

The Influence of Emotional Intelligence and Leadership Style on Employee Loyalty during Covid-19 Pandemic

(Surveyin University Islamic State Raden Intan Lampung and IAIN Province Bengkulu in 2020)

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ABSTRACT

This study aims to determine the effect of emotional intelligence and leadership style on employee performance loyalty. The method of approach in this study uses a descriptive quantitative approach. The object of this research is the Employees of the University Islamic State Raden Intan Lampung and IAIN Province Bengkulu, the research data derived from the responses given to the research object in the form of questionnaires. Data processing tool used to test the research sample data is SPSS 25 as a tool for analyzing data. The results showed that emotional intelligence and leadership style had a significant positive effect on employee performance loyalty. The limitation of this research is that it only discusses how large the influence of emotional intelligence and leadership style on employee performance loyalty, in addition to numbers the sample and population under study only Employees University Islamic State Raden Intan Lampung and IAIN Province Bengkulu thus opening up opportunities for new researchers by raising the same theme with a greater number of samples of research objects. The implications of this research are expected to be able to increase the repertoire of knowledge related to the influence of emotional intelligence and leadership style on employee performance loyalty.

Keyword: *Emotional Intelligence, Leadership Style, Loyalty, Employee Performance*

1. PRELIMINARY

In a company there are various kinds of instruments to encourage the achievement of the objectives of the company. The instruments in question are raw materials, labor, technology, and capital. Among these instruments, there is one of the most important, namely labor or can be called human resources, where human resources are driving the development of a company or

organization. The human resource factor is the most important asset to provide an advantage in addition to being a driver of organizational dynamics or company. Every human being wants to excel in everything, especially in the field of work, currently success and success in work are not only supported by intellectual abilities, but also supported by the ability to manage emotions. (Rani Setianingrum et al; 2016)

The emotional intelligence of a leader is needed as stated by Sheridan that job satisfaction and employee loyalty are closely related to their relationship with organizational leaders (Sheridan & Vrendenburgh, 1984). Goleman (1998) revealed that intellectual intelligence (IQ) contributes approximately 20% to the factors that determine success in life, and the other 80% is filled by other forces, including emotional intelligence. The same thing also expressed by Ari Ginanjar (2001) which states that emotional intelligence plays an important role in achieving success in all fields. Ken Blanchard (2008) says that when people leave a company, it is often not because of the company itself, but because of their leadership.

Regarding employee leadership and loyalty, Stanley (2011) cites Arcus Buckingham and Curt Hoffman, author of *First Break All the Rules*, said the main reason employees leave the company is because of poor relations with direct superiors or superiors in their departments. The employee who stops will bring all of his knowledge and abilities to the company's competitors. Still quoted from Stanley (2011), a Fortune magazine survey a few years ago found that nearly 75% of employees had suffered at the hands of difficult bosses.

Problems that occur related to employee loyalty are often found in the millennial generation which is often referred to as a flea where in this generation performance loyalty is very far from the standards set by the company. According to upgrad.id's assessment data of more than 11,000 millennials during 2018, the number of participants whose loyalty is in the low category is only 12%, while the majority has moderate loyalty. (<https://sains.kompas.com/read/2019/08/17>), Another form of this phenomenon: Reliable and talented employees may join the company because of their charismatic leadership, high salaries, exceptional personal development programs or others. But what makes him last long and what determines his productivity is his relationship with the leader / supervisor closest or directly above it.

2. THEORITICAL REVIEW

2.1.Emotional Questions

According to Goleman (2015: 7) emotion is basically an impulse to act and an immediate plan to overcome a problem. The root of the word emotion is *move* which means to move, move, implying that the tendency to act is absolute in emotions. (Goleman, 2015: 410) classifying emotions into large groups namely:

1. Anger: violent, angry, hateful, irritated, irritated, disturbed, bitter, angry, offended, hostile and perhaps most severe, acts of violence and pathological hatred.
2. Sadness: sad, sad, depressed, gloomy, melancholy, self-love, lonely, rejected, hopeless, and if it becomes pathological, severe depression.
3. Fear: anxiety, nervousness, worry, anxiety, feeling very scared, alert, uneasy, horrified, wry, sebgiao phobia and panic pathology.
4. Enjoyment: happy, joyful, carefree, satisfied, carefree, happy, entertained, proud, sensory pleasure, amazed, enchanted, satisfied, satisfied, fulfilled, excitement and excitement, mania
5. Love: acceptance, friendship, trust, kindness, close feelings, devotion, respect, intimacy, love;
6. Surprised: gasped, surprised, amazed, stunned
7. Annoyed: contemptible, disgusted, fed up, nausea, dislike, vomiting
8. Embarrassment: shame of the heart, resentment, regret, contempt, disgrace and a broken heart

