

## LEADERSHIP TYPE, INTERPERSONAL RELATIONSHIP, AND FINANCIAL REMUNERATION EFFECT ON EMPLOYEE LOYALTY AT HJ. BUNDA HALIMAH HOSPITAL BATAM

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### ABSTRACT

*This study aims to analyze the impact of different leadership styles, interpersonal relationships, and financial remuneration on employee loyalty within a hospital setting. A quantitative survey was conducted among 188 permanent employees of Hj. Bunda Halimah Hospital, Batam, using a total sampling technique. Data were analyzed using descriptive statistics, Pearson correlation, and multiple regression via SPSS. The results demonstrate that transformational ( $\beta = .262, p < .01$ ), transactional ( $\beta = .176, p < .05$ ), and authoritative leadership styles ( $\beta = .305, p < .01$ ) positively influence employee loyalty. Laissez-faire leadership showed no significant effect ( $\beta = .041, p = .378$ ). Employees aged 23–29 and those with bachelor's degrees favored transformational leadership the most. High internal consistency was observed in all constructs (Cronbach's  $\alpha > .84$ ). Healthcare leaders should prioritize transformational and authoritative leadership strategies, adapted to the demographic profile of the workforce, to improve engagement and loyalty. Laissez-faire approaches may be counterproductive unless applied to highly autonomous teams. This study provides empirical evidence from an Indonesian hospital context, highlighting the contextual suitability of specific leadership styles in promoting employee loyalty in healthcare institutions.*

**Keywords:** Leadership Style, Employee Loyalty, Transformational Leadership, Healthcare Management, Organizational Behavior, Indonesia.

### ABSTRAK

Penelitian ini bertujuan untuk menganalisis dampak dari berbagai gaya kepemimpinan, hubungan interpersonal, dan remunerasi finansial terhadap loyalitas karyawan dalam lingkungan rumah sakit. Survei kuantitatif dilakukan terhadap 188 karyawan tetap Rumah Sakit Hj. Bunda Halimah, Batam, dengan menggunakan teknik total sampling. Data dianalisis menggunakan statistik deskriptif, korelasi Pearson, dan regresi berganda melalui SPSS. Hasilnya menunjukkan bahwa gaya kepemimpinan transformasional ( $\beta = .262, p < .01$ ), transaksional ( $\beta = .176, p < .05$ ), dan otoritatif ( $\beta = .305, p < .01$ ) memengaruhi loyalitas karyawan secara positif. Kepemimpinan laissez-faire tidak menunjukkan pengaruh yang signifikan ( $\beta = .041, p = .378$ ). Karyawan berusia 23–29 tahun dan mereka yang bergelar

sarjana paling menyukai kepemimpinan transformasional. Konsistensi internal yang tinggi diamati di semua konstruk ( $\alpha$  Cronbach > .84). Para pemimpin layanan kesehatan harus memprioritaskan strategi kepemimpinan transformasional dan berwibawa, yang disesuaikan dengan profil demografi tenaga kerja, untuk meningkatkan keterlibatan dan loyalitas. Pendekatan laissez-faire mungkin kontraproduktif kecuali diterapkan pada tim yang sangat otonom. Studi ini memberikan bukti empiris dari konteks rumah sakit Indonesia, yang menyoroti kesesuaian kontekstual gaya kepemimpinan tertentu dalam meningkatkan loyalitas karyawan di lembaga layanan kesehatan.

**Kata Kunci:** Gaya Kepemimpinan, Loyalitas Karyawan, Kepemimpinan Transformasional, Manajemen Layanan Kesehatan, Perilaku Organisasi, Indonesia.

## INTRODUCTION

Hospitals as an institution require employees as the backbone of its operation. These employees have different roles within the hospital, but their roles can generally be divided into managerial or operational employees. The managers assume leadership roles within the organization, and the behavior and characteristics of a managerial leader play a crucial role in fostering employee loyalty and enhancing engagement.

Within the last 20 years, relationships between employers and employees have changed from stable to increasingly casual. Flexible contracts are becoming more common, and job tenure no longer guarantees increased pay or promotional prospects. Discussions have shown how employee loyalty can result in good customer service and in turn good customer loyalty, which ensures long term profitability and success of an organisation. This correlation is even more prominent in service industries where customer relationships are more associated with service providers than with the organisation.

