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Islamic Leadership and Employee Loyalty: Empirical Evidence from PT Multi Servisindo Sarana

R Muhammad Kevin Satrya Aji Bramantyo[1], Ahmad Maulidizen[2*]
[1] Department of Management. Universitas Ary Ginanjar. Indonesia
[2] Department of Management. Universitas Dian Nusantara. Indonesia
[1]m.kevin.s@students.esqbs.ac.id , [2*]ahmad.maulidizen@dosen.undira.ac.id

Abstract

This study investigates the influence of Islamic leadership on employee loyalty at PT Multi Servisindo Sarana, an Indonesian security service company operating in a highly competitive outsourcing industry where employee retention has become a critical organizational challenge. Islamic leadership is conceptualized through four prophetic leadership dimensions: Shiddiq (truthfulness), Amanah (trustworthiness), Tabligh (effective communication), and Fathonah (wisdom and competence). A quantitative research design was employed using a structured questionnaire distributed to employees selected through probability sampling with a simple random sampling technique. From a population of 1,056 employees, a sample size of 91 was determined using the Slovin formula. Data were analyzed using descriptive statistics, validity and reliability tests, classical assumption tests, and multiple linear regression analysis with SPSS. The findings reveal that Amanah has a positive and statistically significant effect on employee loyalty, whereas Shiddiq, Tabligh, and Fathonah do not exhibit significant partial effects. However, the four dimensions of Islamic leadership jointly have a significant influence on employee loyalty ($F = 31.391$; $p < 0.001$), explaining 59.4% of the variance in employee loyalty ($R^2 = 0.594$). These findings suggest that trustworthiness represents the most influential leadership attribute in strengthening employee loyalty within the security services industry. The study recommends that organizations reinforce leadership practices grounded in Islamic values, particularly Amanah, to foster employee commitment, organizational stability, and long-term organizational performance.

Keywords: *Islamic Leadership; Employee Loyalty; Amanah; Human Resource Management; Security Services Industry*.

1. Introduction

The growth of Indonesia's security service industry [1] and the demand for private security services across sectors like banking and commercial real estate [2] highlight the need for professional security providers. As organizations navigate increasingly complex security landscapes, private firms must offer comprehensive services—ranging from surveillance technology and alarms to protecting various sectors [2]. Consequently, service quality has emerged as a key competitive advantage. Given the labor-intensive nature of this industry, organizational performance hinges on employee competence, professionalism, and commitment, making robust human resource management essential for sustaining competitiveness [41].

Fostering employee loyalty serves as a cornerstone for enhancing organizational performance, as committed staff contribute to greater stability within demanding service roles [3],[48]. Beyond conventional management practices, integrating Islamic work values—such as fostering an ethical environment and principled leadership—has been empirically linked to higher levels of employee dedication and retention [4]. Islamic leadership provides a virtue-centric framework that cultivates organizational commitment by emphasizing justice, wisdom, and moral responsibility [5], [6]. By framing professional duties as amanah—a sacred trust granted by the Creator—leaders can inspire employees to approach their roles with heightened sincerity and accountability [7], [8].

This moral alignment cultivates an environment defined by trust and integrity, thereby facilitating improved cooperation and reliability among staff [9], [49]. By embedding these ethical principles, management can more effectively leverage human capital to boost productivity while addressing the interpersonal dynamics inherent in service roles [10]. Consequently, aligning leadership practices with spiritual values enables firms to bolster employee dedication and mitigate risks associated with high turnover [11], [47].

Human resources are the primary asset in service-based organizations, as employees directly influence operational effectiveness and customer satisfaction [12]. Leadership is strategic in shaping employee attitudes, work motivation, and organizational commitment [3], [50]. Beyond merely coordinating activities, leaders establish organizational values, foster collaboration, and cultivate a positive working environment. While effective leadership empowers employees to exceed formal job requirements, ineffective leadership may erode commitment and increase turnover [13]. Thus, leadership is widely recognized as a critical determinant of employee loyalty [3].

Employee loyalty reflects an individual's willingness to remain with an organization while contributing their knowledge, skills, and efforts toward shared objectives [42]. Loyal employees typically demonstrate greater responsibility, stronger organizational commitment, and lower intentions to leave. Conversely, low loyalty is often associated with declining performance, reduced commitment, absenteeism, and higher turnover intentions. For service-oriented organizations, maintaining employee loyalty is particularly vital, as it directly influences customer loyalty [14].