Emotional intelligence refers to the ability to recognize one's own feelings and the feelings of others, the ability to motivate yourself and the ability to manage emotions properly in yourself and in relationships with others (Goleman, 2001: 512) Salovey and Mayer (in Goleman, 2001: 513) defining emotional intelligence is the ability to monitor and control one's own feelings and those of others and use those feelings to fuse thoughts and actions. Emotional intelligence refers to a person's basic ability to recognize and use emotions. (Cherniss, 2001: 85) states that emotional intelligence is the ability to see and express emotions, assimilate emotions in the mind, understand and reason with emotions, and regulate emotions in self and others.

Based on the definition of emotional intelligence, it can be concluded that emotional intelligence is a form of one's ability to recognize one's own feelings and those of others in taking action to be performed and expressed in the form of love, anger, fear, shame and in the

form of other disclosures.

2.2. Definition of Leadership Style

According to Thoha (2013: 49) that Leadership Style is the norm of behavior used by someone when the person is trying to influence the behavior of others as he sees it. While Rivai (2014: 42) states that Leadership Style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategy that is liked and often applied by a leader. directly or indirectly, about a leader's belief in the abilities of his subordinates. The meaning of leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

From the telling of the experts above, it can be concluded that the leadership style is one of the ways used by a leader to influence, direct and control one's behavior in achieving the goals desired by an organization or company.

2.3. Employee Performance Loyalty

In carrying out work activities employees will not be separated from loyalty and work attitude, so that the employee will always carry out the work well. Employees feel a deep pleasure in the work done. Utomo Tommy et al., 2010) Loyalty can be said as someone's loyalty to something that is not only in the form of physical loyalty, but rather in non-physical loyalty such as mind and attention. Loyalty of employees in an organization is absolutely necessary for the success of the organization itself. According to Reichheld, the higher the loyalty of employees in an organization, the easier it will be for the organization to achieve organizational goals that have been predetermined by the owner of the organization. Vice versa,

According to Robbins (2003), Loyalty is the desire to protect and save faces for others. Fletcher defines loyalty as loyalty to someone by not leaving, defecting or not betraying others when needed. According to Hasibuan (2011), Loyalty is reflected by the willingness of employees to maintain and defend the organization inside and outside of work from the undermining of irresponsible people. According to Meyer and Herscovits, loyalty is a psychological condition that binds employees and their companies

Based on the above understanding, it can be concluded that employee loyalty is not just a physical loyalty or presence in the organization, but includes thoughts, concerns, ideas, and dedication fully devoted to the organization. Currently the loyalty of employees is not just

carrying out their duties and obligations as employees in accordance with their job descriptions or also called job descriptions, but to do as optimal as possible to produce the best from the organization.

3. RESEARCH METHODOLOGY

In this study, the authors use quantitative research in which the process of extracting information is realized in the form of numbers as a tool to find information about what is known. Quantitative research emphasizes more objective phenomena, and maximization of objectivity, the design of this study was carried out using numbers, statistical processing, structure and controlled experiments (Moleong, 2011: 2). Quantitative research includes every type of research that is based on calculating percentages, averages, and other calculations. In other words this study uses the calculation of numbers or quantities (Moleong, 2011: 1).

Based on the time of this study is cross sectional, namely research conducted at a certain time period and to collect related data in order to find answers to research questions (Sekaran&Bougie, 2010: 178).

The population used in this study were employees of University Islamic State RadenIntan Lampung and IAIN Province Bengkulu. According to Sugiyono (2016: 80) defines population as follows: "Population is the area of generalization consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn." (Sugiyono, 2016).

The purpose of this method is so that the selected sample matches the purpose of the research problem, thereby minimizing errors in the data selection process. In addition, it is also due to consideration regarding the completeness of the data and the availability of data to be collected.

4. RESULTS AND DISCUSSION

Descriptive statistics are used to view the distribution of data used as samples. Descriptive statistics describe the distribution of data consisting of minimum values, maximum values, average values, and standard deviation values for the data used in this study.

Measurement of employee loyalty in this study influenced by emotional intelligence and

leadership style. A Descriptive statistical analysis as in table 4.1 shows that the minimum and maximum values of each variable. The minimum value is the lowest value for each variable. The maximum value is the highest value for each variable in this study. The mean value is the average value of each variable studied. Standard deviation is the distribution of data used in research that reflects the homogeneous or heterogeneous data that is fluctuating.

