

The Influence of Leadership Style and Organizational Commitment on Employee Loyalty at Tomoro Coffee Bandar Lampung

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Abstract

Employee loyalty has become a critical determinant of organizational sustainability, particularly in the service industry, where employee performance directly influences customer satisfaction and organizational competitiveness. Despite its importance, coffee retail businesses continue to experience high employee turnover, absenteeism, and inconsistent work discipline, indicating challenges in maintaining employee loyalty. Previous studies have reported inconsistent findings regarding the relative influence of leadership style and organizational commitment on employee loyalty, while empirical evidence from Indonesia's rapidly growing coffee retail sector remains limited. This study aims to examine the influence of leadership style and organizational commitment on employee loyalty among employees of Tomoro Coffee Bandar Lampung. A quantitative approach was employed using a saturation sampling technique involving 34 employees. Data were collected through structured questionnaires and analyzed using multiple linear regression. The findings reveal that leadership style has a positive but statistically insignificant effect on employee loyalty, whereas organizational commitment has a significant positive effect. Furthermore, both variables simultaneously influence employee loyalty, with organizational commitment emerging as the dominant predictor. This study contributes to the organizational behavior literature by providing empirical evidence from the Indonesian coffee retail industry, demonstrating that psychological attachment to the organization plays a more decisive role in fostering employee loyalty than leadership style alone. The findings also provide practical implications for managers by highlighting the importance of strengthening organizational commitment through supportive organizational policies, employee development, and recognition programs to improve employee retention and organizational performance.

Keywords: Leadership Style; Organizational Commitment; Employee Loyalty

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Abstrak

Loyalitas karyawan merupakan faktor yang sangat penting bagi stabilitas dan kinerja organisasi, khususnya pada industri jasa, di mana kualitas sumber daya manusia berperan secara langsung terhadap keberhasilan perusahaan. Tingkat loyalitas karyawan yang tinggi umumnya mencerminkan komitmen organisasi yang kuat, disiplin kerja yang baik, serta motivasi untuk memberikan kontribusi optimal bagi perusahaan. Namun demikian, Tomoro Coffee Bandar Lampung masih menghadapi berbagai permasalahan terkait loyalitas karyawan yang ditandai dengan tingginya tingkat turnover, absensi, serta disiplin kerja yang belum optimal. Penelitian ini bertujuan untuk menganalisis pengaruh komitmen organisasi dan gaya kepemimpinan terhadap loyalitas karyawan. Penelitian menggunakan pendekatan kuantitatif dengan teknik sampling jenuh yang melibatkan 34 orang karyawan sebagai responden. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa gaya kepemimpinan memiliki pengaruh positif namun tidak signifikan terhadap loyalitas karyawan, sedangkan komitmen organisasi berpengaruh positif dan signifikan terhadap loyalitas karyawan. Secara simultan, kedua variabel tersebut berpengaruh terhadap loyalitas karyawan, dengan komitmen organisasi menjadi faktor yang paling dominan. Temuan ini menegaskan bahwa peningkatan komitmen organisasi merupakan strategi yang lebih efektif dalam membangun loyalitas karyawan dibandingkan hanya mengandalkan praktik kepemimpinan, sehingga dapat mendukung retensi karyawan dan meningkatkan kinerja organisasi.

Kata kunci: Gaya Kepemimpinan; Komitmen Organisasi; Loyalitas Karyawan

INTRODUCTION

In an increasingly competitive workplace, businesses must not only concentrate on reaching their commercial objectives but also effectively manage their human resources. An essential component of human resource management is a company's capacity to retain and preserve employee loyalty. In order to maintain corporate continuity, foster internal stability, boost productivity, and lower staff turnover, employee loyalty is essential. Employee loyalty is shown by a strong commitment to assisting in the accomplishment of organizational objectives in addition to a desire to stay with the company (Aisyi & Kuswinarto, 2024). Employee loyalty is an attitude in which an employee demonstrates loyalty and readiness to carry out their duties sincerely without demanding any reward (Telaumbauna, 2023).