Multiple factors have been found to affect employee loyalty within an organisation, the most prominent ones are:

colleagues, leaders, job characteristics, remuneration policies, organisational culture, and working environment. There have been multiple studies regarding factors affecting employee loyalty, one study finds employee loyalty is mostly affected by higher remuneration, organizational justice and prestige, and bonds between employees, while another study finds that ethical leadership plays a significant role. These studies are conducted in different regions of the world with different geopolitical, cultural, and economic conditions. This research aims to determine the effect of leadership types, working environment, and economic conditions on employee loyalty in Hj. Bunda Halimah Hospital located in Batam, Indonesia.

## LITERATURE REVIEW

### 1. *Leadership Theories*

Leadership has many interpretations, but it is commonly accepted as a process where an individual influences a group of individuals to achieve a common goal. While its role within an organization might seem similar with management, they have different functions. Management aims for order and consistency, whereas leadership promotes change and movement. Management is

responsible for organising all elements within an organization in order to successfully achieve the leader's vision and goals. Poor management will result in goals not being met, while poor leadership will lead to unclear goal or vision to strive towards.

a. Transactional and transformational leadership

There are several different recognized models of leadership, but it is broadly categorized into transactional leadership, and transformational leadership. Transactional leadership is seen as an authoritative leader where transactions occur between a leader and follower once specific goals and visions are decided upon. Transactional leaders create order and structure, use formal authority, and they aim to achieve organizational goals using positive reinforcement and reward systems. This model will lead to lack of innovation, as followers are driven to achieve predetermined outcomes, and there is little incentive to perform or achieve beyond what is expected.

Transformational leaders focus on influencing individuals to work towards a common goal based on inspiring individuals and forming teams to achieve goals. This type of leadership is known for its four "I's": Idealised influence, Inspirational motivation, Individualised consideration, and Intellectual stimulation. Both of these models are usually applied within an organization in order to be effective, and it is believed that the optimal leader predominantly practices the transformational aspects rather than transactional.

b. Democratic leadership

Another type of leadership which is recognized is democratic leadership. This type of leadership is often referred as participative leadership, and entails shared decision making with both top level and subordinate organizational members. Democratic leaders empower their subordinates by consulting with them to receive their input and reach a consensus on the best course of action to take.<sup>(10)</sup> Although gathering input from subordinates may prolong the decision making process, it rewards the subordinates with a sense of ownership when reaching a decision. This will encourage the subordinates to communicate regularly and openly, as it facilitates a sense of job satisfaction by enriching and enlarging people's skill sets and experiences.

c. Laissez-Faire leadership

This type of leadership is a passive, inactive, and nonresponsive extension of democratic leadership that is characterised by non-involvement or hands-off approach. Laissez-faire leaders generally delegate decisions and policy making to subordinates and provide minimal guidance. This type of leadership is commonly considered ineffective in most cases, and some researchers have noted its negative association with employees' attitude and performance. There are however some researchers that had noted that this type of leadership when accompanied with removal of complex bureaucratic red tapes could prove employees with autonomous motivation, freedom, and independence where employees' self control, determination, confidence, and self

leadership are empowered to stimulate innovation and creativity. It is assumed that laissez-faire leaders may actually facilitate good performance if the employees are self motivated, experienced, and highly experienced individuals.

d. Autocratic leadership

Autocratic leadership is a type of leadership where the leader asserts total power over their employees and demands complete obedience from their employees. This leadership style cultivates a culture of discipline and obedience, and requires employees to adhere to hierarchical organizational structures and follow centralized instructions to achieve goals. This style of leadership has been negatively associated with employee job satisfaction and motivation, however some researchers suggested that its fixation on achieving tasks may facilitate positive individual results, group performance, and operational efficiency. Autocratic leadership may be appropriate and produce positive results in a place where job tasks have a clear structure and employee commitment is high, and in an environment with challenging economic conditions and a firm's survival is at stake.

e. Leadership and loyalty

The correlation between leadership style within an organization and the loyalty of its employees has been widely discussed. Good leadership styles that fosters a favorable communication environment between management and employee is instrumental in ensuring employee loyalty. Research has shown that leadership types, particularly transformational leadership styles, have a robust positive influence on

employee loyalty and engagement. Transactional leaders impact employee loyalty to a lesser degree than transformational.

## 2. *Interpersonal relationship*

Interpersonal relationships are ongoing communication between two people who have a clear relationship. This communication can happen verbally and non verbally, and allows each participant to capture the reactions of the others. The function of interpersonal relations is to try to improve human relations, avoid and overcome personal conflicts, reduce uncertainty, and share knowledge and experience with other people. It is believed that good interpersonal relationships between employees would lead to them being more eager to work. A study conducted in Indonesia concluded that there is a direct influence between interpersonal relationships on employee work motivation. The increased work motivation is found as a factor that may increase organizational loyalty through interpersonal relationship which is formed within the organization.

