

Table 11. Results of Discriminant Validity Testing (Fornell Lacker Criterion)

	Transformational Leadership Style	Compensa tion	Work Motivation	Employee Work Loyalty
Transformational Style	0.769			
Compensation	0.714	0.844		
Work Motivation	0.612	0.514	0.784	
Employee Work Loyalty	0.740	0.782	0.735	0.802

Source: PLS Output (2024)

Based on Table 11, it can be seen that the square root of the average variance extracted ($\sqrt{AVE}$) for each construct is higher than the correlation between one construct and another in the model. Therefore, it can be concluded that each construct successfully meets the discriminant validity criteria.

b. Composite Reliability and Cronbach's Alpha Test Results

Table 12. Results of Composite Reliability and Cronbach's Alpha Test

	Cronbach's Alpha	Composite Reliability	Description
Transformational	0.931	0.941	Reliable
Compensation	0.919	0.937	Reliable
Work Motivation	0.896	0.918	Reliable

Source: PLS Output (2024)

Since all latent variables have composite reliability and Cronbach's alpha ≥ 0.70 , it can be concluded from Table 12 above that the test results show satisfactory values. This means that all latent variables are considered reliable.

Structural Model Testing or Hypothesis Testing (Inner Model)

a. Test Results R-square Value

Table 13. R2 Value of Dependent Variables

Variabel Dependen	R-square
Loyalitas Kerja Karyawan	0.775

Source: PLS Output (2024)

With a score above 0.67, the structural model shows that the model in the employee work loyalty variable can be considered strong. With an R-square value of 0.775, the model of the influence of independent latent variables (transformational leadership style, compensation, and work motivation) on employee work loyalty shows that 77.5% of the variability in the constructs of transformational leadership style, compensation, and work motivation can be explained by the variables included in the study, while 22.5% can be explained by variables not included in the study.

b. Model Goodnes of Fit Test Results

The predictive-relevance score (Q2) is used in testing the suitability of the internal model's structural model. The model has predictive relevance if the Q-square value is higher than 0 (zero). The following calculation shows the Q-square value for each dependent variable in this study:

$$\begin{aligned}
 Q2 &= 1 - (1 - R1) (1 - RP) \\
 Q2 &= 1 - (1 - 0.775) \\
 Q2 &= 1 - (0.225) \\
 Q2 &= 0.775
 \end{aligned}
 \tag{1}$$

Based on the above calculation results, it can be seen that the predictive- relevance value of 0.775 is greater than 0 (zero). This indicates that 77.50% of employee work loyalty (dependent

variable) is explained by the independent variables used. Thus, the model can be said to be feasible.

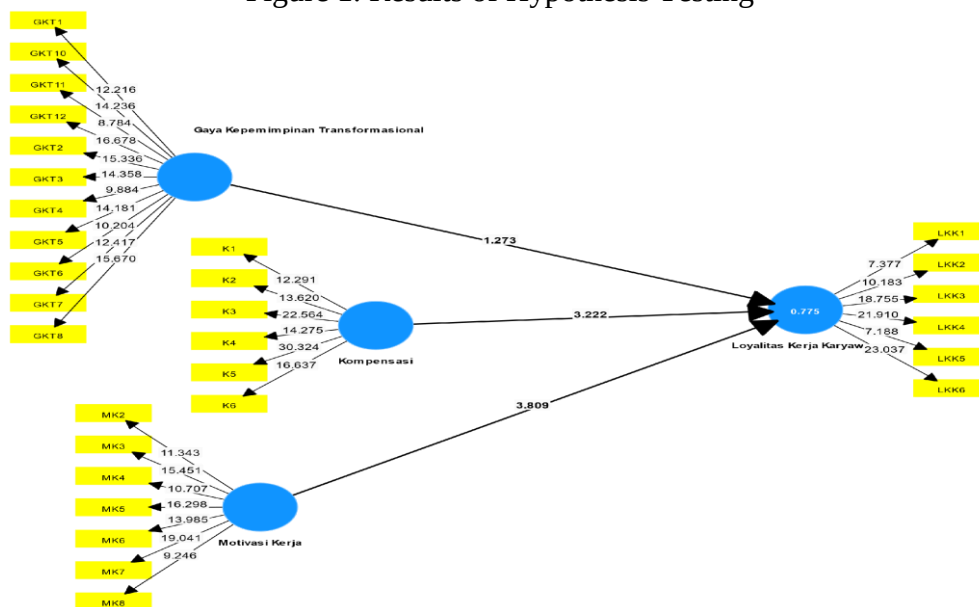
c. Hypothesis Testing Results (Path Coefficient Estimates)

Table 14. Hypothesis Testing Results

	Original sample	Standard deviation	T statistics	P values	Expected	Result
Transformational Leadership Style -> Employee Work Loyalty	0.172	0.135	1.273	0.203	Positive-Not Significant	Ha ¹ rejected
Compensation -> Employee Work Loyalty	0.456	0.142	3.222	0.001	Positive-Significant	Ha ² accepted
Work Motivation -> Employee Work Loyalty	0.395	0.104	3.809	0.000	Positive-Significant	Ha ³ accepted

Source: PLS Output (2024)

Figure 1. Results of Hypothesis Testing



From Table 14 and Figure 1 above, the results of hypothesis testing on the variables of transformational leadership style, compensation, and work motivation are as follows:

- 1) Transformational leadership style produced a T-statistic value of 1.273, an original sample value of 0.172, and a P-value of 0.203. The T-statistic value is smaller than the T-table value of 1.96, the original sample value is positive, and the P-value is > 0.05 . Therefore, it can be concluded that the transformational leadership style variable has a positive but insignificant effect, meaning that H1 is rejected.
- 2) The compensation produced a T-statistic value of 3.22, an original sample value of 0.456, and a P-value of 0.001. The T-statistic value is greater than the T-table value of 1.96, the

original sample value is positive, and the P-value is < 0.05 . Therefore, it can be concluded that the compensation variable has a positive and significant effect, meaning that H2 is accepted.

- 3) Work motivation produced a T-statistic value of 3.809, an original sample value of 0.395, and a P-value of 0.000. The T-statistic value is higher than the T-table value of 1.96, the original sample value is positive, and the P-value is < 0.05 . Therefore, it can be concluded that the work motivation variable has a positive and significant effect, meaning that H3 is accepted.

CONCLUSION

Based on the results of the tests conducted in the study, the researchers drew several conclusions, including:

1. The Transformational Leadership Style variable has a positive but insignificant effect on Employee Work Loyalty.
2. The Compensation variable has a positive and significant effect on Employee Work Loyalty.
3. The Work Motivation variable has a positive and significant effect on Employee Work Loyalty.

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