Employee loyalty has become one of the most critical strategic issues in the food and beverage (F&B) industry because this sector is characterized by high employee mobility, labor-intensive operations, and intense competition. Companies operating in modern coffee chains rely heavily on frontline employees to maintain service quality, customer satisfaction, and organizational performance. Consequently, retaining loyal employees has become increasingly challenging, particularly among younger workers who tend to value career flexibility, work-life balance, and organizational culture more than long-term employment stability (Kurniawan & Hidayat, 2023; Nguyen et al., 2022).

Recent studies have shown that leadership style and organizational commitment are among the most influential determinants of employee loyalty. Effective leaders create supportive working environments that increase employees' motivation and engagement, while organizational commitment strengthens employees' emotional attachment and willingness to remain within the organization (Mahmood et al., 2022; Alshurideh et al., 2023). Nevertheless, empirical findings remain inconsistent. Several studies reported that transformational leadership significantly improves employee loyalty (Aboramadan et al., 2020; Alshurideh et al., 2023), whereas others found that leadership style has only an indirect influence through organizational commitment or job satisfaction (Nugroho & Sari, 2024; Wijaya et al., 2023). These inconsistencies indicate that the relationship between leadership style and employee loyalty may vary across organizational contexts and industrial sectors.

Although employee loyalty has been extensively investigated, most previous studies have focused on manufacturing companies, banking institutions, hospitals, and government organizations. Limited empirical evidence is available regarding modern coffee chain businesses, where employees generally experience flexible working schedules, relatively high turnover rates, and dynamic service interactions. Furthermore, studies that simultaneously examine leadership style and organizational commitment in Indonesian coffee retail companies remain scarce, particularly using Tomoro Coffee as the research setting.

Therefore, this study offers several contributions. First, it extends employee loyalty research into the rapidly growing specialty coffee retail industry in Indonesia, which has received limited scholarly attention. Second, it simultaneously evaluates the relative influence of leadership style and organizational commitment on employee loyalty, allowing comparison between managerial and psychological factors. Third, this study provides empirical evidence that organizational commitment may become a stronger predictor of employee loyalty than leadership style in organizations dominated by young service employees. The findings are expected to enrich

organizational behavior literature while providing practical recommendations for managers in the hospitality and coffee retail industries.

Employee Loyalty

Employee loyalty is a form of devotion shown by individuals to the organization where they work, reflected through commitment, responsibility, and a willingness to contribute maximally to company goals (Prihantini, 2023). Employee loyalty focuses on a willingness to maintain a long-term relationship with the organization, accompanied by a willingness to deliver optimal performance to achieve the company's vision and mission (Putri & Nasution, 2022). However, employee loyalty doesn't develop spontaneously. Many factors influence it, including leadership style and organizational commitment. Tomoro Coffee Bandar Lampung still faces challenges in maintaining employee loyalty.

Research at three Tomoro Coffee branches in Bandar Lampung shows a tendency for employee turnover due to differences in loyalty and job satisfaction. This phenomenon indicates that not all employees feel comfortable and motivated to remain in the existing work environment. Several factors, such as inconsistent leadership styles, excessive workloads, and suboptimal internal communication, contribute to employees' decisions to leave the company. Furthermore, differences in management patterns between branches also contribute to variations in employee satisfaction and commitment.

Leadership Style

Leadership style is a behavioral norm used by an individual when attempting to influence the behavior of others as desired (Thoha, 2017). The leadership style implemented in an organization significantly determines the work atmosphere, motivation, and social engagement of employees with the company. Leadership is an element or component applied by leaders to motivate, control, influence, and guide their subordinates so they can perform their tasks successfully and efficiently (Fitriah, 2017). Transformational theory explains that effective leaders focus not only on achieving organizational goals but also on inspiring, motivating, and developing the potential of their subordinates to achieve higher performance than expected (Bass & Avolio, 1994).