Among various leadership approaches, Islamic leadership has garnered increasing attention by integrating managerial competence with ethical and spiritual values derived from the Qur'an and the Sunnah [43]. Unlike conventional models that primarily prioritize organizational performance, Islamic leadership views leadership as both a managerial responsibility and a moral obligation [15], [46]. Leaders are expected to demonstrate integrity, justice, accountability, and compassion while guiding employees toward organizational objectives in accordance with Islamic principles. This approach provides a comprehensive framework for strengthening both organizational performance and workplace behavior. By fostering a culture of ethical conduct and mutual accountability, such models encourage employees to intrinsically align their personal values with corporate missions [16].

Rooted in the prophetic model exemplified by Prophet Muhammad, Islamic leadership is defined by four fundamental attributes: Shiddiq, Amanah, Fathonah, and Tabligh [17]. These attributes guide leaders to build trust, ensure fairness, execute sound decisions, and communicate organizational goals effectively. Such behaviors are expected to strengthen employee trust in management, enhance organizational commitment, and foster loyalty. This framework posits that leadership is a mandate requiring both horizontal accountability to subordinates and vertical responsibility before the Divine, creating a profound sense of purpose for the workforce [18].

This study analyzes how specific Islamic leadership attributes interact with organizational factors to drive retention in labor-intensive sectors, such as law enforcement [19]. Furthermore, this research examines how the value of Amanah specifically relates to employee performance in the Indonesian banking industry [20]. By addressing this gap, this study explores how the integration of trust-based governance can serve as a catalyst for human capital stability [21].

This research posits that adopting prophetic values—specifically Fathonah and Amanah—cultivates a positive work culture, thereby enhancing employee satisfaction and organizational commitment [22]. Moreover, implementing Shura facilitates participatory decision-making that empowers personnel, fostering an inclusive environment that reinforces commitment to shared goals [23]. These spiritual leadership practices, when integrated with work-life balance initiatives, can further sustain engagement by addressing the holistic well-being of the staff. Despite a growing body of literature, several research gaps remain. While studies on transformational and conventional leadership styles abound, empirical evidence regarding Islamic leadership is relatively limited, with recent studies beginning to explore its impact on specialized agencies [24], [45].

PT Multi Servisindo Sarana serves as an appropriate context for addressing this research gap. Established in 2007, the company operates as a licensed private security service provider with branch offices across Indonesia and a diverse corporate client base. Given that the company's operational performance relies heavily on security personnel, maintaining employee commitment and organizational stability is paramount. However, internal records reveal high employee turnover between 2020 and October 2023, with 231 voluntary resignations and a peak in 2022. These data suggest that employee loyalty has become a critical managerial concern requiring rigorous investigation.

High turnover poses significant organizational challenges by increasing recruitment and training costs, disrupting operational continuity, and diminishing service quality [13]. While various organizational factors influence turnover, leadership is frequently identified as a primary determinant of an employee's decision to remain with or leave an organization [25], [44]. Leaders who consistently demonstrate integrity, fairness, responsibility, and clear communication are more likely to cultivate trust and commitment.

Accordingly, this study adopts a quantitative methodology to analyze the statistical influence of these spiritual leadership dimensions on organizational commitment [26]. By systematically evaluating the intersection of these leadership behaviors and workplace outcomes, this research aims to validate how Islamic principles facilitate organizational stability [27], [28]. Furthermore, this inquiry seeks to bridge the divide between traditional management paradigms and spiritual leadership, offering a nuanced perspective on how transcendental values function as strategic assets for human capital management [29], [43].

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Synthesizing the theoretical arguments, empirical evidence, and organizational phenomena discussed, this study examines the effect of Islamic leadership on employee loyalty at PT Multi Servisindo Sarana. By investigating this relationship, the research aims to enrich existing literature on Islamic leadership while providing empirical evidence from the Indonesian private security industry. Ultimately, these findings are expected to contribute to the development of Islamic human resource management theory and offer actionable recommendations for leaders seeking to enhance employee loyalty through the implementation of Islamic leadership principles.

2. Research Methods

This study employed a quantitative research design to examine the influence of Islamic leadership on employee loyalty at PT Multi Servisindo Sarana, one of Indonesia's private security service providers. A cross-sectional survey was conducted to collect empirical data from employees at a single point in time. This research design was considered appropriate because it enables the objective measurement of relationships among research variables and facilitates hypothesis testing using statistical techniques. The proposed research model consists of four independent variables representing the dimensions of Islamic leadership—Shiddiq, Amanah, Tabligh, and Fathonah—and one dependent variable, namely employee loyalty.

