

**THE INFLUENCE OF IMPLEMENTATION OF TRANSFORMATIONAL AND
DEMOCRATIC LEADERSHIP STYLES ON JOB LOYALTY OF EMPLOYEES AT
AIRPORT OPERATION & SERVICE PT ANGKASA PURA AVIASI KUALANAMU
INTERNATIONAL AIRPORT DELI SERDANG**

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Received :
30 January 2024

Revised :
16 February 2024

Accepted :
26 February 2024

Abstract: The aim to be achieved is to analyze and find out the magnitude, both partially and simultaneously, of the influence of transformational and democratic leadership styles on employee work loyalty. Classified as quantitative research utilizing research instrument in the form of a questionnaire of 35 respondents (a saturated sample) of Airport Operation and Service employees of PT Angkasa Pura Aviasi Kualanamu International Airport Deli Serdang. Data were analyzed using SPSS version 26 with descriptive analysis techniques, classic assumption tests, and hypothesis tests. Employee work loyalty can be increased based on the findings of this research when transformational leadership style and democratic leadership style are implemented.

Keywords: Airport Operation and Service, Democratic Leadership Style, Transformational, Employee Loyalty

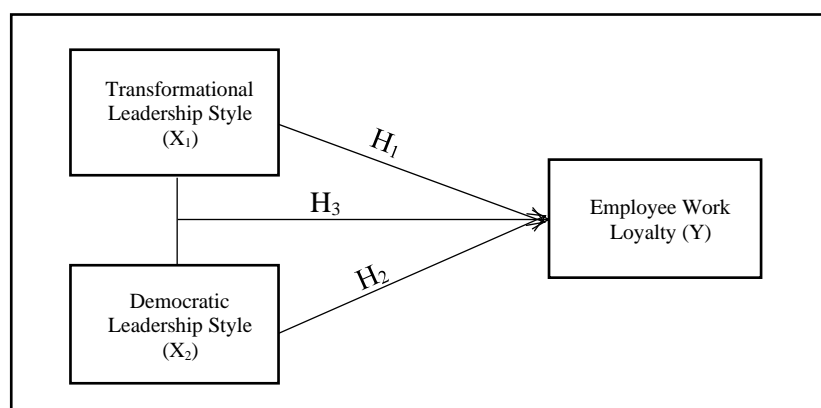
Introduction

The Airport Operation & Service unit consists of AMC (Apron Movement Control), TIS (Terminal Inspection Service), Airport Information or Customer Services, and Landside Services. In carrying out its duties, the Airport Operation & Service unit is led by the Manager of Airport Operation & Service, who will supervise and control the work of field employees using different methods or leadership styles to influence their subordinates. There are two types of leadership styles that are centered on decision making: democratic leaders and autocratic leaders. Transformational and transactional are other leadership categories that center on relationships with subordinates (Hill & Bartol, 2016). It is important for leaders to be directly involved in the organizations they lead (Northouse, 2021).

Researchers discovered in the field that Airport Operation & Service employees who complained about leaders' actions tended to side with individuals or one shift group, leaders' responses were less deft in responding to complaints about work facilities, and leaders rarely gave direct direction to their subordinates. These employee complaints will affect employees' loyalty at work and obedience to their leaders' orders, which will have an impact on reducing the quality of employee work. Then the researchers conducted a pre-survey to get more information by asking the question of whether the employee is willing to survive under the leadership style characteristics of the current leader if there is the same job opportunity but in a different place. The survey results were 3.10% out of 5%, which was the highest number of strongly agreeing statements. According to the results of the survey, researchers found a gap that the leadership style characteristics currently applied, which are less than optimal based on employee assessments.

