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## **THE INFLUENCE OF LEADERSHIP AND LOYALTY ON EMPLOYEE PERFORMANCE OF BANK RAKYAT INDONESIA PENGAYOMAN BRANCH**

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### **ABSTRACT**

*This study aims to determine the influence of leadership and loyalty on the performance of employees of Bank Rakyat Indonesia Palembang Branch. The number of samples in this study is 55 employees. The type of research used is associative research. The data needed in this study are primary data and secondary data. The data collection method used is a questionnaire. Data analysis uses quantitative qualitative data analysis. The analysis technique used in this study is multiple linear regression. The results of the study  $Y = 1.985 + 0.724X_1 + 0.184X_2$ . The results of the hypothesis test show that simultaneously leadership and loyalty have a positive effect on employee performance with an  $F$  value calculated  $> F$  table which is  $117.258 > 2.41$ . Meanwhile, partially, leadership and loyalty have a positive effect on employee performance with a  $t$ -value of  $9.664 > t$  table  $1.67469$ . The  $t$  value of the loyalty calculation is  $2.286 > t$  table  $1.67469$ . The results of the determination coefficient show that the contribution of leadership and loyalty to the performance of Bank Rakyat Indonesia Palembang Branch employees is 81.2%.*

**Keyword:** *Leadership, Loyalty and Employee Performance*

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### **INTRODUCTION**

Human resources are a central and crucial sector in achieving a company's goals. The ability of workers and the quality of human resources can drive the company effectively and effectively. Technological capabilities are also a crucial supporting element in driving a company, as the availability of complete and sophisticated technology will facilitate its operation. Of these resources, the most important aspect is people, as they are the most important driving force in a company and are a key factor in its success or failure.

Achieving a company's goals depends not only on modern equipment, complete facilities and infrastructure, but also more on the people who carry out the work. Quality employees are employees who carry out their work and are able to provide good work results or have high work achievements that are needed by the company to achieve its goals. Performance can also be interpreted as the results of work that has been carried out by workers in carrying out their duties and functions in a job. Good and complex employee performance is very much needed by the company, because the higher the performance that employees are able to produce, the better the profitability that the company can generate for the progress of the company and can influence the sustainability and success of the company organization in achieving its goals. Employee performance is defined by Mathis and Jackson (Priansa, 2018) as what employees do or do not do in carrying out their work.

PT. Bank Rakyat Indonesia (Persero) Tbk. is an Indonesia-based company primarily engaged in the banking sector. The company operates under the name of Bank BRI. Its products include savings accounts, checking accounts, and time deposits. The company also offers a variety of loans, such as working capital loans and investment loans. In addition to conventional banking, PT. Bank Bank Rakyat Indonesia (Persero) has other subsidiaries: BRI Remittance Co Ltd, which offers money transfer services, PT. Pegadaian, which operates in the pawn sector, PT. BRI Danareksa Sekuritas, which operates in the securities sector, BRI Life, which operates in the fields of retirement protection, life and health protection, education insurance, and BRI Finance, which operates in the fields of financing, such as: leasing, investment, and working capital.

Based on the description supported by several phenomena found, the researcher is interested in conducting research entitled: "The Influence of Leadership and Loyalty on the Performance of Employees of Bank Rakyat Indonesia, Pengayoman Branch."

## **THEORY**

### **Employee Performance**

Kasmir (2019) stated that performance is the results of work and work behavior achieved in completing tasks and responsibilities given in a certain period.

### **Factors Affecting Employee Performance**

Factors that influence employee performance, both work results and behavior, according to Kasmir (2019), are:

#### 1) Ability and expertise

It's the ability or skill a person possesses in a particular job. The more ability and expertise a person possesses, the more likely they are to complete their work correctly and according to established procedures.

#### 2) Knowledge

What this means is knowledge about the job. Someone who has good knowledge about the job will produce good work results, and vice versa.

#### 3) Work plan

It's a job design that will make it easier for employees to achieve their goals. This means that if a job has a good design, it will be easier to carry out the work correctly and efficiently.

#### 4) Personality

This refers to a person's personality or character. Everyone has a unique personality or character. Someone with a good personality or character will be able to carry out their work with sincerity and responsibility, resulting in good work results.

#### 5) Work motivation

Work motivation is the drive that drives someone to perform a task. If they have a strong internal or external drive, employees will be stimulated or driven to perform well.

#### 6) Leadership

Leadership is the behavior of a leader in organizing, managing and ordering his subordinates to carry out the tasks and responsibilities given to him.

7) Leadership style

It is the style or attitude of a leader in dealing with or ordering his subordinates.

8) Organizational culture

These are the customs or norms that apply and are shared by an organization or company. These customs or norms regulate matters that are generally accepted and must be adhered to by all members of a company.

9) Job satisfaction

It's a feeling of joy or happiness, or a feeling of enjoyment that someone experiences before and after doing a task. If employees feel happy, joyful, or enjoy their work, their work will be successful.

10) The surrounding work environment

The atmosphere or conditions of the workplace. The work environment can include the space, layout, facilities and infrastructure, and relationships with coworkers. A comfortable and peaceful work environment will create a conducive work environment, which can improve employee performance, allowing for uninterrupted work. Conversely, a dysfunctional or undisturbed work environment can lead to a disrupted work environment, ultimately impacting performance.

11) Loyalty

It is the employee's loyalty to continue working and defending the company where he works.

12) Commitment

This is employee compliance in implementing company policies or regulations at work.

