

## **The Effect of Democratic Leadership and Work Motivation on the Loyalty of Kadin Jakarta Barat Management**

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**Abstrak.** This research aims to examine the effect of democratic leadership and work motivation on the loyalty of administrators of the West Jakarta Chamber of Commerce and Industry (KADIN). Administrator loyalty is a crucial factor for sustaining membership-based non-profit organizations that rely heavily on active participation and long-term commitment. This research employs a quantitative approach with an associative research design. The population consists of all active administrators of KADIN West Jakarta, totaling 50 respondents, with a saturated sampling technique applied. Data were collected through Likert-scale questionnaires and analyzed using multiple linear regression. The findings indicate that democratic leadership has a positive and significant effect on administrator loyalty. Participatory decision-making, two-way communication, and appreciation of opinions strengthen administrators' sense of belonging and organizational commitment. Furthermore, work motivation also shows a positive influence on loyalty, particularly through intrinsic aspects such as recognition, self-actualization, and opportunities for contribution. Simultaneously, democratic leadership and work motivation significantly contribute to enhancing the loyalty of KADIN West Jakarta administrators. This study provides theoretical contributions to organizational behavior literature and practical insights for non-profit organizations in developing effective leadership styles and motivational strategies to strengthen administrator loyalty.

**Keywords:** democratic leadership; work motivation; administrator loyalty; non-profit organization.

### **INTRODUCTION**

Human resources (HR) play a strategic role as a key factor influencing organizational success. In both for-profit and non-profit organizations, the quality of human resources is crucial in supporting the effective and sustainable achievement of organizational goals. In professional organizations and business associations, the role of management is crucial for the sustainability of work programs and internal solidarity. This is because management is not only tasked with carrying out administrative functions but also acts as a driving force in building networks and maintaining member trust. Therefore, organizations need to ensure that their management has strong commitment and loyalty to ensure the smooth running of the organization (Hasibuan, 2020).

Loyalty in an organization can be understood as an attitude of loyalty and attachment shown by individuals to the place where they are sheltered. This loyalty is not only about remaining as an administrator, but also reflects a sense of pride in being part of the organization (Wibowo, 2020). In the context of administrators, loyalty means a willingness to consistently carry out their role, even when facing various internal and external challenges (Sari & Nugroho, 2021). Loyalty of administrators is also seen from active participation in organizational activities, willingness to allocate time, and real contributions in supporting work programs (Fitriani, 2019). If the loyalty of administrators is low, the organization will have difficulty achieving its goals, because the sustainability of the vision and mission cannot be carried out without a strong attachment from its administrators (Hidayat, 2022).

Management loyalty not only reflects a sense of loyalty to the organization but also serves

as an indicator of the sustainability of activities and work programs. Organizations with highly loyal management are more likely to maintain consistent policy direction, build networks, and enhance credibility among external partners (Sari & Nugroho, 2021). Bambang Sujagad Susanto's research on organizational commitment among KADIN Jakarta management is relevant as a reference because it demonstrates that loyalty is inseparable from a sense of identity, a willingness to persevere, and active involvement.

Various factors can influence loyalty within an organization, ranging from the work environment, organizational culture, motivation, and leadership. Hafizh's (2024) research found that positive perceptions of superiors contribute to increased employee loyalty in the retail sector. This finding aligns with Riyanti's (2019) findings, which state that interaction patterns and treatment from leaders are related to the work loyalty of paramedics in hospitals. Furthermore, Caraka (2019) adds that a conducive organizational culture also strengthens employee loyalty, while (Amanda, 2025) points out that the presence of appropriate internal motivation is also a crucial determinant in maintaining individual attachment to the organization. Markhaban & Haya's (2023) research even confirms that implementing a supportive organizational system can gradually increase loyalty indicators. From this description, it can be concluded that loyalty is not influenced by a single aspect, but rather by a combination of internal and external factors working together, one of which is related to leadership patterns and motivation within the organizational environment.

These findings demonstrate that loyalty is influenced by both internal and external factors, one of which is leadership. In the context of the West Jakarta Chamber of Commerce and Industry (Kadin), which has management teams with diverse backgrounds, leadership that engages participation, encourages open communication, and provides space for each individual to contribute is crucial. Therefore, democratic leadership merits further study as a factor that can strengthen loyalty within the organization's management.

In the context of the West Jakarta Kadin, management loyalty is a key challenge affecting the sustainability of work programs. Initial observations indicate that some management teams displayed high enthusiasm at the beginning of their term, but their participation tended to decline over time. Several factors, such as personal business commitments, lack of coordination, and a lack of sense of ownership within the organization, were the primary causes of this decline in active engagement. This situation indicates that management loyalty has not yet been fully established. High loyalty is essential for each manager to have a long-term commitment to contributing to Kadin's vision and mission as a vehicle for driving the business world. Low loyalty has the potential to hinder program sustainability and diminish the organization's credibility with external partners.