The population of this study comprised all employees of PT Multi Servisindo Sarana who were actively employed during the period of data collection. According to company records, the total population consisted of 1,056 employees. In quantitative research, the population refers to the entire group of individuals possessing specific characteristics relevant to the research objectives and from which conclusions are drawn [30]. Since collecting data from the entire population was impractical, a representative sample was selected to ensure efficient data collection while maintaining the validity of the research findings.

The sample was determined using a probability sampling approach, which provides every member of the population with an equal opportunity to be selected as a respondent. Specifically, this study employed simple random sampling, whereby respondents were selected without considering organizational strata or job classifications. This sampling technique was considered appropriate because the population was relatively homogeneous with respect to the variables under investigation, allowing each employee to have an equal probability of participating in the study.

To ensure that respondents possessed sufficient organizational experience to evaluate leadership practices, two inclusion criteria were established. First, respondents had to be employees of PT Multi Servisindo Sarana. Second, respondents were required to have worked for the company for a minimum of six months. These criteria ensured that participants had adequate exposure to their supervisors' leadership behaviors and were therefore capable of providing reliable assessments of Islamic leadership and employee loyalty.

The minimum sample size was calculated using the Slovin formula, which is widely applied in social science research when the population size is known. Following Sugiyono (2019), a 10% margin of error was adopted to determine the required sample size. Based on the Slovin calculation, the minimum required sample was 90 respondents. Accordingly, questionnaires were distributed to 90 employees, all of whom satisfied the predetermined inclusion criteria.

Primary data were collected using a structured questionnaire administered directly to the selected respondents. The questionnaire consisted of two sections. The first section collected respondents' demographic information, including gender, age, educational background, and length of employment. The second section measured the research constructs using indicators adapted from established literature on Islamic leadership and employee loyalty. All questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Islamic leadership was conceptualized as a multidimensional construct consisting of four prophetic leadership dimensions: Shiddiq, Amanah, Tabligh, and Fathonah. Shiddiq refers to leaders' honesty, integrity, and consistency between words and actions. Amanah reflects leaders' trustworthiness, responsibility, fairness, and commitment in carrying out organizational duties. Tabligh represents leaders' ability to communicate organizational goals effectively, provide constructive guidance, and maintain transparent communication with employees. Fathonah refers to leaders' intelligence, competence, strategic thinking, and problem-solving capability in organizational decision-making. The dependent variable, employee loyalty, refers to employees' commitment to the organization, willingness to remain with the company, dedication to organizational objectives, and readiness to contribute positively toward organizational success. The measurement indicators for all constructs were adapted from previous studies on Islamic leadership and employee loyalty.

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Prior to hypothesis testing, the research instrument was evaluated through validity and reliability testing. Construct validity was assessed using the Corrected Item–Total Correlation, while internal consistency reliability was examined using Cronbach's Alpha. A Cronbach's Alpha coefficient of 0.70 or above was considered acceptable, indicating satisfactory reliability of the measurement instrument [31].

Descriptive statistical analysis was first performed to summarize respondents' demographic characteristics and describe the distribution of responses for each research variable. Before estimating the regression model, several classical assumption tests were conducted, including the Kolmogorov–Smirnov test for normality, Tolerance and Variance Inflation Factor (VIF) for multicollinearity, and the Glejser test for heteroscedasticity. The proposed hypotheses were subsequently tested using multiple linear regression analysis to examine both the partial and simultaneous effects of Shiddiq, Amanah, Tabligh, and Fathonah on employee loyalty. The t-test was employed to evaluate the individual influence of each independent variable, whereas the F-test was used to examine their simultaneous effect. Finally, the coefficient of determination (R^2) was calculated to determine the proportion of variance in employee loyalty explained by the regression model. All statistical analyses were performed using IBM SPSS Statistics Version 26, with statistical significance established at $p < 0.05$.