## 3. *Financial remuneration*

Remuneration, or otherwise known as "payment", is identified as one of the factors that influences the performance of employees in performing their duties. It is widely believed that financial remuneration has a positive correlation with employee loyalty. Remuneration or compensation is one of the important elements that motivates employees to work, improve work performance, and ultimately improve loyalty to the company. On the other side, poorly designed or administered remuneration

systems may lead to various negative consequences, including decrease in morale, productivity, increased turnover rate, and potential legal issues. There are a number of factors which may contribute the negative effects of remuneration, some of them are lack of transparency, inadequate benchmarking in relation to industry standards, and failure to recognize performance.

#### 4. *Employee loyalty*

Loyal and passionate employees are essential for providing good relationships with customers, partners, and stakeholders. Loyalty is an individual's expression of affiliation with an organization or group. Loyal employees commit to achieving organizational goals, enhancing productivity, working efficiently, and diligently striving to deliver quality service. Employee loyalty can be considered a type of organizational citizenship behavior, where employees will actively demonstrate their allegiance to promote the organization's interests and uphold its image in external environment. Loyal employees have significant impact on driving organizational success, as they are motivated to utilize their knowledge and skills to the fullest extent, and contributing directly to the organization's operations and performance

### RESEARCH METHODS

This type of research uses quantitative research. The quantitative approach is a research method based on the philosophy of positivism, used to study a particular population or sample (Sugiyono, 2018). This research was conducted at Hj. Bunda Halimah Hospital, Batam, located at

Kawasan Uniba, Jl.Uniba No.9A - Batam Center - Batam City [29432], Riau Islands - Indonesia. The reason this research location was used as the object of research was to obtain a general overview, accurate information about various aspects related to the research problem, and to find out various problems that might be developed in this research. The researcher used the determination of sample size using a non-probability technique, namely saturated samples or often called total sampling. According to Sugiyono (2013), saturated sampling is a sampling technique by taking all members of the population as respondents or samples. The sample of this study was 188 permanent workers at Hj. Bunda Halimah Hospital, Batam. The data analysis method to determine the influence between variables will be analyzed using SPSS.

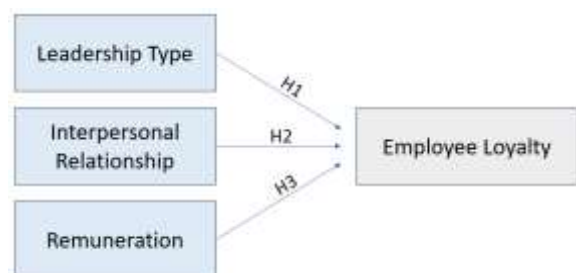


FIGURE 1. Research Hypotheses Diagram

- H1: Leadership type has an effect on employee loyalty
- H2: Interpersonal relationship between colleagues has an effect on employee loyalty
- H3: Remuneration policies has an effect on employee loyalty.

### RESULTS AND DISCUSSION

#### *Descriptive Analysis*

A total of 188 respondents participated from different private hospitals in Hj.

Bunda Halimah Hospital Batam Of the 188 participants, 31 (16.5%) were men, whereas 157 (83.5%) were women. As shown in Table 1, % of the participants were below the age of years, % were aged between years, % were aged between years, % were aged between years, % were aged between years and % were aged and above years. Moreover, (%) of the participants possessed diploma level education, (%) of them possessed bachelor level education, (%) of the participants possessed master level education and only % of the participants possessed doctorate level education.

**Table 1: Demographic Statistics**

Characteristic	Frequency	Percentage
<i>Gender</i>		
Men	31	16,5
Women	157	83,5
<i>Age</i>		
Below 22 Years	12	6,38
23-29 Years	117	62,23
30-35 Years	42	22,34
36-39 Years	8	4,25
40-45 Years	6	3,19
46 and above Years	3	1,59
<i>Education</i>		
Certificate/diploma	92	48,93
Bachelor	81	43,08
Master	3	1,59
Others (Senior High School)	12	6,38

Table two shows the descriptive statistics of the demographic variables of the study such as gender, age, and education.

