

THE INFLUENCE OF LEADERSHIP, WORK ENVIRONMENT ON EMPLOYEE LOYALTY IN NON MEDICAL STAFF IN THE INPATIENT INSTALLATION OF RSUP. Dr. HASAN SADIKIN BANDUNG

Akhadi Wira Satriaji^{1*}, Timotius Djanuarianto²

^{1,2}Universitas Widyatama, Bandung, Indonesia

Email: Akhadi.wirasatriaji@widyatama.ac.id

Abstract

The objective of this study was to analyze the influence of leadership and work environment on employee loyalty among non-medical staff at the Inpatient Installation of RSUP Dr. Hasan Sadikin (RSHS) Bandung. A quantitative research approach was applied, examining a population of 108 non-medical personnel. Using Slovin's formula, a sample size of 85 respondents was selected. Data collection was performed via structured questionnaires and evaluated through correlation coefficient analysis, coefficient of determination, and hypothesis testing (t-test and F-test). The findings indicated that leadership had a positive effect on employee loyalty, contributing 13.54% to the variation in loyalty. Similarly, the work environment had a positive influence on employee loyalty, contributing 16.64%. Simultaneous testing demonstrated that leadership and work environment together exerted a significant combined effect on employee loyalty (F-count 8.175 > F-table 3.11). The study concludes that both effective leadership and a supportive work environment play essential roles in fostering non-medical staff loyalty within hospital inpatient operations.

Keywords: employee loyalty; inpatient installation; leadership; non-medical staff; work environment



By Authors

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1. Introduction

In healthcare organizations, maintaining high employee loyalty is essential for organizational efficiency and stability. A lack of supportive leadership and an unsupportive work environment can impair worker morale, resulting in lower commitment to the workplace. Furthermore, a non-conducive work environment can accelerate fatigue and boredom among staff members during task execution. According to Jusuf (2010), employee loyalty is influenced by rational factors (such as compensation, career advancement, and facilities), emotional factors (including a supportive atmosphere, job security, and charismatic leadership), and personal characteristics of the employee.

Despite extensive research on administrative performance, limited attention has been directed specifically toward non-medical operational personnel in public healthcare centers. Non-medical staff in hospital inpatient settings provide vital operational support, yet their retention dynamics are often under-researched compared to clinical healthcare providers. This

study addresses this gap by investigating how leadership styles and physical/relational work environments impact the loyalty of non-medical staff in a central referral hospital.

The primary objectives of this study are threefold: (1) to examine the operational levels of leadership, work environment, and employee loyalty in the Inpatient Installation of RSUP Dr. Hasan Sadikin (RSHS) Bandung; (2) to evaluate the partial effect of leadership on employee loyalty; and (3) to assess the partial effect of work environment on employee loyalty among non-medical staff.

2. Method

2.1 Research Design

This study utilized a quantitative research design with a descriptive and causal-explanatory framework. Quantitative methods were selected to test empirical hypotheses concerning the structural relationships between independent variables (leadership and work environment) and the dependent variable (employee loyalty).

2.2 Participants/Data Source

The target population comprised all 108 non-medical officers working in the Inpatient Installation of RSUP Dr. Hasan Sadikin Bandung. The sample size was calculated using Slovin's formula to ensure representative statistical inference. A final sample of 85 non-medical staff members was established and selected for data collection.

2.3 Instrument and Data Collection

Data were gathered using structured questionnaires measuring leadership, work environment, and employee loyalty. Instrument validity was verified using Pearson product-moment correlation coefficient items ($R\text{-count} \geq R\text{-table}$). Reliability was confirmed through Cronbach's alpha metric, ensuring consistent measurement across operational indicators.

2.4 Data Analysis

Data analysis was conducted using SPSS software. The analytical procedures included descriptive statistics, Pearson product-moment correlation analysis, multiple linear regression analysis, coefficient of determination analysis (R^2), and formal hypothesis testing via partial t-tests and simultaneous F-tests at a significance level of $\alpha = 0.05$.

3. Results and Discussion

Multiple linear regression analysis was performed to evaluate the relationship between leadership (X_1), work environment (X_2), and employee loyalty (Y). The resulting regression equation is expressed as follows:

$$Y = 22.604 + 0.017 X_1 + 0.439 X_2$$

The regression coefficient for leadership (X_1) was 0.017, indicating that each unit increase in leadership quality is accompanied by an increase of 0.017 units in employee loyalty. The regression coefficient for the work environment (X_2) was 0.439, indicating that a one-unit enhancement in the work environment corresponds to an increase of 0.439 units in employee loyalty.

Table 1. Summary of Hypothesis Testing and Variable Contributions

Variable	t-count	t-table	Contribution (R ²)	Partial Significance
Leadership (X ₁)	2.952	1.989	13.54%	p < 0.05
Work Environment (X ₂)	4.458	1.989	16.64%	p < 0.05
Simultaneous (X ₁ & X ₂ → Y)	F = 8.175	F = 3.11	Combined	p < 0.05

Source: Primary research data processed by author (2026).

As presented in Table 1, partial hypothesis testing (t-test) for the leadership variable yielded a calculated t-value of 2.952, which exceeds the critical t-table value of 1.989 (S_{df} = 82). Leadership contributed 13.54% toward explaining employee loyalty. For the work environment variable, the t-test yielded a calculated t-value of 4.458, exceeding the t-table value of 1.989, with a contribution of 16.64% to employee loyalty. In simultaneous testing (F-test), the calculated F-statistic was 8.175, exceeding the F-table threshold of 3.11. Consequently, the null hypothesis (H₀) was rejected, confirming that leadership and work environment simultaneously exert a statistically significant positive effect on employee loyalty among non-medical personnel.

The findings align with theoretical framework proposed by Rivai and Sagala (2013) and Sondang (2005), which position leadership as a core driving force behind employee motivation and organizational commitment. Moreover, the strong impact of the work environment reinforces the findings of Sutrisno (2013), demonstrating that adequate facilities, cleanliness, positive interpersonal relationships, and supportive physical conditions substantially enhance staff tenure and workplace satisfaction.

4. Conclusion

This study demonstrates that leadership and work environment positively and significantly influence employee loyalty among non-medical staff in the Inpatient Installation of RSUP Dr. Hasan Sadikin Bandung. Partially, leadership contributes 13.54% to employee loyalty, while the work environment contributes 16.64%. Simultaneously, both factors significantly predict employee loyalty. To enhance organizational loyalty, hospital management should strengthen leadership supervisory practices, improve physical facility quality, and maintain a collaborative organizational culture through non-work social engagements that foster trust and workplace commitment.

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