Leadership in an organization essentially serves as a link between individual interests and collective goals. Robbins and Judge (2024) explain that leadership plays a strategic role in directing the behavior of organizational members to align with the established vision. With effective leadership, each individual not only understands their duties but is also motivated to make greater contributions. Jingga et al. (2024) add that leadership can be an external factor influencing satisfaction and loyalty by creating a conducive work climate. In organizations with diverse management, such as the West Jakarta Chamber of Commerce and Industry (Kadin), leadership serves as a unifying tool that bridges differences in background, so that each manager can feel involved and committed to the organization.

Leadership is a fundamental element in an organization because it determines the direction, strategy, and work activities to achieve common goals. According to Gani et al. (2022), leadership can be said to be effective if it can motivate organizational members to act on their own initiative with enthusiasm, thereby creating job satisfaction and positively impacting the results achieved. This is in line with (Northouse, 2024, p. 6), who defines leadership as the process of influencing a group of people to achieve common goals through clear direction and effective communication. In the context of the West Jakarta Chamber of Commerce and Industry (Kadin), leadership carried out by management not only plays a role in decision-making but also acts as a driving force that ensures all members can work in harmony with the organization's vision and mission. Therefore, democratic leadership is an important variable to study in relation to increasing management loyalty.

In management literature, leadership is divided into several types, each with distinct characteristics in influencing organizational members. (Robbins and Judge, 2024) explain that authoritarian leadership tends to emphasize full control from the leader with low subordinate involvement in decision-making. Conversely, participative leadership provides more space for members to express their opinions, although the final decision remains with the leader. (Northouse, 2024, p. 6) adds that there is also transformational leadership, which emphasizes inspiration, motivation, and a grand vision to bring about organizational change, and transactional leadership, which focuses on a system of rewards and punishments to achieve specific targets. Of these various types, democratic leadership stands out because it emphasizes active involvement, two-way communication, and joint decision-making, which can increase members' sense of ownership of the organization. Therefore, democratic leadership is an important variable to study in relation to increasing the loyalty of the West Jakarta Chamber of Commerce and Industry (Kadin) management.

Democratic leadership emphasizes member involvement in the decision-making process and encourages open communication within the organization. According to (Gani et al., 2020), leadership that allows for participation will make members feel more valued and responsible for their work. (Northouse, 2024, p. 23) also emphasized that democratic leadership facilitates collaboration through deliberation, resulting in more acceptable decisions and a heightened sense of ownership within the organization. In the context of the West Jakarta Chamber of Commerce and Industry (Kadin), democratic leadership is relevant because this organization consists of diverse administrators with different business backgrounds, requiring a leadership style that can accommodate their views while maintaining cohesiveness.

Many studies have been conducted on democratic leadership and loyalty, including one by Marfuah (2020), who examined the effect of democratic leadership on employee loyalty at the Olgaria Hotel in Pekanbaru. The research findings indicated a positive and significant effect, indicating that the better the democratic leadership implemented, the higher the employee loyalty. However, a different result was obtained from Markhaban & Haya's (2023) study at the Blambangan Islamic College (STIB) in Banyuwangi. Through school action research, they found that the implementation of democratic leadership had not significantly increased the loyalty of staff and lecturers. Although there was an increase in loyalty scores from one cycle to the next, the change was not strong enough to show a statistically significant relationship. This difference in results indicates that the effect of democratic leadership on loyalty can vary depending on the organizational context and the characteristics of its members.

Therefore, democratic leadership remains an important variable to study in relation to increasing the loyalty of the West Jakarta Chamber of Commerce and Industry (KADIN).

Based on theoretical explanations and previous research findings, it can be concluded that democratic leadership has a strong relevance to organizational member loyalty. Leadership that encourages participation, creates open communication, and provides space for involvement in decision-making will strengthen commitment and a sense of belonging to the organization, including in the context of the West Jakarta Chamber of Commerce and Industry (Kadin). However, leadership alone is not enough to maintain sustainable loyalty. Internal factors from within the individual are also needed, one of which is work motivation, which is the primary driving force for management to wholeheartedly support the organization's goals.