**Table 2: Descriptive Statistics**

Characteristic	Variance	Skewness	Kurtosis
Gender	.249	.134	-1.988
Age	2.448	.514	-.806
Education	.688	.306	-.388

### **Relationship Between Age, Gender And Education, And Leadership Style**

The findings revealed that the transformational leadership style has the highest mean score (2.66), followed by the transactional leadership style (2.60), Authoritative leadership style (2.58), and Laissez

Faire leadership style (2.46). The findings also show that female participants have higher mean scores as compared to male participants. It can be concluded that most of the participants were more tilted toward the transformational leadership style and least tilted toward the laissez-faire leadership style.

**Table 3: Mean And Sd Of Variables Based On Gender**

Leadership Style	Mean	Male		Female	
		Mean	SD	Mean	SD
• Transformational	2.66	2.59	.87	2.73	1.09
• Transactional	2.60	2.46	.87	2.72	1.18
• Authoritative	2.58	2.42	.84	2.71	1.09
• Laissez Faire	2.46	2.36	.88	2.55	1.11

According to the findings, participants with certificate or diploma education possessed Laissez Faire leadership style ( $M = 2.53$ ). Participants with a bachelor's degree were more likely to adopt a transformational leadership style ( $M = 2.75$ ) and a transactional leadership style ( $M = 2.65$ ). Meanwhile, those with others (Senior High School) education tended to exhibit the highest preference for an authoritative leadership style ( $M = 2.67$ ) (see Table 4). However, it's important to note that factors beyond education level can also influence one's leadership style.

**TABLE 4: Mean Of Variables Based On Education**

Leadership Style	Mean Scores			
	Certificate/ diploma	Bachelor	Master	Others (Senior High School)
Transformational	2.45	2.75	2.66	2.63
Transactional	2.48	2.65	2.58	2.62
Authoritative	2.56	2.57	2.58	2.67
Laissez Faire	2.53	2.45	2.46	2.37

Table 5 shows that individuals aged between 23-29 years exhibit the highest scores in transformational leadership style ( $M = 2.96$ ), transactional leadership style ( $M = 2.87$ ), authoritative leadership style ( $M = 2.75$ ), and laissez-faire leadership style ( $M = 2.67$ ).

**Table 5: Mean Of Variables Based On Age**

Leadership Style	Mean Scores (Years)					
	Below 23	23-29	30-35	36-39	40-45	46 and above
Transformational	2.33	2.96	2.83	2.49	2.44	2.67
Transactional	2.16	2.87	2.81	2.45	2.47	2.58
Authoritative	2.30	2.75	2.71	2.45	2.46	2.67
Laissez Faire	2.12	2.67	2.57	2.53	2.16	2.53

**Reliability Analysis**

The reliability of the variables was assessed through Cronbach's Alpha. The results showed that all variables of the study had scored well above the required level. Specifically, Cronbach's Alpha scores were .939 for transformational leadership style, .885 for transactional leadership style, .880 for authoritative leadership style, .878 for laissez-faire leadership style, and .840 for employee performance (see Table 6). In conclusion, these findings show that the study variables were reliable and consistent in measuring the intended constructs.

**Table 6: Reliability Analysis**

Variable	Cronbach's Alpha	Number of Items
1. Transformational leadership style	.939	12
2. Transactional leadership style	.885	06
3. Authoritative leadership style	.880	06
4. Laissez Faire leadership style	.878	05
5. Employee loyalty	.840	02

**Correlations**

The association between transformational leadership style, transactional leadership style, authoritative leadership style and laissez-faire leadership style and employee performance were analyzed through Pearson's correlation coefficient. The outcome of the analysis revealed a significant and positive relationship between employee performance and transformational leadership style ( $r=.621$ ,  $p < .01$ ), transactional leadership style ( $r=.632$ ,  $p < .01$ ), authoritative

leadership style ( $r=.621$ ,  $p < .01$ ) and laissez-faire leadership style ( $r=.374$ ,  $p < .01$ ).

**Table 7: Correlations**

Variables	1	2	3	4
Transformational leadership style	-			
Transactional leadership style	.810**	-		
Authoritative leadership style	.644**	.735**	-	
Laissez Faire leadership style	.462**	.458**	.430**	-
Employee Loyalty	.621**	.632**	.621**	.374**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Regression**

Linear regression was employed to address the impact of different types of leadership (transformational leadership, transactional leadership, authoritative leadership & laissez – faire leadership) on employee loyalty. The findings revealed a positive significant relationship between transformational leadership and employee loyalty ( $\beta = .262$ ) ( $p < .01$ ), transactional leadership and employee loyalty ( $\beta = .176$ ) ( $p < .05$ ), and authoritative leadership and employee loyalty ( $\beta = .305$ ) ( $p < .01$ ). However, no significant relationship was identified between laissez-faire leadership style and employee loyalty ( $\beta = .041$ ) ( $p = .378$ ). Overall, the findings of this study support that transformational leadership, transactional leadership, and authoritative leadership positively affect the loyalty of employees in the healthcare industry in Hj. Bunda Halimah Hospital Batam.

