

Analysis of the Influence of Change Oriented Leadership and Perceptions of Organizational Support on Employee Loyalty at Mahkota Group

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ABSTRACT

This study is to determine the influence between leadership orientation change and the perception of organizational support with customer loyalty of the Mahkota Group. This study is a descriptive quantitative questionnaire instrument. The study population is all customers who repeatedly visit The Crown Group with a saturated sample technique then a sample of 40 people. Data analysis techniques in the form of instrument quality tests, classical assumptions, multiple linear regression, self and simultaneous tests and determinant coefficients. The results of the study are, leadership orientation change 3.675, table value 2.022; $t_{table} > t_{table}$ and $sigcount < sigtable$ ($3.675 > 2.022$) and ($0.000 < 0.05$). The value of the perception of organizational support is 5.037, the value of table is 2.022. Rsquare value is 0.724 or $R^2 \times 100\%$ which is 72.

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1. INTRODUCTION

So that employees have high work loyalty to the company by paying attention to praising progress, transfers, salary increases, promotions, informing employees about what is happening to the company, letting them understand how to work well and listening to employees' complaints. The creation of high employee loyalty is the hope of the company. The company will treat employees not only as assets but also as partners in achieving common goals.

One of the factors that must be considered in supporting employee loyalty is change-oriented leadership. The position of a leader in an organization has a very central role. Without a leader in an organization, the organization will not progress or develop properly. Weak or poor performance of members of the organization will result in an organizational downturn and become an obstacle to the development of the organization in a better direction in accordance with the development of education in today's modern era. so that change-oriented leadership is needed to bring changes in the mindset and perspective of employees at work so that employee perceptions are more positive in viewing the organization where they work today.

Perceived organizational support is directly related to understanding, predicting and controlling the behavior of people within an organization, and how people's Perceived Support influences efforts to achieve organizational goals

2. METHOD

According to Umar (2019) that traditionally, loyalty is understood as something that creates itself. When someone joins an agency, he will automatically be loyal, stay in the organization and do the best for the organization. On the other hand, it is assumed that the

organization will always pay attention to the development of employees, provide what is needed. Then according to Octavia (2019) work loyalty is defined as the basis and direction of work behavior in the form of a willingness to follow and obey the things that are mandatory. According to Ghozali (2016: 88), the indicators used to measure employee loyalty are:

- a) obedience and obedience,
- b) responsibility
- c) devotion and
- d) honesty

Employee loyalty will increase along with the leadership applied by the leadership. Leadership style will greatly support employee morale and produce job satisfaction which will continue to peak until work loyalty arises. Every employee who is a member of an organization has their own work orientation and most likely one employee with another in responding to the leadership applied by the leader has a different change orientation, and if this perceived orientation can be achieved then the employee will feel job satisfaction. Change Orientation Leadership is the main element of a service business, so the interior condition and cleanliness must be considered by the hotel in order to achieve satisfaction from the consumer.

- a. Friendly and Caring
- b. The drive to excel and not be easily satisfied
- c. Able to overcome conflict
- d. Build interpersonal relationships
- e. Help career development

Perceived organizational support is the employee's perception of the extent to which the organization evaluates the contributions that employees make and regarding the extent to which the organization cares about the welfare of its employees. According to Yogi Hartantyo (2017: 3), perceptions of organizational support are employees' perceptions of the extent to which the organization assesses their contribution and cares about their well-being. Whereas Endah (2015: 44) states that Perceptions of organizational support can be defined as employee perceptions of the extent to which the organization provides support to employees and the extent to which the organization is prepared to provide assistance when needed. The indicators used to measure perceived organizational support or perceived organizational support in Hans (2018: 512), namely:

- a. The organization values employee contributions
- b. The organization appreciates the extra effort employees put in.
- c. The organization will pay attention to all complaints from employees.
- d. The organization cares deeply about the welfare of its employees.
- e. Organizations will notify employees when they are not doing a good job.
- f. Organizations are concerned with the general satisfaction with employees' jobs.
- g. The organization shows great concern for employees.
- h. The organization feels proud of the success of its employees at work.