The researcher reviewed various journal articles related to leadership styles and found that transformational and democratic leadership styles were widely observed in various work situations and compared with various variables, but not in pressure situations in how airports work. Researchers observed the airport operational work system which tends to have pressure at work, giving rise to the researcher's belief that Airport Operation & Service employees will have work loyalty if they have a leader with a leadership style who can motivate, be a role model, listen, understand, communicate reciprocally, and provide criticism as well as balanced praise. This statement is in line with the view of Intanpratiwi (2018), which states that employee work loyalty is related to the employee's willingness or attitude to be loyal to their co-workers, leaders and the company that oversees them. This statement is in line with the view of Wibowo et al. (2022), which states that employee work loyalty does not grow by itself without cause and effect but requires the role of good leaders and management behind it.

Adyta (2022) stated that the transformational leadership style variable was proven to have a significant influence on the loyalty of non-PNS employees at BPN Kab. Magelang. Other research by Adeline (2022) states that the transformational and democratic leadership style variables are appropriate leadership styles for increasing employee loyalty and reducing turnover intention at PT Bank XYZ. So the researcher wants to determine the extent to which transformational and democratic leadership styles together and individually, can influence the work loyalty of Airport Operation & Service employees at PT Angkasa Pura Aviase Kualanamu International Airport Deli Serdang.



Hypothesis

- H₁ : There is an influence of transformational leadership style on the work loyalty of Airport Operations and Service employees.
- H₂ : There is an influence of democratic leadership style on the work loyalty of Airport Operations and Service employees.
- H₃ : There is an influence of the implementation of the two independent variables together on the work loyalty of Airport Operations and Service employees.

Method

The research method used is quantitative descriptive analysis, namely a method based on positivist philosophy (Sugiyono, 2017), which refers to independent variables that are independent and do not look for comparisons or create relationships between variables with data processed in the form of numbers (quantitative).

Method of collecting data

The population discussed was the Airport Operations & Service unit, with a sample of 35 employees as representatives. The sample uses a non-probability sampling method with saturated specifications (census). The research was carried out over a period of two months, namely August-September 2023, at PT Angkasa Pura Aviasi Kualanamu International Airport Deli Serdang. The primary data source was obtained by distributing a questionnaire in the form of 35 statements (12 statements (X_1), 11 statements (X_2) and 12 statements (Y)) using a Likert scale. Furthermore, secondary data sources were obtained through literature reviews and journals related to transformational and democratic leadership styles and employee work loyalty.

Transformational leadership style is defined as leader behavior that inspires and motivates employees by changing employees' perspectives on completing work (Dr. Muhammad Subhan Iswahyudi et al., 2023). Indicators that can be used to measure the implementation of transformational leadership style (X_1) according to Burns (in Widodo, 2022) are:

1. Individual consideration
2. Intellectual stimulation
3. Inspirational motivation
4. Influence of ideals

Democratic leadership style is defined as centered leadership on subordinates for discussion, consultation, and mutual communication (Purwanto, 2020). Soelistya & MM (2021) identified indicators for measuring the implementation of a democratic leadership style (X_2):

1. The leader's authority is not absolute.
2. There is some delegation of authority to subordinates.
3. Leaders and subordinates make decisions or policies jointly.
4. Communication is reciprocal.
5. Supervisors conduct fair supervision.
6. Initiative comes from both leaders and subordinates.
7. Widely channeling subordinates' aspirations.
8. The assignments given are requested.
9. The balance between praise and criticism is maintained.

Employee work loyalty is defined as willingness, fidelity and willingness to carry out and practice something with a sense of responsibility (Fauchil et al., 2020). Indicators that can be used to measure employee work loyalty (Y) according to the opinion of Susanti (2020):

1. Compliance
2. Responsibility
3. Dedication
4. Integrity

Before distributing to real respondents, we tested the instrument for validity and reliability. The table below describes the results of the validity and reliability tests:

Tabel 1. 1
Results of the Validity Test of Transformational Leadership Style (X_1)

No Item	r_{table}	r_{count}	Explanation
1	0,344	0,745	Valid
2	0,344	0,757	Valid
3	0,344	0,661	Valid
4	0,344	0,666	Valid
5	0,344	0,724	Valid

