

## THE INFLUENCE OF LEADERSHIP, INCENTIVES AND WORK ENVIRONMENT ON LOYALTY ADMINISTRATIVE EMPLOYEES OF FACULTY OFFICES AT UIN SYAHADA PADANGSIDIMPUAN

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### ABSTRACT

*This study aims to determine the effect of leadership, incentives and work environment both partially and jointly on the loyalty of the administrative staff of the Faculty office at Ahmad Dahlan University, Yogyakarta. This research is a quantitative research. Data collection using a questionnaire method (questionnaire) that has been tested for validity and reliability, while data analysis is done using multiple linear regression analysis. The sample of this study was all administrative employees in all faculties at Ahmad Dahlan University, amounting to 60 employees with sample collection techniques using saturated samples, so the sample size in this study amounted to 60 employees. The results showed that: 1) Leadership has a significant effect on employee loyalty, this is indicated by the results of the t test of 3.123 with a significance of 0.003. 2) Incentives have a negative and significant effect on employee loyalty, this is indicated by the results of t count of -2,378 with a significance of 0.021. 3) The work environment has no effect on employee loyalty. 4) Leadership, incentives and work environment together have a significant effect on employee loyalty, this is indicated by an F count of 3.647 with a significance of 0.0018 with a regression equation  $Y = -2.315 + 0.432X_1 - 0.333X_2 + 0.099X_3 + e$ . With a large effect of 0.16.3%, while the remaining 83.7% is influenced by other independent variables that are not observed.*

**Keywords:** Leadership; Incentive; Work environment; Loyalty.

### ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan, insentif dan lingkungan kerja baik secara parsial maupun secara bersama-sama terhadap loyalitas pegawai administrasi kantor Fakultas di Universitas Ahmad Dahlan Yogyakarta. Penelitian ini merupakan penelitian kuantitatif. Pengumpulan data menggunakan metode kuesioner (angket) yang telah diuji validitas dan reliabilitasnya, sedangkan analisis data dilakukan dengan menggunakan analisis regresi linier berganda. Sampel penelitian ini adalah seluruh karyawan administrasi di seluruh fakultas di Universitas Ahmad Dahlan

yang berjumlah 60 karyawan dengan teknik pengambilan sampel menggunakan sampel jenuh, sehingga jumlah sampel dalam penelitian ini berjumlah 60 karyawan. Hasil penelitian menunjukkan bahwa: 1) Kepemimpinan berpengaruh signifikan terhadap loyalitas karyawan, hal ini ditunjukkan dengan hasil uji t sebesar 3,123 dengan signifikansi 0,003. 2) Insentif berpengaruh negatif dan signifikan terhadap loyalitas karyawan, hal ini ditunjukkan dengan hasil t hitung sebesar -2,378 dengan signifikansi 0,021. 3) Lingkungan kerja tidak berpengaruh terhadap loyalitas karyawan. 4) Kepemimpinan, insentif dan lingkungan kerja secara bersama-sama berpengaruh signifikan terhadap loyalitas karyawan, hal ini ditunjukkan dengan F hitung sebesar 3,647 dengan signifikansi 0,0018 dengan persamaan regresi  $Y = -2,315 + 0,432X_1 - 0,333X_2 + 0,099X_3 + e$ . Dengan besar pengaruh 0,16,3%, sedangkan sisanya sebesar 83,7% dipengaruhi oleh variabel independen lain yang tidak diamati.

**Kata kunci:** Kepemimpinan; Insentif; Lingkungan kerja; Loyalitas.

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## A. Introduction

At this time the development in the world of education is very rapid, especially at the college level. The better Indonesia's economic condition is one of the factors that affecting developments in the world of education. Many universities are trying to improve their quality in order to face the increasingly competitive increasingly competitive. One of the ways that done is by improving and developing the quality of its human resources. human resources it has. By having superior human resources human resources are expected to improve quality of the college. Therefore, it is necessary to have loyalty from employees to be involved in improve and develop quality and competitiveness of the university. ([Hasibuan et al., 2024](#)).