Table 4.1.
Descriptive Statistics

Descriptive Statistics						
	N	Minimum	Maximum	The mean	Std. Deviation	Variance
Emotional Intelligence	31	66.00	82.00	72.5806	3.42320	11,718
Leadership Style	31	43.00	54.00	49,7097	2.32656	5.413
Employee Loyalty	31	39.00	42.00	41.3548	.95038	.903
Valid N (listwise)	31					

Source: SPSS Output 25, 2020

Based on table 4.1 above it can be seen that the Employee Loyalty variable has the lowest value of 39.00 and the highest value of 42.00 with an average value of 41.3548 and a standard deviation of 0.95038. The Emotional Intelligence Variable (X1) has the lowest value of 66.00 and the highest value of 82.00 with an average value of 72.5806 and a standard deviation of 3.42320. Leadership Style Variable (X2) has the lowest value of 43.00 and the highest value of 54.00 with an average value of 49.7097 and a standard deviation of 2.32656. Furthermore, to find out how much the normality of the quality of the data referenced can be seen in table 4.2 below:

Table 4.2
Normality Test

One-Sample Kolmogorov-Smirnov Test				
		Emotional Intelligence	Leadership Style	Employee Loyalty
N		31	31	31
Normal Parametersa, b	The mean	72.5806	49,7097	41.3548
	Std. Deviation	3.42320	2.32656	.95038

Most Extreme Differences	Absolute	.143	.227	.322
	Positive	.143	.128	.249
	Negative	-.064	-.227	-.332
Statistical Test		.143	.227	.322
Asymp. Sig. (2-tailed)		.106c	.106c	.106c
a. Test distribution is Normal.				
b. Calculated from data.				
c. Lilliefors Significance Correction.				

Source: SPSS Output 25, 2020

Normality Test is used to test the normality level of the dependent variable and the independent variable. A good regression model is a regression model that has a normal or near normal data distribution. The data requirements are normal if the probability is above 0.05.

Based on the table above the Asymp.Sig (2tailed) value is 0.106 or greater than 0.05 so it can be concluded that the data tested is normally distributed.

The complete results of multicollinearity testing can be seen in table 4.3 below:

Table 4.3
Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	29,835	4,475		6,666	.000		
	Emotional Intelligence	.053	.477	.190	1,111	.276	.973	1,028
	Leadership Style	.155	.070	.379	2,215	.035	.973	1,028
a. Dependent Variable: Employee Loyalty								

Source: SPSS Output 25, 2020

From the results of the test with SPSS shown in table 4.4, it is known that the tolerance value of emotional intelligence variable (X1) is 0.973, the leadership style variable (X2) is 0.973, greater than 0.10. The variance inflation factor (VIF) value of emotional intelligence (X1) is 1.028, the leadership style variable (X2) is 1.028, smaller than 10. So, it can be concluded that there is no multicollinearity in the regression model.

Table 4.4
Proof of Hypothesis

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,835	4,475		6,666	.000
	Emotional Intelligence	.053	.477	.190	1,111	.276
	Leadership Style	.155	.070	.379	2,215	.035

a. Dependent Variable: Employee Loyalty

Source: SPSS Output 25, 2020

In this study the dependent variable is employee loyalty (Y), while the independent variable is emotional intelligence (X1) and leadership style (X2). So the regression equation that is formed is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information :

Y = employee loyalty

a = intercept (constant)

b₁ = regression coefficient of the independent variable 1

b₂ = regression coefficient of the independent variable 2

X₁ = emotional intelligence

X₂ = leadership style

e = Error term.

The full regression equation can be seen as follows:

$$Y = 29,835 + 0.053X_1 + 0.155X_2 + e$$

From the linear regression equation above we can get the constant value of 29,835. That is, if the employee loyalty variable is influenced by the emotional intelligence variable and the leadership style or the independent variable is zero (0) then the average size of employee loyalty is 29,835.

The regression coefficient for the free variable emotional intelligence (X₁) is positive, indicating a direct relationship between emotional intelligence (X₁) with employee loyalty (Y). The

regression coefficient of variable X1 of 0.053 implies that for each increase in emotional intelligence (X1) of one unit will cause an increase in employee loyalty (Y) of 0.053.

The regression coefficient for the leadership style independent variable (X2) is positive, indicating a direct relationship between leadership style (X2) and employee loyalty (Y). The variable regression coefficient (X2) of 0.155 implies that for each increase in leadership style (X2) of one unit will cause an increase in employee loyalty (Y) of 0.155.