6	0,344	0,771	Valid
7	0,344	0,639	Valid
8	0,344	0,649	Valid
9	0,344	0,710	Valid
10	0,344	0,670	Valid
11	0,344	0,701	Valid
12	0,344	0,687	Valid

Source: Data processed by researchers using SPSS, 2023

Tabel 1. 2
Results of the Validity Test of Democratic Leadership Style (X₂)

No Item	r _{table}	r _{count}	Explanation
1	0,344	0,918	Valid
2	0,344	0,645	Valid
3	0,344	0,806	Valid
4	0,344	0,731	Valid
5	0,344	0,813	Valid
6	0,344	0,853	Valid
7	0,344	0,860	Valid
8	0,344	0,919	Valid
9	0,344	0,886	Valid
10	0,344	0,830	Valid
11	0,344	0,732	Valid

Source: Data processed by researchers using SPSS, 2023

Tabel 1. 3
Employee Loyalty Validity Test Results (Y)

No Item	r _{table}	r _{count}	Explanation
1	0,344	0,762	Valid
2	0,344	0,854	Valid
3	0,344	0,869	Valid
4	0,344	0,894	Valid
5	0,344	0,850	Valid
6	0,344	0,707	Valid
7	0,344	0,651	Valid
8	0,344	0,640	Valid
9	0,344	0,648	Valid
10	0,344	0,718	Valid
11	0,344	0,884	Valid
12	0,344	0,614	Valid

Source: Data processed by researchers using SPSS, 2023

Tabel 1. 4
Reliability Test Results

No. Item	Variabel	Cronbach's Alpha	r _{table}	Explanation
1	(X ₁)	0,904	0,60	Reliabel
2	(X ₂)	0,950	0,60	Reliabel
3	(Y)	0,931	0,60	Reliabel

Source: Data processed by researchers using SPSS, 2023

Data Analysis Methods

The analytical method uses quantitative descriptive analysis to reveal research findings. The statistical requirements that must be fulfilled using the classic assumption test consist of the normality test, multicollinearity test and heteroscedasticity test (Duli, 2019). Next, prove the hypothesis that has been assumed by testing multiple linear regression in the SPSS version 26 for Windows program, which consists of student t test (partial test), Fisher test (simultaneous test),

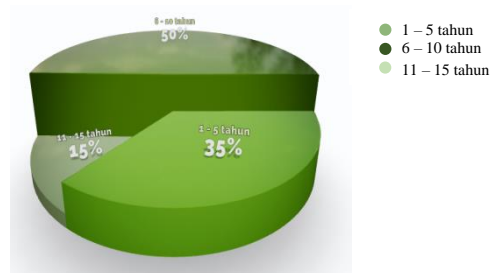
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coefficient of determination (R^2), as well as the relative contribution and effective contribution of all independent variables.

Discussion

1. Respondent identity

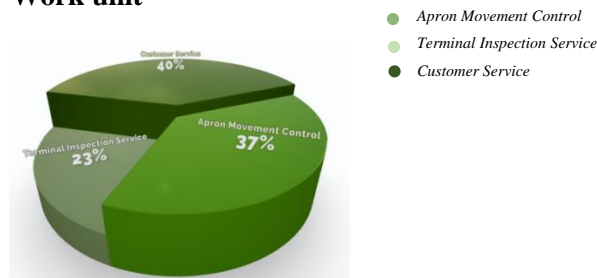
a. Length of work period



Gambar 1. 1
Respondent data diagram based on length of work

Picture of a diagram of respondents' length of service: of the 35 respondents, there are 14 employees with a percentage of 35% whose length of service is 1 - 5 years, 18 employees with a percentage of 50% whose length of work is 6 - 10 years and 3 employees with a percentage 15% whose length of service is 11 – 15 years. From the description above, employees with a length of service of 6 - 10 years are more dominant as respondents

b. Work unit



Gambar 1. 2
Respondent data diagram based on work unit

Picture of the work unit diagram: of the 35 respondents, there are 13 employees with a percentage of 37% from the Apron Movement Control unit, 8 employees with a percentage of 23% from the Terminal Inspection Service unit, and 14 employees with a percentage of 40% from the Customer Service unit. This data shows that employees from the Customer Service unit are more dominant as respondents.