UIN Syahada Padangsidempuan is one of the private universities located in the province of southern part of North Sumatra. In the development of the highly competitive world of education UIN Syahada Padangsidempuan is required to have superior human resources human resources who are superior and have high loyalty to compete in the world of education. ([Mutiah et al., 2024](#)).

Employee loyalty is highly demanded in any organization or company because the higher the employee loyalty the higher the employee loyalty, the more total performance will be given otherwise employees who have low loyalty it will give low performance to the organization or company. To increase the loyalty of human resources many factors that can influence it. According to Mangkunegara, (2005) in Sapaynarta and Dewi (2013) Theoretically theoretically the factors that can affect loyalty are very many such as leadership style, work productivity work, fulfillment of payroll expectations and incentives, type of work, organizational

structure, promotion organization, promotion opportunities, working relationships, and the work environment. ([Utami et al., 2024](#)).

Richard S and Coughlan in his journal (2005), Loyalty is the ethical act of an employee in doing work and in building relationships with coworkers. with coworkers. Employees who are loyal employees are highly valued by the company because the company really needs loyal employees for the continuity of the organization or company in determining the back and forth organization or company in the future. ([Risna et al., 2024](#)).

Leadership is the overall activities in order to influence people to want to work together to achieve a goal that is mutually desired together. Leadership is a very important factor in influencing the achievement of an organization because leadership is the main activity by which organizational goals can be achieved. Besides leadership the provision of incentives is one form of motivation that is important to give because it can increase employee morale so that it can lead to employee loyalty employee work loyalty which then can achieve the desired results organization or company. ([Windari et al., 2024](#)).

Increased employee loyalty has a positive impact on achievement of organizational or company, therefore management must study the attitudes and behavior of its employees in the company. employees in the company. Incentives are a means to motivate employees in the company. to motivate employees in achieve a certain target. For hundreds of years, employees received a certain amount of money for a predetermined output. ([Lismawati et al., 2024](#)).

## **B. Literature Review**

### **1. Leadership**

Leadership is a a form of influencing process and behavior to win the hearts, minds, and behavior of others ([Muhith and Setiawan, 2013](#)). Meanwhile, according to Martoyo (2007) in Astuti (2014) leadership is the whole activities in order to influence people to want to work together to achieve a goal that is desired.

### **2. Initiative**

According to Hasibuan (2011) in Ratnasari, Raharjo and Makzam (2013) Incentives are additional compensation for services that is given to certain employees whose performance is above the standard. According to Riani (2013) in Dahlan, Mananeke and Dotulong (2014) incentives are a means of motivating employees in achieving a certain target.

### **3. Loyalty**

Loyalty is an ethical act of an employee in doing work and in fostering relationships with coworkers, (Richard and Coughlan in journal, 2005). Theoretically, the factors that can affect loyalty are very much like leadership style, work productivity, fulfillment of expectations pay and incentives, type of work, organizational structure, promotion opportunities, work relationships, and work environment ([Hasibuan et al., 2024](#); [Hardana et al., 2023](#)).

### **C. Research Method**

According to population is a generalization area which consists of: objects / subjects that have certain qualities and characteristics set by the researcher to study, and then draw conclusion. So the population is not only people, but also objects and objects of this nature. Population is also not just the number of objects/subjects objects / subjects studied, but includes all characteristics / properties possessed by subject or object. ([Siregar et al., 2022](#)).

According to Sugiyono (2014: 120) the sample is part of the number and characteristics possessed by the population the population. When the population is large, and researchers are unlikely to study all in the population, for example due to limited funds, energy and time, then the researcher can use a sample taken from that population. What learned from that sample, the conclusions will be applicable to the population. For this reason, the sample taken from the population must be truly representative (representative). Sample in this study amounted to 60 employee administrative faculty office. ([Hardana et al., 2024](#)).

According to Sujarweni (2007: 99), the validity test is used to determine the feasibility of the items in a list of questions in define a variable. List of This list of questions generally support a group of variables group of variables. The validity test is carried out on each statement item. The result of r count results is compared with r table (see in r table), where  $df = n-2$  (sig 5%, number of samples). ([Hardana et al., 2024](#)).