In terms of leadership, the organizational dynamics of the West Jakarta Chamber of Commerce and Industry (Kadin) demonstrate a diversity of leadership styles among committee and division heads. Some leaders have implemented a participatory approach, allowing administrators to express their opinions, while others still employ an instructive and top-down leadership style. This heterogeneity in leadership styles impacts the level of participation and work morale of administrators. Non-inclusive leadership often creates distance between administrators and leaders, diminishing their sense of belonging and commitment to the organization. Therefore, the application of democratic leadership is crucial in the context of the West Jakarta Chamber of Commerce and Industry (Kadin), as it fosters a collaborative atmosphere, enhances a sense of fairness, and strengthens administrators' loyalty to the organization.

Work motivation is a crucial factor influencing individual behavior and loyalty within an organization. Robbins & Judge (2024, p. 216) explain that motivation is a process that explains a person's intensity, direction, and persistence in achieving goals. This means that motivation is the primary driving force that drives individuals to work diligently and consistently in completing their tasks. Furthermore, Herzberg's classic theory of motivator and hygiene factors remains relevant in explaining work motivation. According to (Sutrisno's, 2021) review, Herzberg's theory emphasizes that job satisfaction (motivators) such as achievement, recognition, and responsibility will encourage employees to work more loyally, while hygiene factors such as salary and working conditions only serve to prevent dissatisfaction. This suggests that good work motivation can increase management loyalty and support organizational sustainability, including at the West Jakarta Chamber of Commerce and Industry (Kadin).

Many studies have also conducted research on the influence of work motivation on loyalty. One example is a study by (Swadarma & Netra, 2020) at Rame Café Jimbaran Seafood, which examined compensation, work motivation, and the work environment on employee loyalty. The results showed that work motivation positively influences loyalty, meaning that the higher the motivation felt by employees, the greater the level of loyalty they show to the company.

However, different results were found by (Yuanika A. U & Uswatun C., 2025), who examined work motivation, the environment, and work experience on employee loyalty at Pamella 9 Supermarket Wonosari. The study showed that work motivation had no significant effect on loyalty, while environmental factors and work experience had a positive effect. These differences in results indicate that the strength of motivation's influence on loyalty is highly

dependent on organizational conditions and surrounding external factors. Therefore, work motivation remains relevant for research in the context of the West Jakarta Chamber of Commerce and Industry (Kadin), where the level of commitment and involvement of management is largely determined by both intrinsic and extrinsic motivational drives.

Based on the theoretical explanation and previous research findings, it is clear that work motivation plays a significant role in shaping employee and manager loyalty. Highly motivated individuals demonstrate commitment, a willingness to work consistently, and a sense of belonging to the organization. In the context of the West Jakarta Chamber of Commerce and Industry (Kadin), management work motivation is crucial because the organization operates on the basis of collaboration and active participation in implementing work programs. However, although democratic leadership and work motivation have been shown to influence loyalty, there are still limited studies specifically examining these two variables in an organizational environment like Kadin. This situation indicates that there is room for further research that needs to be addressed through this study.

In addition to loyalty and leadership, work motivation is also a crucial factor that needs to be considered for the sustainability of the West Jakarta Chamber of Commerce and Industry (Kadin). As a non-profit organization, Kadin does not provide direct financial compensation to its administrators, so their involvement is largely driven by intrinsic motivations such as the desire to contribute, expand business networks, and build a professional reputation. However, in practice, not all administrators share the same motivational drive. Some demonstrate high enthusiasm in carrying out their responsibilities, while others tend to be passive due to feeling underappreciated or inadequate feedback for their contributions. This indicates that administrators' work motivation still needs to be improved through a leadership approach that provides recognition, non-material rewards, and opportunities for self-actualization. Therefore, strong work motivation can be a key driver of increased administrator loyalty to the West Jakarta Chamber of Commerce and Industry.

Previous studies on democratic leadership and work motivation have focused on formal organizations such as private companies, hospitals, and educational institutions, and have aimed to assess employee loyalty in the for-profit sector. These research findings generally demonstrate a positive influence of both leadership and motivation on employee loyalty, but the context is limited to specific business sectors.

Meanwhile, research on democratic leadership and work motivation in membership-based organizations, particularly the West Jakarta Chamber of Commerce and Industry (Kadin), is relatively rare. Kadin, as a non-profit organization, has distinct characteristics compared to private companies, particularly because its management comes from diverse business backgrounds and works collaboratively to achieve common goals. This makes management loyalty a crucial aspect that must be considered to ensure the organization's smooth operation.