The actions and tactics a leader use to persuade their followers to accomplish organizational objectives are known as their leadership style (Rivai, 2019). Leadership style is the behavioral pattern used by leaders

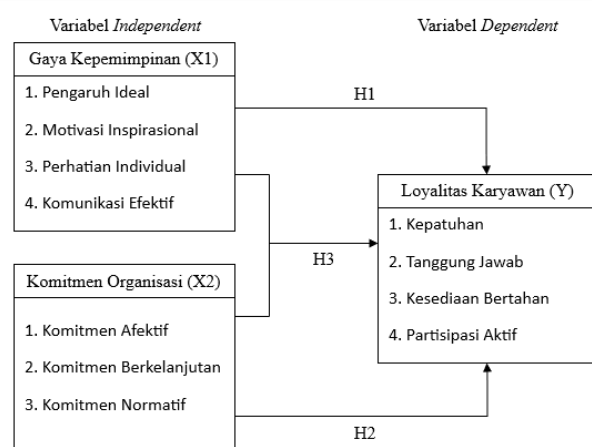
when interacting with their subordinates, directing, motivating, and coordinating them to achieve organizational goals (Robbins & Judge, 2020). Based on initial observations, it was found that most employees still felt they hadn't received clear work direction from their superiors, particularly regarding daily task allocation and internal communication between shifts. Several employees stated that instructions from their superiors frequently changed and weren't communicated directly, leading to confusion in carrying out their duties.

Organizational Commitment

Loyalty is significantly shaped by organizational commitment in addition to leadership characteristics. Organizational commitment is an indicator of the extent to which an individual desires to continue working and remain with a company in the future (Maranata et al., 2022). The Three Component Model of Organizational Commitment theory explains that organizational commitment is a psychological condition that characterizes a person's relationship with their organization and influences their choice to stay there (Meyer & Allen, 1991). An employee's devotion to the company, as seen by their involvement at work, faith in the company's principles, and desire to stay with the company, is referred to as organizational commitment (Sopiah, 2020).

Organizational commitment focuses on employees emotional, moral, and rational attachment to the organization, which helps them persist and contribute optimally to its progress (Wibowo, 2019). Field observations indicate that employee turnover at Tomoro Coffee has been quite high in the past nine months. Of the 34 employees registered across three Tomoro Coffee branches, approximately 13 left or changed jobs between January and September 2025.

Figure 1. Conceptual Framework



METHODS

This study uses quantitative data, namely numerical data, to be determined and analyzed statistically. Quantitative data is information presented in numerical form and used to answer problems (Waruwu et al., 2025). This study uses a saturation or census sampling strategy, where each employee in a relatively small population of 34 people is used as a research sample.

Saturation sampling is a sample data collection strategy that applies a large portion of the population as a data sample (Suriani et al., 2023). The data was examined using SPSS. The consequences of the facts processing produced information inclusive of descriptive analysis, validity and reliability tests, multiple linear regression tests, normality tests, multicollinearity, and heteroscedasticity tests. Followed by the results of the F test, t test, and the coefficient of determination (R^2) test.

MEASUREMENT

The indicators for Employee Loyalty are as follows:

Research conducted by (Hamisah & Narawati, 2023) measured Employee Loyalty with the following indicators:

1. Obedient, defined as the attitude and actions of employees in complying with and implementing all policies, regulations and provisions that have been established by the company.
2. Responsibility, defined as a person's attitude and awareness to carry out their duties and obligations with full commitment, discipline, and orientation towards good results in compliance with the company's guidelines.
3. Dedication, defined as a person's attitude of devotion and sincerity in carrying out a job or task wholeheartedly, without prioritizing personal interests.
4. Have ties, define as having a close relationship or emotional, social, or professional connection with someone.

Research conducted by (Zahra & Sutisna, 2025) measured Leadership Style with the following indicators:

1. Giving directions, defined as the process of conveying directions, instructions, or guidance to a person or group so that they can carry out tasks correctly and achieve predetermined goals.
2. Evaluation, defined as the process of assessing or reviewing an activity, program, or performance to determine the degree to which goals have been accomplished and to determine the necessary corrective steps.

3. Motivator, defined as a person who provides encouragement, enthusiasm, or inspiration to others to act and achieve certain goals.