According to Sujarweni (2007:99), the reliability test is a test of reliability test is a a measure of stability and consistency respondents in answering things related to the constructs questions which are dimensions a variable and arranged in a form of questionnaire. Reliability test can be done together on all question items. If the Cronbach Alpha value  $> 0.60$  then reliable If the Cronbach Alpha value  $< 0.60$  then not reliable. ([Windari et al., 2023](#)).

According to Purwanto (2004: 523), to see if the variable partially partial effect is not real. The t-test or t-student test is used.  $H_0 = 0$  This means: there is no influence between the independent variable leadership, incentives, and work environment partially work environment partially on the dependent variable of employee loyalty.

$H_a \neq 0$  This means: there is an influence between independent variables of leadership, incentives, and work environment partially on the dependent variable employee loyalty.

According to Purwanto (2004: 523), to see whether the independent variables able to thoroughly jointly explain the of non-independent variables, for testing. This test is known as the Global Test or F test.  $H_0 = 0$  It means: there is no effect simultaneously from all independent variables of leadership, incentives and work environment on the dependent variable employee loyalty employees.  $H_a \neq 0$  This means: there is a simultaneous influence simultaneously from all variable independent variables of leadership, incentives, and work environment on the dependent variable of employee loyalty. ([Lismawati et al., 2024](#)).

The coefficient of determination is used to find out how much variability of the independent variables are able to clarify variability of the dependent variable. The coefficient of determination in logistic regression can be seen in the value of Nagelkerke R Square value. Nagelkerke value R Square value can be interpreted like R Square value in multiple regression, (Sri et al., 2024) in <http://elib.unikom.ac.id/>. Fit model fit will be good if  $R^2$  is getting bigger or closer to the value 1 SPSS calculation. The limit of  $R^2$  value is 0 - 1.  $R^2 = 1$ , it means that the influence of variable X on variable Y by 100%. But if  $R^2 = 0$ , it means there is no there is no influence. ([Hardana et al., 2023](#)).

## D. Results and Discussions

### 1. Results

Table 1. Component Matriks

Statement	Component	
	1	2
A1	.300	.687
A2	.712	-.262
A3	.804	-.107
A4	.592	.402
A5	.725	-.380
A6	.855	-.262

Source: Data processed

Table 2. Component Matriks

Statement	Component	
	1	2

A1	.310	.752
A3	.748	-.021
A4	.641	.308
A6	.714	-.424
A7	.847	-.312
A8	.681	.459

Source: Data processed

Table 3. Component Matriks

Statement	Component
A1	.743
A4	.639
A5	.737
A6	.857
A7	.823
A8	.660

Source: Data processed

The table above shows valid statement items including, A3, A4, A5, A6, A7, and A8, while A1, and A2 are invalid data, and declared cancel. Statements that have been valid will be submitted to the remaining respondents 30 respondents, but in which there are no statements that represent the indicator, directing the group to achieve goals because both statements that represent indicators, directing groups to achieve the goal have fallen in validity testing, namely A1 and A2.

Table 4. Component Matriks

Statement	Component
B1	.747
B2	.700
B3	.813
B4	.762
B5	.292
B7	.622

Source: Data processed

The table above shows the valid statement items including, B1, B2, B3, B4, B5, and B7, while B6 is data that is invalid and declared invalid. Statements that have

been valid will be submitted to the remaining respondents as many as 30 respondents.

Table 4. Component Matriks

Statement	Component
C1	.739
C2	.747
C4	.843
C5	.732

Source: Data processed

The table above shows the items Valid statement items include, C1, C2, C4 and B7, while C3, C6, C7, C8, C9 and C10 are invalid data and declared fallen. invalid and declared invalid. Statements that have been valid will be submitted to the remaining respondents as many as 30 respondents, but in which there is no statement that represent the indicators of work equipment and personal work equipment and personal relationships because the four statements that represent indicators of work equipment and personal relationships have fallen in validity testing, namely C6, C8, C9 and C10.

Table 5. Component Matriks

Statement	Component
D1	.754
D3	.539
D5	.875
D7	.822
D8	.674
D9	.750

Source: Data processed

The table above shows the items valid statements include, D1, D3, D5, D7, D8, and, D9 while D2, D4, D6 and D10 are invalid data and declared cancel. invalid and declared invalid. Statements that have been valid will be submitted to respondents, but There is no statement in it statements that represent indicators of willingness to work overtime to complete work and work and keep the organization's secrets organization because the four statements statement that represent the indicator have been cancel, namely D2, D4, D6 and D10.