Based on this background, this study seeks to fill the existing research gap by examining the influence of democratic leadership and work motivation on the loyalty of West Jakarta Chamber of Commerce and Industry (Kadin) administrators. Focusing on this membership-based non-profit organization is expected to provide new insights into the factors influencing loyalty and provide practical benefits for Kadin in enhancing the commitment of its administrators. This study is expected to provide benefits both theoretically and practically,

where conceptually the results of this study can contribute to the development of management science, particularly in the study of organizational behavior that examines the relationship between democratic leadership, work motivation, and loyalty, as well as serve as a reference for further research, especially in the context of membership-based non-profit organizations that are still relatively limited in their study. Practically, this study is expected to provide considerations and input for the West Jakarta Chamber of Commerce and Industry (Kadin) administrators in implementing more effective democratic leadership patterns and formulating strategies for increasing work motivation to strengthen the loyalty and commitment of administrators to achieving organizational goals, as well as serve as a reference for practitioners of non-profit organizational management in understanding the factors that influence administrator loyalty in similar institutions.

## **MATERIALS AND METHODS**

### **Research Design**

Research design functions as a conceptual foundation that becomes a guideline in the implementation of research activities. As stated by Sugiyono (2020, p. 35), research design is an investigation planning and framework that is systematically prepared to obtain answers to research problems. In line with this, a study entitled "The Influence of Democratic Leadership and Work Motivation on the Loyalty of West Jakarta Chamber of Commerce Management" was designed to examine the extent to which democratic leadership and work motivation as independent variables affect management loyalty as a dependent variable.

Furthermore, Creswell and Creswell (2018, p. 155) explain that quantitative research aims to test the relationship between variables through measurement using research instruments analyzed with statistical techniques. Based on this understanding, this study applies a quantitative approach with a type of associative research, which is research that focuses on testing the relationship as well as the influence between independent variables and bound variables.

### **Data Source, Place And Time Of The Research**

#### **1. Data Source**

According to Sugiyono (2020, p. 308), the selection of data sources must be in accordance with the purpose of the research, because the quality of the data will greatly determine the accuracy of the conclusions produced. Therefore, this study uses a combination of primary data and secondary data, namely:

##### **a. Data Primer**

The primary data in this study was obtained directly from the active management of the West Jakarta Chamber of Commerce as respondents through a questionnaire. Sugiyono (2020, p. 308) emphasized that primary data is data obtained directly from the first source in the field and is the main information used by researchers to answer problem formulations.

##### **b. Data Seconds**

According to Creswell & Creswell (2018, p. 151), secondary data is data obtained by researchers through previously available records, reports, and documents, and its function is to complement and strengthen primary data obtained directly from respondents.

## 2. Place and Time of Research

This research was carried out at the West Jakarta Chamber of Commerce and Industry (KADIN). The selection of this location is based on the strategic role of the Chamber of Commerce as a forum that gathers entrepreneurs and business people, as well as the active involvement of the management in maintaining the sustainability of the organization. The research period is planned to take place from October 2025 to January 2026.

## **Population And Sample**

### **Populasi**

According to Sugiyono (2020, p. 148), population is a total object or subject of research that is in a generalized area, which has certain characteristics and qualities in accordance with the criteria that have been determined by the researcher to be studied and subsequently used as a basis for drawing conclusions. Based on this understanding, in this study, the population is determined as all active administrators of the West Jakarta Chamber of Commerce and Industry (KADIN) as many as 50 administrators.

### **Sample**

A sample is a part of the number and characteristics possessed by a population. Sugiyono (2020, p. 149) explained that the sample is part of the population that is actually studied, so it can provide an overview of the population as a whole. Selecting the right sample will increase the validity and reliability of the research results.

In this study, a saturated sampling technique was used, which is a sampling method that makes all members of the population as research respondents. Sugiyono (2020, p. 150) emphasized that the saturated sampling technique is used when the population is relatively small or less than 100 people, so that all members of the population are better used as research samples. Thus, all active administrators of the West Jakarta Chamber of Commerce and Industry, totaling 50 administrators, will be used as research respondents.

## **Data Collection Methods**

Data collection is an important stage in research because it determines the quality of the analysis and the conclusions produced. Kurniawan & Puspitaningtyas (2023, p. 95) stated that the selection of data collection methods must be adjusted to the characteristics of the research, instruments, and research objectives so that the data obtained has high validity. In this study, three main techniques were used, namely observation, interview, and questionnaire.

### **Observations**

Observations were made to obtain a clear picture of the condition of the organization, interaction between management, and the leadership pattern that took place. According to Sugiyono (2020, p. 204), observation is data collection by directly observing the object of research, both in actual and artificial situations. Through observation, researchers can identify in real terms how democratic leadership is applied in organizational activities, as well as how administrators show their loyalty. Observations in this study are non-participatory, meaning that the researcher is only an observer, not involved in organizational activities.