The following metrics were used in research by (Angraini et al, 2021) measured Organizational Commitment with the following indicators:

1. Affective commitment, defined as a form of emotional attachment of employees to the organization, where individuals feel proud, have ownership, and want to remain part of the organization because of a sense of love and loyalty.
2. Ongoing commitment, defined as a form of employee commitment to the organization that is based on rational considerations regarding the advantages and disadvantages if he leaves the organization.
3. Normative commitment, defined as a form of employee commitment to the organization that is based on a sense of moral obligation to remain and contribute.

RESULT AND DISCUSSION

This section displays the data analysis findings based on a survey given to 32 participants. SPSS software was utilized for data analysis to test the study hypotheses' validity, reliability, and validity. The results about how leadership style and organizational commitment affect employee loyalty are described.

Respondent Profile

Of the 34 questionnaires distributed to employees at three branches: Antasari, Teuku Umar, and Raden Intan, 32 were deemed suitable for analysis. In terms of gender, 17 respondents, or 53.125% of the total, were female, while 15 respondents, or 46.875%, were male. This composition indicates that the workforce at Tomoro Coffee Bandar Lampung is relatively gender-balanced, with a slight predominance of female employees, which is common within the food and beverage industry.

In terms of age, 25 respondents (78.125%) were between 20 and 25 years old, while 7 respondents (21.875%) were between 26 and 30 years old. None of the participants in this study were under 20 or over 30.

Table 1. Respondent Profile by Gender Category

Gender	Frequency	Percent
Female	17	53,125%
Male	15	46,875%
Total	32	100%

Source: Data tested by the author (2026)

Table 2. Respondent Profile by Age Category

Age	Frequency	Percent
< 20	0	0%
20 – 25	25	78,125%
26 – 30	7	21,875%
> 30	0	0%
Total	32	100%

Source: Data tested by the author (2026)

Descriptive Analysis

The leadership style variable (X_1) has a minimal charge of 12 and a maximum fee of 23, with an average score of 16.6875 and a standard deviation of 3.08417, according to the results of descriptive statistical analysis. The organizational commitment variable (X_2) has an average of 20.1250 and a standard deviation of 6.40942, with a range of 10 to 35. The employee loyalty variable (Y) ranges from 10 to 24, with an average of 17.3438 and a trendy deviation of 3.33708. These results, which display a very wide range of responses, generally indicate that respondents levels of leadership style, employee loyalty, and organizational commitment fall into a reasonably good category.

Table 3. Descriptive Analysis Processing Results

	N	Minimum	Maximum	Mean	Standard Devitation
Leadership Style	32	12,00	23,00	16,6875	3,08417
Organizational Commitment	32	10,00	35,00	20,1250	6,40942
Employee Loyalty	32	10,00	24,00	17,3438	3,33708

Source: Data tested by the author (2026)

This finding aligns with research by Meyer and Allen (1991), which states that moderate to high levels of commitment are typically correlated with positive work attitudes, including loyalty. However, despite this relatively good average score, the turnover phenomenon indicates a gap between employee perceptions and actual behavior. This means that loyalty is determined not only by perceptions of the organization but also by other external factors such as job opportunities and the career orientation of the younger generation.

Outcomes of the Validity test

The motive of the validity check is to evaluate each test variable's measuring tool's accuracy. On the importance stage of 0.05, the computed r price is compared to the desk r cost, validity can be confirmed. The formula $df = n - 2$ yields a degrees of freedom (df) value, where n is the number of responses. The assertion can be deemed legitimate if the measured r fee is extra than the table r fee; otherwise, it's able to be deemed invalid. Since there were 32 respondents in this survey, the df value is $32 - 2 = 30$.

Two gadgets ($X1_7$) and ($X1_9$) are taken into consideration invalid primarily based on the validity check outcomes since the measured r fee is decrease than the r cost within the table of 0.349, however eight of the ten statement items in the leadership style variable are legitimate. Furthermore, in the organizational commitment variable, all statement items are declared valid. As for the employee loyalty variable, two statements, (Y_5) and (Y_6), are deemed invalid because the calculated r value does not meet the requirements, leaving eight valid statements.

