

## ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh gaya kepemimpinan dan loyalitas karyawan terhadap kinerja karyawan dengan motivasi sebagai variabel *intervening* pada Lembaga Kursus Al-Quran Al-Falah Surabaya. Variabel bebas dalam penelitian ini adalah gaya kepemimpinan, loyalitas karyawan. Variabel terikat dalam penelitian ini adalah kinerja karyawan. Sementara variabel *intervening* dalam penelitian ini adalah motivasi.

Populasi dalam penelitian ini adalah karyawan Lembaga Kursus Al-Quran Al-Falah Surabaya yang berjumlah 50 orang. Metode pengambilan sampel yang digunakan adalah teknik sampel jenuh. Teknik analisis data yang digunakan adalah PLS (*Partial Least Square*) dengan menggunakan instrument pendukung yaitu *software SmartPLS 3.0*.

Hasil penelitian pengaruh langsung menunjukkan bahwasannya gaya kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan, loyalitas karyawan berpengaruh positif dan signifikan terhadap kinerja karyawan, motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan, gaya kepemimpinan berpengaruh positif dan signifikan terhadap motivasi, serta loyalitas karyawan berpengaruh positif dan signifikan terhadap motivasi. Sedangkan, hasil penelitian pengaruh tidak langsung menunjukkan bahwasannya motivasi sebagai variabel *intervening* mampu memediasi pengaruh gaya kepemimpinan terhadap kinerja karyawan secara positif dan signifikan serta motivasi sebagai variabel *intervening* mampu memediasi pengaruh loyalitas karyawan terhadap kinerja karyawan secara positif dan signifikan.

**Kata Kunci:** gaya kepemimpinan, loyalitas karyawan, motivasi, kinerja karyawan.

## ABSTRACT


*This research aimed to examine the effect of leadership style and employee loyalty on employees' performance, with motivation as an intervening variable in the Qur'an Course of Al-Falah Surabaya. The independent variables were leadership style and employee loyalty. While the dependent variable was employees' performance. Meanwhile, the intervening variable was motivation.*

*The population was employees in the Qur'an Course of Al-Falah Surabaya consisting of 50 people. Moreover, the data collection technique used saturated sampling. The data analysis technique used PLS (Partial Least Square) with the supporting instrument of SmartPLS 3.0.*

*The result of the direct effect showed that leadership style had a significantly positive effect on employees' performance. Likewise, employee loyalty had a significantly positive effect on employees' performance. Similarly, motivation had a significantly positive effect on employees' performance. Furthermore, leadership style had a significantly positive effect on motivation. Likely, employee loyalty had a significantly positive effect on motivation. Additionally, the result of the indirect effect showed that motivation as the intervening variable could mediate positively and significantly the effect of leadership style on employees' performance. In addition, motivation as the intervening variable could mediate positively and significantly the effect of employee loyalty on employees' performance.*

**Keywords:** Leadership Style, Employee Loyalty, Motivation, Employees' Performance

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