This research is a type of quantitative description research, which is to find out about the influence of interrelated variables. The place researching in the area of the Mahkota Group which is located at Grand Jati Junction, Lt. 3 Jl. Independence Pioneers No.3A, Medan with a population of 40 employees of the Mahkota Group, the sampling technique used a census technique (or total sample) so that the size of the study population was 40 people. Data analysis techniques include valid test, reliable test, classic assumption test, hypothesis test

and coefficient of determination. In this study, hypothesis testing was proposed to test how the influence of Change Orientation Leadership and customer satisfaction on customer loyalty, this hypothesis is:

- H1 : Leadership Orientation Changes have a significant effect on employee loyalty.
- H2 : Perceptions of Organizational Support have a significant effect on employee loyalty.
- H3 : Leadership Change Orientation and Perceived Organizational Support significant influence on employee loyalty

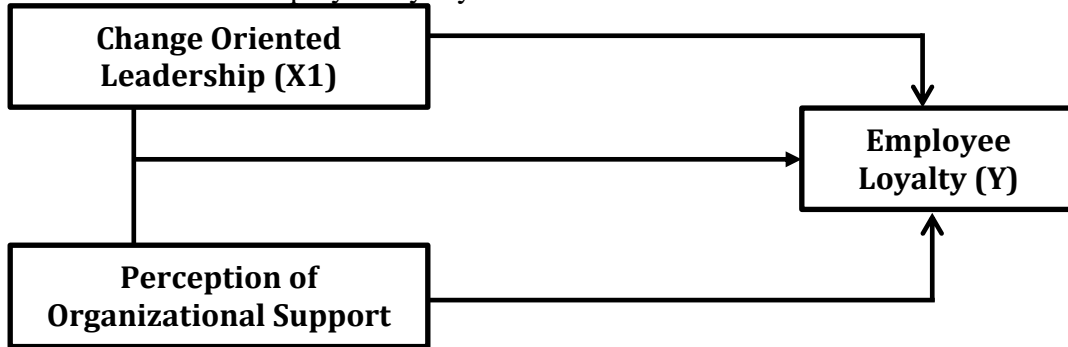


Figure 1. Conceptual Framework

3. RESULTS AND DISCUSSION

Research Results

Respondent Identity

Before the data is processed further, the author first categorizes the characteristics of the respondents in order to obtain the identity of the respondent who is the sample. The identity of the respondent is in the form of gender, education and visits for the umpteenth time.

Table 1. Gender

	Frequency	Percent
Valid Man	14	35.00
Woman	26	65.00
Total	40	100.00

Source: SPSS Output Results (2022)

The majority of male respondents were 26 people (65.00%) and women were 14 people (35.00%)

Table 2. Age

	Frequency	Percent
Valid 18 – 27 yrs	7	17.50
28 – 37 yrs	23	57.50
> 38 yrs	10	25.00
Total	40	100.00

Source: SPSS Output Results (2022)

The majority of respondents 23 people aged 28-37 years (57.50%), 10 people > 38 years old (25.00%) and 18-27 years old 7 people (17.50%).

Table 3. Education

	Frequency	Percent
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Valid	SMA/SMK	9	10:50 p.m
	Diploma (DIII)	8	20.00
	Bachelor degree)	21	52.50
	Masters (S2)	2	5.00
	Total	40	100.00

Source: SPSS Output Results (2022)

The majority of education respondents Undergraduate (S1) as many as 21 people (52.50%), 9 people (22.50%) high school/vocational school education, 8 people (20.00%) Diploma education (20.00%), and 2 Masters education respondents (5.00%).

Table 4. Length of Work

		Frequency	Percent
Valid	15 years	4	10.50
	6 – 10 years	13	32.50
	> 11 years	23	57.50
	Total	40	100.00

Source: SPSS Output Results (2022)

The majority of respondents 23 people (57.50%) visited > 11 times, 13 people visited 6-10 times (32.50%) and 4 people visited 1-10 times (10.50%).