### **Interview**

The interviews were used to dig deeper information from the West Jakarta Chamber of Commerce and Industry management, especially about their experiences related to democratic

leadership, work motivation and loyalty. According to Sugiyono (2020, p. 194), interviews are a data collection technique by asking questions directly to respondents, both structured and unstructured, so that researchers can obtain more complete and in-depth data.

### **Questionnaire**

The main method of data collection in this study is a questionnaire that is distributed to all West Jakarta KADIN administrators. This questionnaire is designed based on indicators of democratic leadership, work motivation, and management loyalty variables that have been described in the variable operational table. According to Kurniawan & Puspitaningtyas (2023, p. 112), questionnaires are effectively used in quantitative research because they are able to capture large amounts of data uniformly and can be processed statistically. The use of questionnaires was chosen because in addition to being efficient in reaching all respondents, it also allows the analysis of relationships between variables to be carried out more accurately with the help of statistical techniques.

### **Data Analysis Methods**

Data analysis in this quantitative research is carried out systematically through several stages to answer the formulation of the problem and test the hypotheses that have been proposed. This study uses a five-point Likert scale as a measurement instrument to capture respondents' attitudes, opinions, and perceptions of the phenomenon studied, with a range of answers from strongly disagree to strongly agree. Before being deployed, the research instrument is tested for validity and reliability to ensure that each question item can be used as a valid and consistent measurement tool. Furthermore, a classical assumption test was carried out which included normality, heteroscedasticity, and multicollinearity tests to ensure that the regression model met the statistical requirements so that the results obtained were valid and accountable.

The main data analysis method used was multiple linear regression to determine the magnitude of the influence of independent variables, namely democratic leadership and work motivation, on dependent variables, namely the loyalty of West Jakarta Chamber of Commerce management. This analysis is useful for looking at the direction and magnitude of the influence of independent variables on dependent variables both simultaneously and partially, and can be used to predict possible changes to bound variables if the variables are free to vary. Hypothesis testing is carried out with a partial test (t-test) to find out the extent of the influence of each independent variable separately on the dependent variable. The test criterion used is that if the significance value is less than 0.05, then the research hypothesis is accepted, which means that independent variables have a significant effect on dependent variables.

## **RESULTS AND DISCUSSION**

### **1. Research Results**

#### **a. Respondent Characteristics**

This research began with the distribution of questionnaires to all administrators totaling 50 West Jakarta Chamber of Commerce administrators who were respondents to the research. The collected data is then used to examine the characteristics of the respondents as well as other information relevant to the variables being studied. The analysis process is carried out systematically by examining each item of statement in the questionnaire, starting from the

processing of the respondents' answer data. The profile of the respondents in this study was compiled based on four main aspects, namely gender, age, position in the management structure, and length of involvement in the organization:

1) Gender

The number of respondents to the West Jakarta Chamber of Commerce and Industry is dominated by male administrators. Of the total 50 respondents, 32 people or 64.7% were men, while 18 people or 35.3% were women. The data shows that the involvement of male administrators in the management structure of the West Jakarta Chamber of Commerce is greater than that of female administrators.

2) Age

The age group of 45-54 years is the group with the largest number of respondents, which is 17 people or 35.3%. Furthermore, respondents aged 35–44 years and over 55 years each amounted to 10 people or 19.6%. Meanwhile, respondents in the age range of 25-34 years were recorded as many as 8 people or 15.7%, and the age group under 25 years old was the least with 5 people or 9.8%.

3) Long Time Working

Most of the respondents to the West Jakarta Chamber of Commerce and Industry have a membership period of more than three years. This group amounted to 34 people or 68.6%, making it the category with the largest number of respondents. Furthermore, the administrators who have joined for one to three years are recorded as many as 13 people or 25.5%. Meanwhile, respondents with a membership period of less than one year were the least group, namely 3 people or 5.9%.

4) Departments

The majority of respondents in this study are administrators who serve as the Chairman of the Committee. The number of respondents in this category reached 25 people or 50% of the total respondents. Furthermore, respondents who were included in the core leadership category were recorded as many as 11 people or 22%. Respondents who acted as committee members amounted to 6 people or 12%. Meanwhile, respondents who are members of the board as well as staff and supporters each amount to 4 people or 8%. These results show that most of the respondents have a strategic role in the management structure of the West Jakarta Chamber of Commerce.

b. Test Instruments

1) Validity Test

**Table 1. Results of Validity Test Y**

Statement	R Count	R Table	Remarks
Y.1	0,453	0.279	VALID
Y.2	0,546	0.279	VALID
Y.3	0,678	0.279	VALID
Y.4	0,599	0.279	VALID
Y.5	0,763	0.279	VALID
Y.6	0.682	0.279	VALID

Source : Penullis data processing (2026)

Based on Table 1 which presents the results of the instrument validity test, it can be seen that all statement items on the Loyalty variable (Y) have met the validity criteria. This is

indicated by the calculated r value of each statement item which is larger than the table r value of 0.279. Thus, all statement items are declared valid and the research instrument has met the validity test requirements, so that the data obtained is suitable to proceed to the reliability testing stage.