**Table 8: Regression**

		$\beta$	S.E.	t	p
Transformational leadership	→ Employee Loyalty	.262	.086	3.745	.000
Transactional leadership	→ Employee Loyalty	.176	.090	2.252	.025
Authoritative leadership	→ Employee Loyalty	.305	.074	5.064	.000
Laissez-Faire leadership	→ Employee Loyalty	.041	.055	.883	.378

**Discussion**



The findings corroborate existing literature that transformational leadership has a robust effect on employee loyalty, primarily through mechanisms of inspirational motivation and individualized consideration. This aligns with the theoretical underpinnings of transformational leadership where employees are encouraged to internalize the organization's mission and develop a stronger emotional and psychological bond with their workplace.

Transactional leadership also showed a significant positive relationship, albeit weaker than transformational. Transactional approaches, which emphasize contingent rewards and task fulfillment, may appeal to employees looking for structure, especially in healthcare settings where compliance, procedural accuracy, and reward systems are important for maintaining morale and performance standards.

The most striking result is the strong influence of authoritative leadership, often equated with autocratic practices. In many management theories, autocratic leadership is negatively associated with job satisfaction and employee motivation. However, this study highlights a nuanced view: in high-pressure, protocol-driven environments like hospitals, authoritative leadership may be perceived as necessary and even preferred when clarity and order are needed. This aligns with the idea that under certain economic or operational pressures, directive leadership may increase employee confidence and task clarity.

Laissez-faire leadership, while significant in correlation, failed to predict loyalty in regression analysis. This finding is consistent with studies identifying its generally passive nature as unsuitable for

dynamic and interdependent settings like healthcare institutions. The absence of leadership direction may cause ambiguity and dissatisfaction, especially among employees who expect guidance and supervision. However, some literature argues that in teams with high competence and autonomy, laissez-faire can enhance innovation<sup>14</sup>, although this condition might not apply to the general staff structure observed at Hj. Bunda Halimah Hospital.

This study's demographic insights further enrich the interpretation of leadership dynamics. Younger employees and those with higher education levels gravitate more toward participatory and visionary leadership. This could suggest a generational shift in expectations toward more inclusive leadership practices. In contrast, staff with less education may prefer structured and authoritative leadership due to familiarity or perceived effectiveness.

These results offer actionable implications. Hospital leaders should emphasize transformational strategies to foster engagement, while combining them with clear transactional systems to maintain performance accountability. In specific units requiring precision and fast decision-making, authoritative styles might still be effective. The ineffectiveness of laissez-faire styles suggests that passive leadership should be avoided unless deployed in highly specialized, autonomous teams

## CONCLUSION

This study investigated the influence of various leadership styles—transformational, transactional, authoritative, and laissez-faire—on employee loyalty in Hj. Bunda Halimah Hospital, Batam. The findings



confirmed that transformational, transactional, and authoritative leadership styles significantly and positively affect employee loyalty, with authoritative leadership showing the strongest predictive power. In contrast, laissez-faire leadership was found to have no significant impact, affirming its limited applicability in structured healthcare settings.

The dominance of transformational leadership preference among younger and more educated employees suggests a generational shift in expectations toward participative and motivational leadership. Meanwhile, the positive reception of authoritative leadership—often perceived negatively in general organizational theory—indicates that contextual appropriateness matters, particularly in hierarchical, protocol-driven institutions like hospitals.

Practically, these results underscore the importance for hospital management to develop hybrid leadership competencies, combining inspirational leadership with structured reward systems and clear decision-making. Leadership development programs should be tailored to reflect the demographic profiles and role-specific needs of healthcare workers. Passive or disengaged leadership approaches, such as laissez-faire, should be avoided unless applied within teams that possess a high degree of autonomy and professionalism.

The study contributes to leadership theory by affirming that no single leadership style is universally effective; instead, effectiveness depends on organizational context, employee composition, and institutional culture. Future research may explore mediating factors such as organizational trust, psychological safety,

and team dynamics to deepen understanding of the leadership-loyalty nexus in healthcare environments.

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