Data analysis technique

a. Instrument Quality Test

1. Validity Test

Test validity with the help of the SPSS program, the following decision criteria:

- 1) If $r_{count} > r_{table}$, then the statement items for each categorical variable are valid.
- 2) If $r_{count} < r_{table}$, then the statement items for each categorical variable are invalid.

Table 5. Validity Test of Change Orientation Leadership (X1)

Statement	r _{count}	r _{table}	Information
x1.1	.590	.312	Valid
x1.2	.813	.312	Valid
X1.3	.582	.312	Valid
x1.4	.809	.312	Valid
x1.5	.402	.312	Valid
x1.6	.736	.312	Valid
x1.7	.407	.312	Valid
x1.8	.681	.312	Valid
x1.9	.542	.312	Valid
x1.10	.694	.312	Valid

Source: SPSS Output Results (2022)

The results of the validity test of the Change Orientation Leadership variable, all instruments were declared valid because the value was more $r_{count} > r_{table}$ (0.312) meaning that all Change Oriented Leadership instruments were valid and fit to be used for reliability testing.

Table 6. Validity Test of Perceptions of Organizational Support (X2)

Statement	r _{count}	r _{table}	Information
x2.1	.820	.312	Valid

x2.2	.490	.312	Valid
x2.3	.794	.312	Valid
x2.4	.649	.312	Valid
x2.5	.780	.312	Valid
x2.6	.542	.312	Valid
x2.7	.452	.312	Valid
x2.8	.487	.312	Valid

Source: SPSS Output Results (2022)

The results of the product variable validity test, all instruments were declared valid because the value was more $r_{count} > r_{table}$ (0.312) meaning that all instruments of Perception of Organizational Support were valid and fit to be used for reliability testing

Table 7. Validity Test of Employee Loyalty (Y)

Statement	rcount	rtable	Information
Y1	.372	.312	Valid
Y2	.834	.312	Valid
Y3	.727	.312	Valid
Y4	.466	.312	Valid
Y5	.506	.312	Valid
Y6	.889	.312	Valid
Y7	.484	.312	Valid
Y8	.469	.312	Valid

Source: SPSS Output Results (2022)

The results of the validity test of the employee loyalty variable, all instruments are declared valid because the value is more than $r_{count} > r_{table}$ (0.312) meaning that all employee loyalty instruments are valid and feasible to use for reliability testing.

2. Reliability Test

The reliability test is to measure the appropriateness of a variable instrument, meaning that if an instrument is used to support further research it is still feasible to be tested. When the instrument is declared reliable if the Alpha value $Kronbach's >$ than 0.60.

Table 8. Reliability Test

Variable	Alpha Kronbach's	Number of Items	rtable	Information
Change Oriented Leadership	.884	10	0.60	reliable
Perceptions of Organizational Support	.867	8	0.60	reliable
Employee loyalty	.839	6	0.60	reliable

Source: SPSS Output Results (2022)

All variable instruments are declared reliable because of the Alpha value $Kronbach's$ exceed the value of 0.60 or (0.884; 0.867 and 0.839 > 0.60).

b. Classic assumption test

1. Normality test

Testing whether in the regression model there are interfering or residual interfering variables grain channels normally. Statistical analysis was achieved through the Kolmogrov Smirnov (KS) test in order to obtain the Asymp value. Sig (2-tailed) has a significance value of > 0.05, it is concluded that the residual data is in the normal channel category.

Table 9. Kolmogrov Smirnov Normality Test (KS)

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		Employee Loyalty
N		40
Normal Parameters a	Middle value	27.8750
	std. Deviation	2.80281
Most Extreme Differences	Absolute	.224
	Positive	.224
	Negative	-.218
Kolmogorov-Smirnov Z		1,418
asyp. Sig. (2-tailed)		.136

a. Test distribution is Normal

The data is normally distributed with the value of the Kolmogorov-Smirnov one-sample test 1.418, Asymp value. Sig. (2-tailed) 0,200 where this figure is above the sig value of 0.05 or 5% ($0.136 > 0.05$).