**Table 1. X1 Validity Test Results**

Statement	R Count	R Table	Remarks
X1.1	0,613	0.279	VALID
X1.2	0,646	0.279	VALID
X1.3	0,631	0.279	VALID
X1.4	0,674	0.279	VALID
X1.5	0,541	0.279	VALID
X1.6	0,754	0.279	VALID

Source : Penullis data processing (2026)

Based on Table which contains the results of the instrument validity test, it can be concluded that all statement items in the Democratic Leadership variable (X1) have met the validity test requirements. This is indicated by the calculated r value on each of the statement items being larger compared to the table r value of 0.279. Thus, all statement items on the X1 variable are declared valid, so that the research instrument can be used and the resulting data is suitable to be continued at the reliability testing stage.

**Table 2. X2 Validity Test Results**

Statement	R Count	R Table	Remarks
X2.1	0,636	0.279	VALID
X2.2	0,578	0.279	VALID
X2.3	0,364	0.279	VALID
X2.4	0,617	0.279	VALID
X2.5	0,607	0.279	VALID
X2.6	0,613	0.279	VALID
X2.7	0,586	0.279	VALID
X2.8	0,408	0.279	VALID

Source : Author data processing (2026)

Based on Table 2 which contains the results of the instrument validity test, it can be concluded that all statement items in the Work Motivation variable (X2) have met the requirements of the validity test. This is indicated by the calculated r-value on each statement item that is greater than the table r-value of 0.279. Therefore, all statement items on the X2 variable are declared valid, so that the research instrument can be used and proceeded to the reliability testing stage.

## 2) Reliability Test

**Table 3. Reliability Test Results**

Variabel	Cronbach's Alpha	Remarks
Loyalites (Y)	0,669	Realibel
Democratic Leadership (X1)	0,718	Realibel
Work Motivation (X2)	0,671	Realibel

Source : Author data processing (2026)

Based on Table 3 which displays the results of the reliability test, it can be seen that all variables in this study have a good level of reliability. This is indicated by *Cronbach's Alpha* value for each variable that is above the minimum limit of 0.6. The loyalty variable (Y) obtained a *Cronbach's Alpha* value of 0.669 greater than 0.6, then the democratic leadership variable (X1) of 0.718 was greater than 0.6, and the work motivation variable (X2) of 0.671 was greater than 0.6. Thus, all research instruments are declared reliable and suitable for use for the next stage of data analysis.

c. Classic Assumption Test

1) Normality Test

**Table 4. Normality Test Results**  
Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TOTALX1	,130	50	,034	,952	50	,040
TOTALX2	,133	50	,028	,961	50	,102
TOTALY	,149	50	,007	,957	50	,069

Source : SPSS output results (2026)

Based on table 4, the test results show that the democratic leadership variable (X1) has a significance value of 0.040, which is smaller than 0.05. This shows that the data on the X1 variable has not been distributed normally. Meanwhile, the variables work motivation (X2) and loyalty (Y) had significance values greater than 0.05, so they were declared to be normally distributed.

Although in the early stages of normality testing it was found that one of the study variables was not yet normally distributed, this condition did not necessarily cause the regression model to be unsuitable for use. In linear regression analysis, the assumption of normality is not aimed at the distribution of individual variables, but rather at the residual distribution or error prediction of the regression model. Residual is the difference between the actual value and the value predicted by the model, so residual normality is the main indicator to assess whether the regression model has met the classical assumptions statistically.

**Table 5.**  
**Residual Normality Test Results**

Tests of Normality	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,111	50	,170	,973	50	,305

Source : SPSS output results (2026)

Based on the results of the normality test on the residual regression model using the Shapiro–Wilk test, a significance value of 0.305 was obtained which was greater than 0.05. Thus, it can be concluded that residual is normally distributed. Therefore, although in the early stages there are variables that are not normally distributed, overall the regression model in this study has met the assumption of normality and is suitable for use for further analysis.

These results are in line with previous research that emphasized that the focus of normality tests in regression is on residuals, not on variable raw data. In the Pasaribu study, *et al* (2016) showed that although the initial data were not completely normal, the regression

model was still declared feasible because the results of the Kolmogorov–Smirnov One-Sample test on the residual produced a significance value above 0.05. Similar results were also shown in the study of Tala & Karamoy (2017) stating that a regression model can be used if the residue is normally distributed, which is proven by the Kolmogorov–Smirnov test with a significance value above 0.05 which indicates a normally distributed residual.