Table 4. Validity Test Processing Results

Variable	Items	R Count	R Table	Information
Leadership Style (X_1)	X1_1	0,491	0,349	Valid
	X1_2	0,527	0,349	Valid
	X1_3	0,622	0,349	Valid
	X1_4	0,635	0,349	Valid
	X1_5	0,392	0,349	Valid
	X1_6	0,639	0,349	Valid
	X1_7	0,341	0,349	Invalid
	X1_8	0,493	0,349	Valid
	X1_9	0,255	0,349	Invalid
	X1_10	0,382	0,349	Valid
Organizational Commitment (X_2)	X2_1	0,487	0,349	Valid
	X2_2	0,714	0,349	Valid
	X2_3	0,715	0,349	Valid
	X2_4	0,785	0,349	Valid
	X2_5	0,752	0,349	Valid
	X2_6	0,691	0,349	Valid
	X2_7	0,816	0,349	Valid
	X2_8	0,376	0,349	Valid
	X2_9	0,659	0,349	Valid
	X2_10	0,721	0,349	Valid
Employee Loyalty (Y)	Y_1	0,463	0,349	Valid
	Y_2	0,408	0,349	Valid
	Y_3	0,481	0,349	Valid

	Y_4	0,474	0,349	Valid
	Y_5	0,319	0,349	Invalid
	Y_6	0,196	0,349	Invalid
	Y_7	0,601	0,349	Valid
	Y_8	0,551	0,349	Valid
	Y_9	0,527	0,349	Valid
	Y_10	0,619	0,349	Valid

Source: Data tested by the author (2026)

The findings of the validity test revealed that the majority of the statement items were declared valid, although there were several items that did not meet the criteria of calculated $r > \text{table } r$. This indicates that the instrument used was generally able to measure the research construct accurately.

Reliability Test Results

This reliability test is used to measure how consistently a research tool produces outcome. A variable may be appeared as dependable if its Cronbach's Alpha price is extra than 0.60. It may be inferred from the check consequences that the variables in this examine demonstrate a reasonably high degree of reliability due to the fact each variable had a Cronbach's Alpha extra than 0.60.

Table 5. Reliability Test Processing Results

No	Variable	<i>Cronbach' Alpha</i>	Information
1	Leadership Style	0,603	Reliable
2	Organizational Commitment	0,871	Very Reliable
3	Employee Loyalty	0,601	Reliable

Source: Data tested by the author (2026)

Each variable's Cronbach's alpha cost changed into better than 0.60, indicating reliability. According to Sugiyono, an alpha value above 0.60 is sufficient for social research. Thus, the instrument testing results confirm that the analyzed data is suitable for hypothesis checking out.

Outcomes of the Multiple Linear Regression Evaluation

The function of this regression test used to determine how variables X_1 and X_2 affect variable Y . The equation $Y = 8.867 + 0.110X_1 + 0.330X_2$ was generated by multiple linear regression analysis. When the organizational commitment (X_2) and leadership style (X_1) variables are zero, the constant 8.867 shows that employee loyalty (Y) is 8.867. The regression

coefficient of 0.110 and the importance cost of $0.480 > 0.05$ imply that leadership style (X_1) has no discernible impact on employee loyalty.

On the other hand, employee loyalty is significantly impacted by the organizational commitment variable (X_2), with a regression cost of 0.330 and a importance degree of $0.000 < 0.05$. These findings imply that employee loyalty is more influenced by organizational commitment than by leadership style.

Table 6. Multiple Linear Regression Test Processing Results

	B	Sig.
Constant	8.867	.003
X1	.110	.480
X2	.330	.000

Source: Data tested by the author (2026)

Normality Test

Data can be declared normally distributed if the data has a significance score above 0.05, and vice versa, it is declared abnormal if the significance score is below 0.05. The data processing results demonstrate that the look at facts is shipped among the diagonal traces and that the histogram pattern's shape is similar to a normal distribution. Because the significance result obtained is 0.967, which also exceeds 0.05, it can be said that the assumption of normality of the regression equation has been met.