2. Multicollinearity Test

It is intended to find out in the model whether in the regression there is a relationship between each causal variable. Good regression if there is no correlation between causal variables (collinearity). Symptoms of multicollinearity are obtained from the size of the tolerance and VIF values. These two provisions designate each causal variable which is explained by the existing effect variables. The value of tolerance > 0.10 and $VIF < 10.0$, in the following table:

Table 10. Multicollinearity Test

Model	Collinearity Statistics	
	tolerance	VIF
1 (Constant)		
Change Oriented Leadership	.631	1,584
Perceptions of Organizational Support	.631	1,584

a. Dependent variable: Loyalty

Provisions namely the value of Tolerance > 0.10 and $VIF < 10.0$ of each causal variable, where the value of Tolerance Leadership Change Orientation and Perceptions of Organizational Support ($0.631 > 0.10$); VIF value of Change Orientation Leadership and Perception of Organizational Support of ($1,584 < 10.0$). This means that the statement items do not occur multicollinearity but collinearity.

3. Heteroscedasticity Test

Heteroscedasticity test by looking at the graph in the form of a scatterplot test. If the regression model is considered not in the heteroscedasticity category, if the items are randomly distributed without order and there is no clear specific pattern and are scattered above and below the zero-axis Y (Loyalty) vortex, in the following figure:

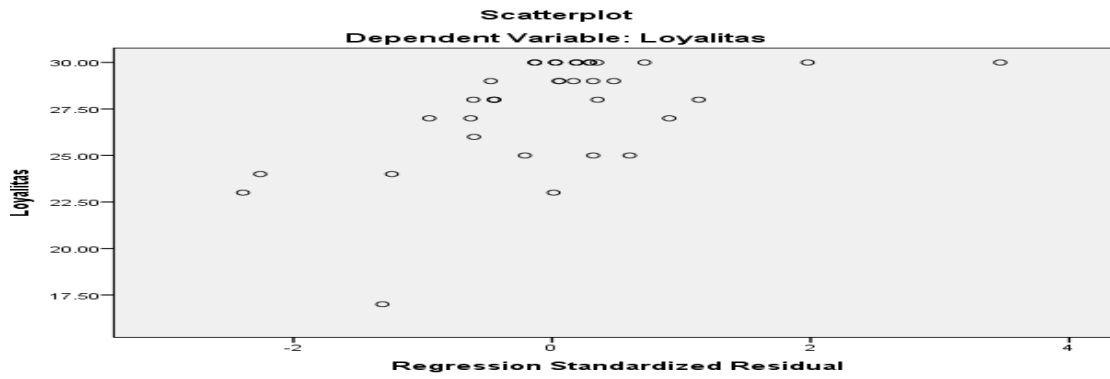


Figure 2. Scatterplots

The grains spread without rules, scattered and no shape or pattern is seen, it is detected that the distribution is around the vortex number 0 (zero) axis of the causal variable. It is assumed that there is no heteroscedasticity or homoscedasticity, the linear regression model should be used predicting the effect of Leadership Change Orientation and Perceived Organizational Support on employee loyalty in Mahkota Group.

c. Multiple Linear Regression Analysis

The equation of the multiple regression line of a regression model involves more than one cause variable and one effect variable, to find out the direction of the regression line equation of the cause and effect variables namely the direction of the equation of the line Perception of Organizational Support (X1), Change Orientation Leadership (X2) and Employee Loyalty of Mahkota Group (Y), in the following table:

Table 11. Multiple Linear Regression

Model	Nonstandard Coefficients		Standard Coefficient	t	Sig.
	B	std. Error	Betas		
1 (Constant)	2.154	2,639			
Change Oriented Leadership	.242	.066	.399	.631	1,584
Perceptions of Organizational Support	.399	.079	.547	.631	1,584

a. Dependent variable: employee loyalty

The multiple regression equation is: $Y = 2.154 + 0.242X_1 + 0.399X_2 + 0$

Explanation of the following equation:

- a. Constant value (β_0) = 2.154, this indicates, if the Change Orientation Leadership (), Perceived Organizational Support (), is 0 or does not exist, then the Loyalty value of the employees of the Mahkota Group consumer is 2.154 assuming other variables are constant. $X_1 X_2$
- b. Change Orientation Leadership Variable (β_1) = (0.242). if the Change Orientation Leadership () is positive or there is an increase while the Perception of Organizational Support is constant, the Loyalty of the Mahkota Group employees will also increase. This means that if the Change Orientation Leadership is positive, then the Loyalty of the Mahkota Group employees is certainly positive or high. X_1
- c. Variable Perceptions of Organizational Support (β_2) = 0.399. If the Perception of Organizational Support () is positive or there is an increase while the Change Orientation

Leadership is constant, the Loyalty of the Mahkota Group employees will also increase. This means that if the Perception of Organizational Support is positive, then the Loyalty of the employees of the Mahkota Group is of course also positive or high. X_2

d. Hypothesis testing

1). t test (Partial)

The t-test is used to independently test the effect of Change Orientation Leadership on employee loyalty and the effect of Perceived Organizational Support on Employee Loyalty of Mahkota Group in the following table.

Table 12.t test (Partial)

Model	Nonstandard Coefficients		Standard Coefficient	t	Sig.
	B	Error Standard	Betas		
1 (Constant)	2.154	6,506		1,248	.221
Change Oriented Leadership	-.360	.187	-.080	3,675	002
Perceptions of Organizational Support	.208	.196	.471	5037	001

a. Dependent Variable: employee loyalty

The partial coefficients value of each variable, the following explanation:

- Score t_{hitung} Change Oriented Leadership (3.675) > (2.022) and sig (0.002) < 0.05; t_{tabel} terms $t_{count} > t_{table}$; sigcount value < sigtable, so that the Leadership Change Orientation has a significant effect on the Loyalty of the employees of the Mahkota Group.
- Score t_{hitung} Perceptions of Organizational Support (5.037) > (2.022) and sig (0.001) < 0.05; t_{tabel} terms $t_{count} > t_{table}$; sigcount value < sigtable, so that the Leadership Change Orientation has a significant effect on the Loyalty of the employees of the Mahkota Group.

2).F Test (Simultaneous)

The F-test is used to simultaneously test the influence of Change Orientation Leadership and Perceived Organizational Support on employee loyalty, in the following table:

Table 13. F Test (Simultaneous)

Model	Sum of Squares	Df	Mid value Squared	F	Sig.
1 Regression	164,925	2	54,975	45,588	.000a
residual	182,630	32	5,707		
Total	372.4056	35			

a. Dependent Variable: loyaltyemployee

Value of Leadership Change Orientation and Perceptions of Organizational Support (45.588) > (2.845); sig value (0.000) < α (0.05), condition > so that Change Oriented Leadership and Perceived Organizational Support simultaneously have a significant influence on the loyalty of Mahkota Group employees. $F_{hitung} > F_{tabel}$

e. Coefficient of Determination

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The coefficient of determination (R^2) is basically a measure of the proportion or percentage of relational magnitudes. It is a test of size or a reference for proportion or the magnitude of the percentage figure for the ability of the model to provide an explanation of the effect variable in percentage numbers in the range of zero to one ($0 < R^2 < 1$). If R^2 is at a high number (close to the value of one) it means that the influence of the causal variable has a large effect on the effect variable, so that the linear model is considered strong in explaining or describing the ability of the causal variable to explain the effect variable, as shown in the following table:

Table 14 Coefficient of Determination

Model	R	R ²	R ² Adjustment	Estimated Standard Error
1	.851a	.724	.709	1.51109

a. Predictors: (Constant), Leadership Orientation for Change, Perceptions of Organizational Support

Source: SPSS Output Results (2022)

The R Square value is 0.724 or 72.40%. meaning that the Loyalty of the employees of Mahkota Group can be explained in detail by the Change Orientation Leadership and Perceived Organizational Support of 72.40%, the remaining 27.60% is another factor.