Based on the results of statistical tests and the significance that the variables of emotional intelligence and leadership style have a positive and significant influence on employee loyalty, the results of this study have similarities to previous studies such as those conducted by Rio Marpaung and Marisa Krisna (2011) that this study shows that Emotional Intelligence a leader influences employee performance ($\alpha = 0.044$), with a leader's Emotional Intelligence influences the influence of Loyalty ($\alpha = 0.356$), and job performance affects Loyalty ($\alpha = 0.288$). This recommends a leader to improve his leadership by increasing his emotional intelligence which can also improve employee performance and loyalty,

Other studies that have similarities are research conducted by Fatoni Imam Wibowo and Utik Bidayati (2016) The results showed that: 1) Emotional intelligence of leaders has a significant effect on the loyalty of the board. 2) Satisfaction nosignificant effect on the loyalty of the board. 3) Organizational environment positive and significant effect on the loyalty of the board is shown from the results of the t test of 2,163 with a significance of 0.033. 4) Intelligence emotional leaders, satisfaction, and organizational environment gathering significant effects on the loyalty of the board, this is indicated from the results F test count of 12,273 with a significance of 0,000 and can be written with regression equation $Y = -1,431 + 0.126$ 1) Emotional intelligence of leaders has a significant effect on the loyalty of the board. 2) Satisfaction nosignificant effect on the loyalty of the board. 3) Organizational environment positive and significant effect on the loyalty of the board is shown from the results of the t test of 2,163 with a significance of 0.033. 4) Intelligence emotional leaders, satisfaction, and organizational environment gathering significant effects on the loyalty of the board, this is indicated from the results F test count of 12,273 with a significance of 0,000 and can be written with regression equation $Y = -1,431 + 0.126$ 1) Emotional intelligence of leaders has a significant effect on the loyalty of the board. 2) Satisfaction nosignificant effect on the loyalty of the board. 3) Organizational environment positive and significant effect on the loyalty of the board is shown from the results of the t test of 2,163 with a significance of 0.033. 4) Intelligence emotional leaders, satisfaction, and organizational environment gathering significant effects on the loyalty of the board,

this is indicated from the results F test count of 12,273 with a significance of 0,000 and can be written with regression equation $Y = -1,431 + 0.126X_1 + .181X_2 + 0.276X_3$. With a big influence of 26.5%, while the remaining 73.5% is influenced by other independent variables are not observed.

Then the research that has the same results is the research conducted by Donghong Ding et al (2012) servant leadership is significantly positive correlated with employee loyalty; employee satisfaction is found to play mediating roles which occupies 77% of the total effect between servant leadership and employee loyalty. Our result shows that, to improve employee loyalty, the managers should not only develop their servant leadership style, but also take into consideration the individual needs to improve psychological satisfaction, further research that has similar results is the research conducted by XiYu (2010) The results indicated that the variables were correlated with each other differed in magnitude and direction. The results also showed that transformational leadership and idealized attributes positively predicted employee loyalty to supervisors, but passive or avoidant leadership negatively predicted employee loyalty to supervisor. The difference in the results of this study with previous research only lies in the object of research, and research variables that affect financial performance and the number of samples and populations that are used as research objects.

5. CONCLUSION

Based on the problem, testing the hypothesis and the discussion presented, it can be concluded that emotional intelligence and leadership style have a significant positive effect on employee financial loyalty. This research is expected to have an impact on two parts, namely the contribution of theory, practical contributions, and policy contributions and this research is expected to contribute scientifically to the science of psychology management, especially regarding employee loyalty influenced by emotional intelligence and leadership style. The results of this study are expected to be used as a reference for government organizations, universities or companies so as to increase employee loyalty in doing work.

This research has been carried out optimally by researchers, but researchers realize that there are still many limitations, namely, among other variables that affect employee loyalty consists only of variables emotional intelligence and leadership style. The target sample also only focused on 2 educational institutions University Islamic State Raden Intan Lampung and IAIN Province Bengkulu. For the following research it is expected that researchers include more variables and a wider number of samples. The existence of research limitations using secondary data that is sometimes the respondent's response is not in accordance with the actual conditions and does not indicate the real condition This study cannot represent all educational institutions Based on the results of the

discussion and conclusions above, the researcher can provide suggestions as follows: educational institutions are expected can review the leadership style and emotional intelligence so that it can provide a sense of comfort and will have an impact on the level of employee loyalty.

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