3. Results and Discussions

3.1. Respondent Profile

This study examines the influence of the four dimensions of Islamic leadership—Shiddiq, Amanah, Tabligh, and Fathonah [32]—on employee loyalty at PT Multi Servisindo Sarana. Data were collected through a questionnaire administered to 90 employees, all of whom met the predetermined sampling criteria and were considered eligible respondents. The demographic characteristics of the respondents were analyzed to provide an overview of the study sample and to support the interpretation of the empirical findings. The respondents were classified according to three demographic variables: gender, age, and length of employment at PT Multi Servisindo Sarana.

Table 1. Respondent Profile

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	89	99.0
	Female	1	1.0
	Total	90	100.0
Age	20–30 years	35	41.0
	> 30 years	55	59.0
	Total	90	100.0
Length of Employment	6–12 months	18	20.0
	> 12 months	72	80.0
	Total	90	100.0

Source: Data processed by the author using SPSS, 2025

The demographic profile presented in Table 1 indicates that the respondents were predominantly male. Of the 90 participants, 89 respondents (99.0%) were male, while only one respondent (1.0%) was female. This distribution reflects the workforce composition of PT Multi Servisindo Sarana, where security service positions are primarily occupied by male employees.

With respect to age, the majority of respondents were over 30 years old, accounting for 55 employees (59.0%), whereas 35 respondents (41.0%) were between 20 and 30 years of age. The predominance of employees above the age of 30 suggests that most respondents possess relatively mature professional experience, which may enable them to provide more informed evaluations of their supervisors' leadership behaviors and their own organizational loyalty.

Regarding organizational tenure, 72 respondents (80.0%) had been employed at PT Multi Servisindo Sarana for more than 12 months, while 18 respondents (20.0%) had worked for the company between 6 and 12 months. The substantial proportion of employees with longer tenure indicates that most respondents had accumulated sufficient organizational experience to assess the implementation of Islamic leadership practices and their influence on employee loyalty. This demographic composition strengthens the credibility of the survey responses because employees with longer organizational experience are generally more familiar with leadership behaviors, organizational culture, and workplace dynamics.

3.2. Descriptive Statistics Analysis

Descriptive statistical analysis summarized to summarize the distribution of responses for each research variable and to provide an overview of respondents' perceptions regarding Islamic leadership and employee loyalty. The descriptive statistics include the minimum score, maximum score, mean, and standard deviation for each measurement item. The mean value indicates the central tendency of respondents' perceptions, whereas the standard deviation reflects the variability of responses. A relatively low standard deviation compared with the corresponding mean indicates that respondents' answers were relatively homogeneous, suggesting a consistent perception among participants.

Table 2. Descriptive Statistics of the Shiddiq Dimension

Item	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	90	2	5	4.26	0.743
X1.2	90	3	5	4.32	0.630
X1.3	90	2	5	4.34	0.718
X1.4	90	3	5	4.41	0.614
X1.5	90	2	5	4.29	0.655
X1.6	90	3	5	4.34	0.636
X1.7	90	2	5	4.33	0.651
X1.8	90	1	5	4.30	0.738

Source: Data processed by the author using SPSS, 2025

Table 2 shows the descriptive statistics for the Shiddiq dimension based on responses from 91 employees. The mean scores ranged from 4.26 to 4.41, indicating that respondents generally agreed that their supervisors consistently demonstrated honesty, integrity, and consistency between words and actions. Item X1.4 recorded the highest mean score (4.41), whereas Item X1.1 showed the lowest mean score (4.26). Furthermore, all standard deviation values were substantially lower than their corresponding mean values, indicating relatively homogeneous responses and a high level of agreement among respondents regarding the implementation of the Shiddiq dimension.

Table 3. Descriptive Statistics of the Amanah Dimension

Item	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	90	2	5	4.31	0.627
X2.2	90	1	5	4.24	0.779
X2.3	90	3	5	4.34	0.600
X2.4	90	3	5	4.31	0.609
X2.5	90	2	5	4.29	0.655
X2.6	90	2	5	4.23	0.684
X2.7	90	2	5	4.27	0.668
X2.8	90	3	5	4.32	0.630

Source: Data processed by the author using SPSS, 2025

Table 3 presents the descriptive statistics for the Amanah dimension. The mean scores varied between 4.23 and 4.34, suggesting that respondents generally perceived their supervisors as trustworthy, responsible, and fair in performing managerial responsibilities. The highest mean score was observed for X2.3 (4.34), while X2.6 recorded the lowest mean score (4.23). Similar to the previous dimension, all standard deviations remained below 1 and lower than the corresponding mean values, indicating relatively consistent responses among employees.