Discussion

1. The Effect of Change Orientation Leadership on Employee Loyalty

Score t_{hitung} Change Oriented Leadership (3.675) $>$ (2.022) and sig (0.002) $<$ 0.05; t_{tabel} terms $t_{count} > t_{table}$; sigcount value $<$ sigtable. Then the Leadership Change Orientation has a significant effect on employee loyalty to the Mahkota Group.

The results of this study are in line with research Indah Ayu Lestari (2015), partially there is an influence of Change Orientation Leadership on the significant effect on employee loyalty at Hotel Fave Cirebon. Furthermore, Enggar Puspita Martha's research (2015), Change Orientation Leadership itself has a significant effect on employee loyalty at Flarent Hotel Yogyakarta, Ade Ratna Sari's research (2016), by itself there is an influence of Change Orientation Leadership on employee loyalty at Beautiful Hotels and Refi Rizki's research results (2016) partially Change Orientation Leadership has a significant effect on employee loyalty at Hotel Eshavant Kediri.

2. The Effect of Perceived Organizational Support on Employee Loyalty

Score t_{hitung} Perceptions of Organizational Support (5.037) $>$ (2.022) and sig (0.001) $<$ 0.05; t_{tabel} terms $t_{count} > t_{table}$; sigcount value $<$ sigtable. Then the Leadership Change Orientation has a significant effect on the Loyalty of the employees of the Mahkota Group. The research results are in line with the research Ade Ratna Sari (2016), independently there is an influence of Perceived Organizational Support on employee loyalty at Hotel Cantik. Furthermore, Refi Rizki's research (2016) alone Perceived Organizational Support has a significant effect on employee loyalty at Hotel Eshavant Kediri.

3. The Effect of Change Orientation Leadership and Perceived Organizational Support on Employee Loyalty

Value of Leadership Change Orientation and Perceptions of Organizational Support (45.588) $>$ (2.845); sig value (0.000) $<$ α (0.05), conditions $>$ then Leadership Change Orientation and Perceptions of Organizational Support simultaneously have a significant

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effect on Employee Loyalty of the Mahkota Group. The results of this research are in line with the research $F_{hitung} > F_{tabel}$ Refi Rizki (2016) simultaneously Perceived Organizational Support, Leadership Change Orientation and Perceived Organizational Support have a significant effect on employee loyalty at Hotel Eshavant Kediri. Furthermore, Indah Ayu Lestari's research (2015). tests simultaneously there is a significant influence of Perceived Organizational Support, marketing, and Change Orientation Leadership on employee loyalty at Hotel Fave Cirebon. Furthermore, in line with Enggar Puspita Martha's research (2015), simultaneously Change Orientation Leadership and satisfaction have a significant effect on employee loyalty at Flaurent Hotel Yogyakarta.

4. Determinant Coefficient Value

R Square is 0.724 or 72.40%. meaning that the Loyalty of the employees of Mahkota Group can be explained in detail by the Change Orientation Leadership and Perceived Organizational Support of 72.40%, the remaining 27.60% is another factor.

4. Conclusion

As for the conclusions on the above problems are as follows: Change Orientation Leadership has a significant effect on Mahkota Group employee loyalty with a sig value < 0.05 . Perceived Organizational Support has a significant effect on the loyalty of Mahkota Group employees with a sig value < 0.05 . Leadership Change Orientation and Perceptions of Organizational Support simultaneously have a significant effect on the loyalty of Mahkota Group employees with a sig value < 0.05 . Percentage influence of Leadership Change Orientation and Perceived Organizational Support on Employee Loyalty 72.40% remaining 27.60% is another factor outside the focus of research.

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