2. Description of the respondent's answer

Tabel 2. 1
Description of Respondents' Answers to Transformational Leadership Style

No	Indicator	Answer Score					Total score	Average	Desc
		1	2	3	4	5			
1	The leader motivates me to work better	0	0	4	14	17	153	4,37	Good
2	Leaders can increase the spirit of enthusiasm and optimism in each of their members	0	0	5	16	14	149	4,25	Good
3	Leaders appreciate my potential	0	1	3	18	13	148	4,22	Good

4	The leader gives me the opportunity to be involved in giving arguments or opinions	0	0	5	14	16	151	4,31	Good
5	The leader gives me the opportunity to make decisions in solving problems	0	0	10	14	11	141	4,02	Good
6	I can use leaders as role models in doing my work	0	1	7	17	10	141	4,02	Good
7	Leaders always try to change outdated techniques and targets that have been maintained	0	0	5	16	14	149	4,25	Good
8	Proactive leaders encourage each member to explore new ways and innovate to produce solutions	0	1	2	16	16	152	4,34	Good
9	Leaders can make me realize that the team's actions contribute to a broader goal than just self-interest	0	1	6	15	13	145	4,14	Good
10	Leaders provide opportunities for their members (me) to convey their members' feelings or concerns	0	0	8	13	14	146	4,17	Good
11	Leaders pay special attention directly to the needs of each member	0	1	5	12	17	150	4,28	Good
12	The leader has a good relationship with all his employees, including me	0	1	7	10	17	148	4,22	Good
Average								4,21	

Source: Data processed by researchers using SPSS, 2023

According to table 2.1, reports that the average score of 12 statements relating to transformational leadership style indicators is 4.21 in the good category. The leader's statement motivates me to work better. The highest distribution is 4.37. Then the lowest average was 4.02 in the statement that leaders give me the opportunity to make decisions in solving problems, and I can use leaders as role models in doing my job.

Tabel 2. 2
Description of Respondents' Answers to the Democratic Leadership Style

No	Indicator	Answer Score					Total score	Average	Desc
		1	2	3	4	5			
1	Leaders carry out two-way communication in handling problems	2	2	1	16	14	143	4,08	Good
2	Leaders involve employees in making joint decisions	0	0	8	15	12	144	4,11	Good
3	Leaders give their respective duties and responsibilities clearly	0	2	3	20	10	143	4,08	Good
4	The leader gives me confidence in carrying out a task or job	0	0	5	13	17	152	4,34	Good
5	Leaders provide opportunities for employees to determine initial actions in solving problems	1	1	4	13	16	147	4,2	Good
6	Leaders supervise their employees appropriately	1	1	7	13	13	141	4,02	Good
7	Leaders carry out routine and periodic work supervision	1	3	8	12	11	134	3,82	Good
8	Leaders accommodate employee aspirations openly (fairly/not discriminating)	2	1	9	11	12	135	3,85	Good
9	Leaders are always open to receiving criticism and suggestions from their employees	2	0	7	12	14	141	4,02	Good
10	Leaders give balanced praise and criticism to their members	0	1	8	15	11	141	4,02	Good
11	Leaders give authority to their employees in carrying out their duties	0	6	9	12	8	127	3,62	Good
Average								4,01	

Source: Data processed by researchers using SPSS, 2023

Table 2.2 displays the average data from 11 statements related to democratic leadership style, obtained 4.01 in the good category. The leader's statement gives me confidence in carrying out a task or job with the highest distribution of 4.34. Then it was 3.62 as the lowest average for the statement that leaders give authority to their employees in carrying out their duties.