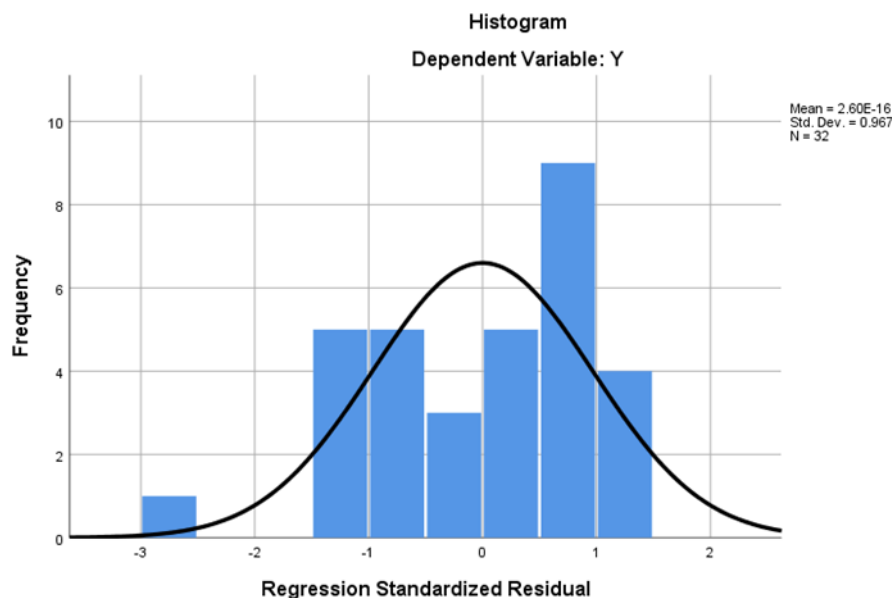


Figure 2. Histogram Normality Test Results

Kolmogorov-Smimov test

The model under investigation's normality was evaluated using the Kolmogorov-Smirnov method. The established research hypothesis was formulated to conduct this Kolmogorov-Smirnov test. The residual data

results can be verified to be typically dispensed if the importance rate (sig. 2-tailed) is extra than $\alpha = 0.05$, if the score is less than 0.05, the data is deemed abnormal. The significance fee of 0.134, which is extra than 0.05, suggests that the residual facts is very regularly distributed based on the study data processing outcomes.

Table 7. Kolmogorov-Smimov Test Processing Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		32
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.51113748
Most Extreme Differences	Absolute	.137
	Positive	.093
	Negative	-.137
Test Statistic		.137
Asymp. Sig. (2-tailed)		.134 ^c

Source: Data tested by the author (2026)

The residual data are regularly distributed, according to the Kolmogorov-Smirnov importance price of 0.134 (>0.05). By meeting the assumption of normalcy, the regression model can be used to test hypotheses. According to Ghazali (2021), meeting the classical assumptions is a crucial requirement for unbiased regression estimates. Therefore, The findings of this investigation have a strong statistical foundation for further interpretation.

Multicollinearity Test

Multicollinearity testing was utilized to decide whether or not there's a large association among unbiased variables by searching on the Variance Inflation issue (VIF) facts. Whilst the tolerance rating is extra than 0.1 also the VIF score is lots much less in comparison to 10, the regression equation is stated to don't have any multicollinearity. With tolerance price of 0.973 (> 0.1) and VIF price of 1.027 (< 10), the check outcomes exhibit that there's no multicollinearity within the regression sample for the elements of organizational commitment (X_2) and leadership style (X_1).

Table 8. Multicollinearity Test Processing Outcomes

Collinearity Statistics		
	Tolerance	VIF
X1	0,973	1,027
X2	0,973	1,027

Source: Data tested by the author (2026)

The independent variables do no longer show off multicollinearity while the tolerance price is 0.973 (>0.1) and the VIF is 1.027 (<10). This means that leadership style and organizational commitment are two distinct constructs that do not statistically overlap. This reinforces organizational behavior theory, which states that leadership and organizational commitment are independent variables, although they can influence each other in managerial practice.

Heteroscedasticity Test

Heteroscedasticity testing in this study was performed using a scatterplot. If no pattern is found and the data points are scattered in an unorganized manner above and on the Y-line below zero, the data can be declared free of heteroscedasticity. These requirements have been met, according to the scatterplot analysis, leading to the conclusion that the obtained values do not indicate heteroscedasticity.