These findings confirm that residual normality is a key requirement in linear regression testing, even though the study variables are derived from Likert scale questionnaire data. This suggests that initial data abnormalities are a common condition in social and organizational research, especially with a limited sample count.

## 2) Multicollinearity Test

**Table 5.**  
**Multicollinearity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients <sup>t</sup>	Say. Collinearity Statistics	
	B	Std. Error		Tolerance	LIVE
			Beta		
(Constant)	6,557	3,272		2,004,051	
1 TOTALX1	,366	,145	,351	2,522,015	1,535
TOTALX2	,287	,109	,366	2,630,011	1,535

a. Dependent Variable: Loyalitas (Y)

Source : SPSS output results (2026)

Based on Table 5 which presents the results of the multicollinearity test, it can be seen that all independent variables in this study meet the criteria of multicollinearity-free. This is shown by the Tolerance value which is above 0.10 and the *Variance Inflation Factor* (VIF) value which is smaller than 10. The democratic leadership variable (X1) has a tolerance value of 0.651 and a VIF value of 1.535, while the work motivation variable (X2) also has a tolerance value of 0.651 and a VIF value of 1.535. With the fulfillment of these criteria, it can be concluded that the regression model in this study does not experience multicollinearity.

## 3) Heterokedasticity Test

**Table 6.**  
**Heterokedasticity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say.
	B	Std. Error			
			Beta		
(Constant)	4,527	1,910		2,370	,022
1 TOTALX1	-,064	,085	-,134	-,759	,452
TOTALX2	-,042	,064	-,116	-,659	,513

Source : SPSS output results (2026)

Based on the results of the heteroscedasticity test using the Glejser method, the significance value of the democratic leadership variable (X1) was 0.452 and the work motivation variable (X2) was 0.513. The significance value of the two variables is greater than 0.05. Thus, it can be concluded that the regression model in this study does not experience symptoms of heteroscedasticity, so the regression model is suitable for data analysis at the next stage.

d. Data Analysis Methods

1) Analysis of the Regresi Linier Berganda

Based on the results of multiple linear regression analysis using IBM SPSS Statistics, the regression equation is obtained as follows:

$$Y = 6.557 + 0.366X_1 + 0.287X_2$$

Based on the regression equation, it can be explained as follows:

- a) A constant value of 6.557 indicates that the variables of democratic leadership ( $X_1$ ) and work motivation ( $X_2$ ) are considered constant or have a value of zero, hence loyalty ( $Y$ ) has a positive value.
- b) The regression coefficient of the democratic leadership variable ( $X_1$ ) is 0.366 and is marked positive. This means that any increase in democratic leadership by one unit, assuming the other independent variables are constant, will increase loyalty by 0.366.
- c) The regression coefficient of the work motivation variable ( $X_2$ ) was 0.287 and was positive. That is, any increase in work motivation by one unit, assuming the other independent variables are constant, will increase loyalty by 0.287.

2) Coefficient of Determination ( $R^2$ )

The analysis of the determination coefficient presented in the *Model Summary* Table obtained an R Square ( $R^2$ ) value of 0.408. This shows that the variables of democratic leadership ( $X_1$ ) and work motivation ( $X_2$ ) together are able to explain the variation in loyalty ( $Y$ ) by 40.8%. Meanwhile, the remaining 59.2% is explained by other variables outside this research model.

In addition, the Adjusted R Square value of 0.383 shows that after adjusting for the number of independent variables used, the regression model is still able to explain the variation in the loyalty variable by 38.3%. Thus, it can be concluded that the regression model used has a fairly good ability to explain the influence of democratic leadership and work motivation on loyalty.

e. Uji Hypothesis

1) T-test (partial)

The t-value of the table of 2.011 obtained based on the degree of freedom ( $df = n - k - 1 = 50 - 2 - 1 = 47$ ) at the significance level of  $\alpha = 0.05$ , then the explanation of the results of the t test (partial) can be described as follows:

a) The Influence of Democratic Leadership ( $X_1$ ) on Loyalty ( $Y$ )

Based on the results of partial testing, the democratic leadership variable ( $X_1$ ) has a calculated t-value of 2.522 which is greater than the t-table of 2.011, with a significance value of 0.015 which is smaller than 0.05. Thus, it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted, which means that democratic leadership ( $X_1$ ) has a positive and significant effect on the loyalty ( $Y$ ) of the West Jakarta Chamber of Commerce and Industry management.

b) The Effect of Work Motivation ( $X_2$ ) on Loyalty ( $Y$ )

The results of the t-test on the work motivation variable ( $X_2$ ) showed a calculated t-value of 2.630, which is also greater than the t-table of 2.011, and a significance value of 0.011 which is smaller than 0.05. Therefore, it can be concluded that  $H_0$  was rejected and  $H_1$  was accepted, which means that work motivation ( $X_2$ ) has a positive and significant effect on the loyalty ( $Y$ )

of the West Jakarta Chamber of Commerce and Industry management.