Tabel 2. 3
Description of Respondents' Answers to Employee Work Loyalty

No	Indicator	Answer Score					Total score	Average	Desc
		1	2	3	4	5			
1	I always carry out the tasks assigned by the leader	1	0	7	12	15	145	4,14	Good
2	I feel satisfied with the challenges given while working	1	2	9	11	12	136	3,88	Good
3	I work according to standard operating procedures	1	2	6	9	17	144	4,11	Good
4	I am seriously responsible for the tasks given by the leader	2	1	6	11	15	141	4,02	Good
5	I dare to bear the consequences of decisions and actions that have been mutually agreed upon	2	3	6	10	14	136	3,88	Good
6	I complete work tasks correctly and on time	0	5	4	16	10	136	3,88	Good
7	I always prioritize work above personal interests	0	0	2	13	20	158	4,51	Good
8	I feel happy to always be involved (participate) in both achieving team goals and making decisions	0	0	0	16	19	159	4,54	Good
9	I will stay in the unit overseen by my current leader even if given the same job opportunity elsewhere	0	0	2	16	17	155	4,42	Good

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10	I am satisfied with the achievement of the targets achieved by my unit and will always try to improve them	0	0	5	16	14	149	4,25	Good
11	I always convey information according to reality or truth	1	4	6	15	9	132	3,77	Good
12	I always try to ensure that my actions will not harm the leaders or the company where I work	1	2	4	13	15	144	4,11	Good
Average								4,12	

Source: Data processed by researchers using SPSS, 2023

Table 2.3 displays the average value of 4.12 in the good category from 12 statements regarding employee work loyalty. The highest distribution of respondents' answers was obtained at 4.54 for the statement I feel happy to always be involved (participate) both in achieving team goals and decision-making, and at 3.77 as the lowest average for the statement I always convey information according to reality or truth.

3. The Classic Assumptions Test

a. Normality test

Tabel 3. 1
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}		Mean
		,0000000
		Std. Deviation
		4,36659993
Most Extreme Differences		Absolute
		,116
		Positive
		,116
		Negative
		-,083
Test Statistic		,116
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data processed by researchers using SPSS, 2023

Output table 3.1 of the one-sample Kolmogorov-simirnov test obtained the data was declared to be normally distributed as a probability value of Asymp Sig (2-tailed) 0.200 was greater than 0.05, meeting the normality requirements in the regression model.

b. Multicollinearity test

Tabel 3. 2
Multicollinearity Test Results

		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2,907	6,454		,450	,655		
	Kepemimpinan Transformasional (X1)	,433	,212	,326	2,041	,050	,326	3,072
	Kepemimpinan Demokratis (X2)	,559	,157	,569	3,559	,001	,326	3,072

a. Dependent Variable: Loyalitas Kerja Karyawan (Y)

Source: Data processed by researchers using SPSS, 2023

Output table 3.2 shows that the implementation of the transformational leadership style (X₁) and the democratic leadership style (X₂) obtained the same VIF value, namely 3.072, which is less than 10, and the tolerance value of 0.326, which is greater than 0.10; therefore, both variables are protected from indications of interference and multicollinearity.

c. Heteroscedasticity test

Tabel 3.3
Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	9,107	6,079		1,498	,144
Kepemimpinan Transformasional (X1)	-,222	,230	-,331	-,965	,342
Kepemimpinan Demokratis (X2)	,129	,232	,191	,556	,582

a. Dependent Variable: abs_RES

Sumber: Data diolah peneliti dengan SPSS, 2023

Output table 3.3 generates a significance value (Sig.) of 0.342 for the implementation of the transformational leadership style (X₁). Meanwhile, the significance value (Sig.) for the implementation of a democratic leadership style (X₂) is 0.582. According to the Glejser test criteria, the significance value (Sig.) of the two independent variables is more than 0.05; therefore, there is no indication of the presence of symptoms of heteroscedasticity in the regression model.