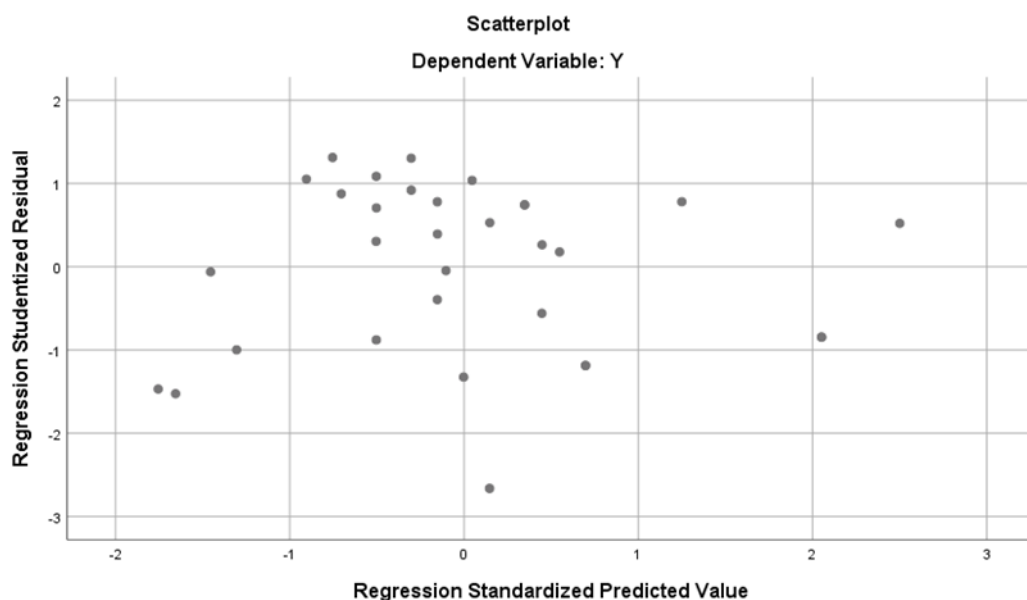


Figure 3. Heteroscedasticity Test Processing Results

Due to the fact there is no apparent sample and the dots are allotted randomly, the scatterplot findings show that heteroscedasticity does not

occur. As a result, the estimation results are trustworthy and the regression model satisfies the homogeneity of variance condition.

F Test (Simultaneous)

An F-test was utilized to make sure that independent variables were concurrently influencing the dependent variable. The test results revealed a importance price of 0.000, which is much less than 0.05, and an F-score of 11.107. This demonstrates that organizational dedication and leadership style have a large impact on employee loyalty, indicating that the overall value obtained is significant. Thus, one may argue that the independent factors simultaneously have a significant influence on the dependent variable.

Table 9. F-Test Processing Results (Simultaneous)

Model	F	Sig.
Regression	11,107	0,000 ^b

Source: Data tested by the author (2026)

Test of t Test (Partial)

Every independent variable's impact at the established variable is evaluated the use of the t-take a look at. The consequences of the t-take a look at suggest that variable X_1 has no full-size impact at the dependent variable, with a t-price of 0.715 and a importance threshold of 0.480 (> 0.05). The t-cost for variable X_2 is 4.479 at a importance level of 0.000 (< 0.05), suggesting a substantial impact on the dependent variable. As a result, only variable X_2 in this model has been shown to have a significant influence; variable X_1 does not.

Table 10. Results of t-Test Processing (Partial)

Model	t	Sig.
(Constant)	3,193	0,003
X1	0,715	0,480
X2	4,479	0,000

Source: Data tested by the author (2026)

Test of Determination Coefficient (R^2)

Function of analyzing the coefficient determination (R^2) used to evaluate how nicely the dependent variable explains adjustments. The R^2 value of the study shows how organizational commitment and leadership style factors influence employee loyalty. The determination coefficient test yielded a R Square of 0.434, indicating that variables X_1 and X_2 may account for 43.4% of the fluctuations in employee loyalty. The remaining

56.6% are affected by the research findings. Additionally, the Adjusted R square end result become 0.395, indicating that the regression model's explanatory power is still rather good.