Based on the results of data analysis that has been carried out using multiple linear regression, this study produced several important findings related to the influence of democratic leadership (X1) and work motivation (X2) on loyalty (Y). This discussion not only explains the results of statistical testing, but also relates it to human resource management theory and relevant previous research, so that the research results have a strong scientific foundation. The following will be discussed in some of the findings of the research results, namely:

#### 1. The Influence of Democratic Leadership (X1) on Loyalty (Y)

Based on the results of the t-test, the democratic leadership variable (X1) was proven to have a positive and significant effect on loyalty (Y). This is indicated by a larger t-value than the t-table ( $2.522 > 2.011$ ) as well as a significance value of 0.015 which is smaller than 0.05. Thus, the hypothesis that states that democratic leadership affects the loyalty of the West Jakarta Chamber of Commerce and Industry management is acceptable.

The results of this study are in line with the findings of Hafizh, M.M. (2024) who stated that democratic leadership has a positive and significant effect on loyalty. In addition, research conducted by Riyanti, V. (2019) also shows that participatory leadership is able to increase members' sense of belonging, commitment, and loyalty to the organization, the better the implementation of democratic leadership, the higher the level of loyalty shown by the organization's members.

The positive influence of democratic leadership on loyalty shows that administrators who are involved in the decision-making process, given space to express their opinions, and are rewarded for their contributions will feel more comfortable and appreciated in the organization. This condition encourages the formation of a sense of belonging and emotional attachment to the West Jakarta Chamber of Commerce, so that the management becomes more motivated to remain active and contribute. These findings affirm the importance of the role of leaders in implementing participatory and open leadership to foster management loyalty and maintain the sustainability and effectiveness of the organization.

#### 2. The Effect of Work Motivation (X2) on Loyalty (Y)

The results of the hypothesis test showed that work motivation (X2) had a positive and significant effect on loyalty (Y). This can be seen from the t-value of the calculation which is greater than the t table ( $2.630 > 2.011$ ) and the significance value of 0.011 which is below 0.05. Thus, H1 is accepted and H0 is rejected, so work motivation has a significant effect on the loyalty of the West Jakarta Chamber of Commerce and Industry management.

The positive influence of work motivation on loyalty shows that managers who have a high work drive tend to show a stronger commitment and attachment to the organization. In the context of the West Jakarta Chamber of Commerce, work motivation is reflected in the enthusiasm of the management in carrying out management duties, active participation in organizational activities, and willingness to support the work program that has been set. This finding is in line with research conducted by Naufal A. D. (2025) which states that work motivation has a positive and significant effect on the loyalty of organizational members.

In the research of Nelly & Eryanto (2013) which examines work motivation in the context of KADIN organization. For example, a study on the DKI Jakarta Chamber of Commerce found that work motivation plays a significant role in improving the performance of

organizational employees. This shows that work motivation is an important variable in the study of KADIN organizations and can have an impact on aspects of organizational behavior such as loyalty. As well as individuals who have high work motivation will tend to show loyalty and a desire to stay involved in the organization.

## CONCLUSIONS

The results of the t-test showed that the democratic leadership variable (X1) had a positive and significant effect on loyalty (Y). This is evidenced by a calculated t value of 2.522, which is greater than the t table value of 2.009, and a significance value of 0.015, which is smaller than 0.05. Thus, the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. This conclusion indicates that the better the implementation of democratic leadership in the West Jakarta Chamber of Commerce and Industry through management participation, open communication, and respect for opinions, the higher the level of management loyalty to the organization will be.

The results of the t-test also showed that the work motivation variable (X2) had a positive and significant effect on loyalty (Y). This is evidenced by a calculated t value of 2.630, which is greater than the t table value of 2.009, and a significance value of 0.011, which is smaller than 0.05. Thus, the alternative hypothesis (Ha) is accepted and the null hypothesis (H0) is rejected. These results indicate that high work motivation is able to encourage the management of the West Jakarta Chamber of Commerce and Industry to remain loyal, committed, and actively contribute in carrying out their organizational roles.

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