4. Hypothesis testing

a. Multiple linear regression test

Tabel 4.1
Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1 (Constant)	2,907	6,454		,450	,655	
Gaya kepemimpinan transformasional (X1)	,433	,212		,326	2,041	,050
Gaya kepemimpinan demokratis (X2)	,559	,157		,569	3,559	,001

a. Dependent Variable: Loyalitas kerja karyawan (Y)

Source: Data processed by researchers using SPSS, 2023

Compile the output table using the following regression equation model:

$$Y = 2,907 + 0,433 X_1 + 0,559 X_2$$

Describing this equation follows:

- 1) A constant value of 2.907 means that if the implementation of a transformational leadership style and a democratic leadership style is 0, employee work loyalty will be 2.907.
- 2) The X₁ coefficient of 0.433 is interpreted as assuming that the democratic leadership style is constant (it is believed to not change). Therefore, every time there is an increase in the implementation of the transformational leadership style by 1 unit, employee work loyalty increases by 0.433.
- 3) Interpreted the X₂ coefficient of 0.559 assumes that the implementation of the transformational leadership style is constant (believed not to change). Therefore, every time there is an increase in the value of implementing a democratic leadership style by 1 unit, employee work loyalty increases by 0.559.

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b. Student t test (Partial Test)

Tabel 4. 2
Students' t Test Results (Partial Test)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,907	6,454		,450	,655
Gaya kepemimpinan transformasional (X1)	,433	,212	,326	2,041	,050
Gaya kepemimpinan demokratis (X2)	,559	,157	,569	3,559	,001

a. Dependent Variable: Loyalitas kerja karyawan (Y)

Source: Data processed by researchers using SPSS, 2023

SPSS processing results can be shortened to:

$t_{count} X_1$	$t_{count} X_2$	t_{table}
2,041	3,559	2,034

Table 4.2 of the analysis output displays data on the influence of the implementation of the transformational leadership style (X₁) with a t_{value} of 2.041 > t_{table} 2.034 and a value (Sig.) of 0.050 = 0.050 according to the t test decision making guidelines. Hypothesis H₁ is confirmed. This means that the implementing a transformational leadership style has an impact and is one of the determinants of employee work loyalty.

The effect of implementing a democratic leadership style (X₂) obtained t_{count} 3.559 > t_{table} 2.034 then the value (Sig.) 0.001 < 0.050 concluded that the hypothesis H₂ was confirmed. This means that the implementation of a democratic leadership style influences and determines employee work loyalty.

c. Fisher test (Simultaneous test)

Tabel 4. 3
Fisher Test Results (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1790,287	2	895,143	44,185	,000 ^b
	Residual	648,285	32	20,259		
	Total	2438,571	34			

a. Dependent Variable: Loyalitas kerja karyawan (Y)

b. Predictors: (Constant), Gaya kepemimpinan demokratis (X2), Gaya kepemimpinan transformasional (X1)

Source: Data processed by researchers using SPSS, 2023

Output table 4.3 shows that the F_{count} value is 44.185 > F_{table} 3.29 and the value (Sig.) is 0.000 < 0.05, in accordance with the F test decision making guidelines, the hypothesis H₃ is confirmed, meaning that the variables are transformational leadership style (X₁) and democratic leadership style (X₂) together have an influence and determine the level of employee work loyalty (Y).

d. Coefficient of determination (R²)

Tabel 4. 4
Coefficient of Determination Test Results (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,857 ^a	,734	,718	4,501

a. Predictors: (Constant), Gaya kepemimpinan demokratis (X2), Gaya kepemimpinan transformasional (X1)

Source: Data processed by researchers using SPSS, 2023

The summary model output table 4.4 produces a coefficient of determination, or R Square value of 0.734 from squaring the correlation coefficient value or R, namely $0.857 \times 0.857 = 0.734$. R Square 0.734 is equivalent to 73.4%, meaning that the implementation of a transformational leadership style (X_1) and a democratic leadership style (X_2) simultaneously influences employee work loyalty (Y). Factors other than the variables analyzed in the regression equation or variables not included in the research caused the remainder ($100\% - 73.4\% = 26.4\%$).