13) Work discipline

It is an employee's effort to carry out their work activities seriously. Work discipline in this case can be in the form of time, for example, always coming to work on time. Then, discipline in carrying out what is ordered according to the instructions that must be done.

### **Employee Performance Indicators**

According to Wirawan (Busro, 2020) there are several dimensions and indicators in performance assessment, namely:

1. Work results with indicators:

Quality of work results

includes targets, goals, accuracy, neatness and precision in work or established quality standards

Quantity of work results

2. The amount earned is expressed in terms such as the number of activities completed. In this case, it can be interpreted as the amount of work produced by an employee.

Efficiency in carrying out tasks

### **METHOD**

The type of research used in this study is associative. The population in this study was 122 employees and a sample of 55 respondents was taken from the Slovin formula with a 10% error rate. The sampling technique used was Non-Probability Sampling. This study used a qualitative approach that was quantified to determine the influence of leadership and loyalty on employee performance. Data were obtained through questionnaires as the primary data source and

documentation as the secondary data source. The analysis techniques used were multiple linear regression and hypothesis testing.

## RESULT AND DISCUSSION

### Results

#### Multiple Linear Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1,985	1,143		1,733	0.088
	X1	0.724	0.075	0.772	9,664	0,000
	X2	0.184	0.081		0.183 2,286	0.026

a. Dependent Variable: Y1

Source: SPSS V.26 Data Processing Results, 2025

$$Y = 1.985 + 0.724X1 + 0.184X2$$

The Multiple Linear Regression Equation above can be explained as follows:

1. The constant value is 1.985, which is positive, meaning that if leadership and loyalty do not exist or have a negative value, then the employee performance variable is 1.985.
2. The regression coefficient for the leadership variable (X1) is positive at 0.724, indicating that leadership has a positive influence on employee performance. This means that improved leadership results in improved employee performance, while poor leadership results in decreased employee performance.
3. The regression coefficient of the loyalty variable (X2) is positive at 0.184, indicating that loyalty has a positive influence on employee performance. This means that if loyalty improves, it will result in improved employee performance, and if loyalty decreases, it will decrease employee performance.

### Discussion

#### The Influence of Leadership and Loyalty on Employee Performance

Based on the results of multiple linear regressionshows that the regression coefficient of leadership and loyalty has a positive value, meaning that leadership and loyalty have a positive effect on the performance of Bank Rakyat Indonesia employees, Pengayoman Branch, meaning that if Leadership and Loyalty increase, employee performance will increase and vice versa, if Leadership and Loyalty decrease, employee performance will also decrease.

Results of simultaneous hypothesis testing at a 90% confidence levelthat the variables of leadership and loyalty simultaneously have a significant influence on the performance of employees of Bank Rakyat Indonesia, Pengayoman Branch. This is supported by the results of the

coefficient of determination of 81.2%, while the remainder is explained by other variables not included in this study.

This is in line with the theory proposed by Kasmir (2019:189) that there are 13 factors that influence performance, namely, ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, the surrounding work environment, loyalty, commitment, and work discipline. Leadership and loyalty factors are included in this study.

### **The Influence of Leadership on Employee Performance**

The regression results for the leadership variable (X1) showed a positive value of 0.724, indicating that leadership has a positive influence on employee performance. This means that if leadership improves, it will result in increased employee performance, and if leadership worsens, it will decrease employee performance.

The results of the partial hypothesis test at a 90% confidence level show that the calculated t value for the leadership variable is 9.664, while the t table is 1.67469, so the calculated t (9.664) > t table (1.67469). This is reinforced by the value of 0.000 ( $0.000 < 0.10$ ), so it can be concluded that leadership has significant influence on employee performance.

This is in line with the theory proposed by Kasmir (2019:189) that there are 13 factors that influence performance, namely, ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, the surrounding work environment, loyalty, commitment, and work discipline. Leadership factors are included in this study.

### **The Influence of Loyalty on Employee Performance**

The regression results for the loyalty variable (X2) showed a positive value of 0.184, indicating that loyalty has a positive influence on employee performance. This means that if loyalty improves, it will result in increased employee performance, and if loyalty decreases, it will decrease employee performance.

The results of partial hypothesis testing at a 90% confidence level show that the data analysis results obtained a t-count value for the loyalty variable of 2.286, while the t-table was 1.67469, so t-count (2.286) > t-table (1.67469). This is reinforced by the value of 0.026 ( $0.026 < 0.10$ ), so it can be concluded that loyalty has a significant influence on employee performance.

This is in line with the theory proposed by Kasmir (2019:189) that there are 13 factors that influence performance, namely, ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, the surrounding work environment, loyalty, commitment, and work discipline. The loyalty factor is included in this study.

## CONCLUSION

1. There is a significant influence of leadership and loyalty on the performance of Bank Rakyat Indonesia employees at the Pengayoman Branch. This is evidenced by the results of the calculated F test of  $117.258 > F$  table 2.41 and significantly smaller ( $0.000 < 0.1$ ).
2. There is a significant influence of leadership on the performance of Bank Rakyat Indonesia employees at the Pengayoman Branch. This is evidenced by the results of the calculated F test of  $117.258 > F$  table 2.41 and significantly smaller ( $0.000 < 0.1$ ).
3. There is a significant influence of loyalty on the performance of Bank Rakyat Indonesia employees at the Pengayoman Branch. This is evidenced by the results of the calculated F test of  $117.258 > F$  table 2.41 and significantly smaller ( $0.000 < 0.1$ ).

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