Table 11. Outcomes of the Coefficient of Determination Test (R^2)

Model	R Square	Adjusted R Square
1	0,434	0,395

Source: Data tested by the author (2026)

Leadership Style and Employee Loyalty

The statistical analysis indicates that leadership style does not significantly influence employee loyalty. Although the regression coefficient is positive, the effect is statistically insignificant, suggesting that leadership behavior alone is insufficient to increase employee loyalty among Tomoro Coffee employees.

This finding differs from many previous studies which concluded that transformational leadership positively influences employee loyalty because effective leaders inspire employees, encourage innovation, and strengthen emotional attachment to the organization (Aboramadan et al., 2020; Alshurideh et al., 2023). However, the result is consistent with Nugroho and Sari (2024), who reported that leadership does not directly increase loyalty but rather influences employees indirectly through work engagement and organizational commitment.

One possible explanation is the demographic characteristics of the respondents. Most respondents are between 20 and 25 years old, representing Generation Z employees who generally prioritize career development, learning opportunities, flexibility, and organizational culture over leadership authority. Consequently, leadership practices may contribute to creating a positive work environment but are insufficient to determine whether employees remain loyal to the organization. External employment opportunities and career mobility may also reduce the direct impact of leadership style on loyalty.

From the perspective of transformational leadership theory, leadership remains important in shaping employee attitudes, but its influence may operate indirectly through organizational commitment, job satisfaction, and employee engagement rather than through direct behavioral loyalty.

Organizational Commitment and Employee Loyalty

The findings demonstrate that organizational commitment significantly and positively affects employee loyalty. Employees with stronger affective, continuance, and normative commitment exhibit greater

willingness to remain in the organization and contribute to organizational success.

This finding supports the Three-Component Model of Organizational Commitment proposed by Meyer and Allen and is consistent with recent studies by Mahmood et al. (2022), Alshurideh et al. (2023), and Maranata et al. (2022), which emphasize that employees who develop strong psychological attachment toward their organizations are more likely to demonstrate organizational citizenship behavior, lower turnover intention, and higher loyalty.

Within Tomoro Coffee, employees who perceive organizational support, fair treatment, and opportunities for growth are more likely to identify themselves with organizational goals. Such emotional attachment strengthens their willingness to remain employed despite demanding operational conditions. This finding indicates that organizational commitment functions as an important psychological mechanism for retaining employees in service-based organizations.

Practically, managers should therefore prioritize strategies that strengthen employees' sense of belonging, including career development opportunities, recognition systems, transparent communication, and organizational support programs. These initiatives are likely to produce stronger loyalty than relying solely on improvements in leadership practices.

Simultaneous Effect of Leadership Style and Organizational Commitment

The simultaneous analysis shows that leadership style and organizational commitment jointly influence employee loyalty, although organizational commitment contributes more substantially. This finding confirms that employee loyalty is multidimensional and cannot be explained by a single organizational factor.

The coefficient of determination ($R^2 = 0.434$) indicates that approximately 43.4% of employee loyalty is explained by the two independent variables, while the remaining 56.6% is influenced by other factors not examined in this study, such as job satisfaction, compensation, work-life balance, organizational culture, employee engagement, psychological empowerment, career opportunities, and perceived organizational support.

These results suggest that organizations should adopt integrated human resource management strategies. While leadership remains necessary for guiding employee performance, strengthening

organizational commitment appears to be more effective in sustaining long-term employee loyalty within the coffee retail industry.

CONCLUSION

Considering about analysis, it was discovered that employee loyalty is positively but marginally impacted by leadership style. This suggests that although leadership influences how the workplace is shaped, its influence is not yet strong enough to directly increase employee loyalty.

However, it has been demonstrated that organizational commitment significantly and favorably affects employee loyalty. This implies that employees' loyalty increases with their level of devotion to the company. Workers who are emotionally invested, feel accountable, and want to remain with the organization tend to be more loyal and contribute maximally to the company.

Simultaneously, leadership style and organizational commitment significantly influence employee loyalty. This suggests that a variety of organizational elements work together to impact employee loyalty rather than a single issue. Therefore, companies need to strengthen organizational commitment and improve leadership quality to create optimal employee loyalty.

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