Tabel 4. 5
Summary of correlation and regression analysis results

Variabel	Koefisien regresi (Beta)	Koefisien korelasi (r)	R Square
X1	0,326	0,793	0,734
X2	0,569	0,836	

Source: Researchers, 2023

1) Relative Contribution (RC)

The relative contribution of employee work loyalty is caused by the transformational leadership style variable:

$$RC (X_1)\% = EC (X_1)\% / R \text{ Square}$$

$$RC (X_1)\% = 25,85\% / 73,4\%$$

$$RC (X_1)\% = 35,21\%$$

The relative contribution of employee work loyalty is caused by democratic leadership style variables:

$$RC (X_2)\% = EC (X_2)\% / R \text{ Square}$$

$$RC (X_2)\% = 47,56\% / 73,4\%$$

$$RC (X_2)\% = 64,79\%$$

Obtain the total relative contribution from the following description:

$$RC \text{ total} = RC (X_1)\% + RC (X_2)\%$$

$$RC \text{ total} = 35,21\% + 64,79\%$$

$$RC \text{ total} = 100\%$$

The calculation above prove that the transformational leadership style variable contribution 35.21% to employee work loyalty. The democratic leadership style variable causes 64.79% of employee work loyalty. Employee work loyalty accounts for 64.79% of the relative contributions due to be the democratic leadership style variable.

2) Effective Contribution (EC)

$$EC (X_1)\% = \text{Beta } X_1 \times \text{correlation coefficient} \times 100\%$$

$$EC (X_1)\% = 0,326 \times 0,793 \times 100\%$$

$$EC (X_1)\% = 25,85\%$$

Effective contribution to employee work loyalty:

$$EC(X_2)\% = \text{Beta } X_2 \times \text{correlation coefficient} \times 100\%$$

$$EC(X_2)\% = 0,569 \times 0,836 \times 100\%$$

$$EC(X_2)\% = 47,56\%$$

The total effective contribution (EC) is obtained from the description below:

$$EC \text{ total} = EC (X_1)\% + EC (X_2)\%$$

$$EC \text{ total} = 25,85\% + 47,56\%$$

$$EC \text{ total} = 73,4\%$$

The results prove the effective contribution of the transformational leadership style variable worth 25.8%, democratic leadership style worth 47.5%, to employee work loyalty. Thus, the transformational leadership style variable contributes less than the contribution of the democratic leadership style to influencing employee work loyalty. The

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total effective contribution was proven to be accurate based on the results of the coefficient of determination (R Square) of regression analysis, namely 73.4%.

Conclusion

- 1) Partially positive and significant results were obtained from the implementation of the transformational leadership style on the work loyalty of Airport Operation & Service employees.
- 2) Partially, it was found that the implementation of a democratic leadership style had a significant influence on the work loyalty of Airport Operation & Service employees.
- 3) Simultaneously, the variables transformational leadership style (X_1) and democratic leadership style (X_2) together influence employee work loyalty (Y).
- 4) The magnitude of the contribution made by the confounding independent variable indicates that the transformational leadership style variable has less influence than the contribution of the democratic leadership style to employee work loyalty.

The novelty and strength of this research lie in the use of confounding variables, which are usually studied with contradictory characteristics. Researchers combined characters from various studies to identify leadership style characteristics suitable for specific environments. It is hoped that future research can add other variables that have not been discussed by this research, such as transactional and situational leadership styles, which are related to leadership and will provide different results in influencing employee work loyalty. The weakness of this research lies in the limited time to collect data, which resulted in only two types of leadership styles being studied. Then, in collecting data, researchers used Google Form (unable to accompany respondents one by one).

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