From the calculation using computer shows that the coefficient of determination ( $R^2$ ) has a value of 0.163. This means that 16.3% of employee loyalty administrators of all faculties at UIN Syahada Padangsidempuan can explained by leadership variables, incentives and work environment as independent variables, while the remaining as much as 83.7% of the dependent variable (employee loyalty) is explained by other independent variables that were not studied.

## 2. Discussions

(X1) has a significant effect on Employee Loyalty Administrative in the Faculty office

UIN Syahada Padangsidempuan. On the variable Leadership (X1) has a regression coefficient regression coefficient of 0.432 which means that if the leader has skills, directing groups to achieve goals, coordinate the group, influence people in the group and know the strengths and weaknesses in himself by one unit, it will increase loyalty by 0.432. The results of this study are in accordance with Dwipayoga's research (2013) which stated that Leadership has a significant effect on Loyalty Employees of PT Gino Valentino Bali. Leadership of a leader Administrative in the Faculty office at UIN Syahada Padangsidempuan still have to be improved, especially in terms of directing groups to achieve organizational organizational goals, because if the leader able to direct employees to achieve organizational goals it will accelerate the achievement of organizational goals and will make the organization and will make the organization become better.

Have skills, coordinating groups, influencing people in the group as well as knowing the weaknesses and strengths must still be improved by Administrative Staff Leaders in the Faculty of Economics UIN Syahada Padangsidempuan. When the leader is able to show

good leadership then it can increase Employee Loyalty Administrative at the Faculty of Economics office UIN Syahada Padangsidempuan. Based on the test results show that Incentives (X2) have a negative and significant on Loyalty administrative employees in the Faculty Economic office UIN Syahada Padangsidempuan

Incentives (X2) have a coefficient value of coefficient of -0.339 which means that if incentives increase by one then loyalty will decrease by 0.339. The results of this study are not in accordance with research by Ratnasari et al (2013), which stated that the incentive variable variables are a positive and significant effect on employee loyalty. Incentives that measured by bonuses and commissions have a negative and significant effect, although influence but does not increase Administrative employee loyalty in the Faculty of Economics UIN Syahada Padangsidempuan.



There is a possibility that this because incentives are not the only measure that can increase employee loyalty. Employee loyalty. There are many other things that can affect employee loyalty employees, in this case besides incentives there are some people who work because of a hobby or comfortable with working conditions so that they pay less attention to the incentives the incentive.

Based on the test results test results show that Work Environment (X3) has no effect on Employee Loyalty. Employees in the Faculty office Economics UIN Syahada Padangsidimpuan. In the variable Work Environment (X3) has coefficient value of 0.099 which means if the Work Environment variable increases by one unit, it will increase loyalty by 0.009. Research results This research is not in accordance with the research of Sapaynarta and Dewi (2013), which shows that the work environment variable increases by one unit, which will increase loyalty by 0.009. showed that the work environment variable work environment variables have a positive and significant effect on employee loyalty of PT. Jasaraharja Denpasar Branch.

## **E. Conclusions**

This study aims to analyze the influence of Leadership, Incentives and Work Environment on Loyalty of Administrative Employees Office of the Faculty of Economics at

UIN Syahada Padangsidimpuan. The sample used used as many as 60 employees throughout

Faculty Economic of UIN Syahada Padangsidimpuan. Based on the results of research and data analysis data analysis, the researcher concluded as follows:

1. Leadership has a significant effect on Employee Loyalty Administrative Office of the Faculty of Economics at UIN Syahada Padangsidimpuan.
2. Incentives have a significant effect on Administrative Employee Loyalty Office of the Faculty of Economics at UIN Syahada Padangsidimpuan
3. Work Environment has no effect on Employee Loyalty Administrative Office of the Faculty of Economics at UIN Syahada Padangsidimpuan.
4. Leadership, Incentives and Work Environment together have a significant effect on Loyalty of Administrative Employees Office of the Faculty of Economics at UIN Syahada Padangsidimpuan

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