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Table 4. Descriptive Statistics of the Tabligh Dimension

Item	N	Minimum	Maximum	Mean	Std. Deviation
X3.1	90	2	5	4.25	0.693
X3.2	90	2	5	4.29	0.688
X3.3	90	3	5	4.35	0.603
X3.4	90	2	5	4.40	0.630
X3.5	90	1	5	4.25	0.724
X3.6	90	3	5	4.24	0.689
X3.7	90	3	5	4.30	0.605
X3.8	90	3	5	4.23	0.616

Source: Data processed by the author using SPSS, 2025

Table 4 summarizes the descriptive statistics for the Tabligh dimension. The observed mean scores ranged from 4.23 to 4.40, indicating that respondents generally agreed that their supervisors communicated organizational objectives clearly, provided guidance effectively, and maintained transparent communication. Item X3.4 achieved the highest mean score (4.40), whereas X3.8 produced the lowest (4.23). The relatively small standard deviations suggest that respondents shared similar perceptions regarding the communication abilities of their supervisors.

Table 5. Descriptive Statistics of the Fathonah Dimension

Item	N	Minimum	Maximum	Mean	Std. Deviation
X4.1	90	1	5	4.24	0.705
X4.2	90	1	5	4.20	0.718
X4.3	90	1	5	4.20	0.778
X4.4	90	2	5	4.24	0.672
X4.5	90	3	5	4.23	0.651
X4.6	90	3	5	4.26	0.630
X4.7	90	1	5	4.24	0.720
X4.8	90	2	5	4.27	0.668

Source: Data processed by the author using SPSS, 2025

Table 5 presents the descriptive statistics for the Fathonah dimension. The mean values ranged from 4.20 to 4.27, indicating that respondents generally agreed that their supervisors possessed adequate knowledge, competence, and strategic decision-making abilities. Item X4.8 obtained the highest mean score (4.27), while X4.2 and X4.3 recorded the lowest scores (4.20). The relatively low standard deviations indicate that respondents' evaluations were homogeneous across all measurement items.

Table 6. Descriptive Statistics of Employee Loyalty

Item	N	Minimum	Maximum	Mean	Std. Deviation
Y1	90	3	5	4.45	0.563
Y2	90	2	5	4.46	0.620
Y3	90	3	5	4.42	0.559
Y4	90	3	5	4.35	0.524
Y5	90	2	5	4.42	0.616
Y6	90	3	5	4.35	0.584
Y7	90	1	5	4.38	0.646
Y8	90	3	5	4.52	0.565
Y9	90	3	5	4.43	0.580
Y10	90	3	5	4.43	0.540

Source: Data processed by the author using SPSS, 2025

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Table 6 presents the descriptive statistics for the Employee Loyalty variable. The mean scores ranged from 4.35 to 4.52, demonstrating a consistently high level of employee loyalty among the respondents. The highest mean score was recorded for Y8 (4.52), indicating particularly strong agreement with that indicator, whereas the lowest mean score was observed for Y4 and Y6 (4.35). Moreover, all standard deviation values were considerably lower than their respective mean scores, suggesting relatively homogeneous responses and indicating that employees shared consistent perceptions regarding their loyalty to PT Multi Servisindo Sarana.

Overall, the descriptive statistics indicate that respondents expressed favorable perceptions across all dimensions of Islamic leadership and employee loyalty. The consistently high mean scores demonstrate that employees generally agreed that their supervisors exhibited the characteristics of Shiddiq, Amanah, Tabligh, and Fathonah, while the high employee loyalty scores suggest a strong level of organizational commitment among the workforce. In addition, the relatively low standard deviations across all variables indicate limited variability in responses, confirming the homogeneity of the collected data and providing a reliable basis for subsequent inferential statistical analyses.

3.2. Instrument Testing

Prior to hypothesis testing, the quality of the research instrument was evaluated through validity and reliability testing to ensure that all questionnaire items accurately measured the intended constructs and produced consistent results. All analyses were conducted using IBM SPSS Statistics Version 25.

Validity Test

Construct validity was assessed using the Pearson Product–Moment Correlation between each item score and the total construct score. The validity test was conducted at a 5% significance level with 90 respondents. Accordingly, the critical value of the Pearson correlation coefficient (r-table) was 0.2061, calculated based on df = n – 2 = 88. An indicator was considered valid when its Pearson correlation coefficient exceeded the critical r-table value (r > 0.2061).

Table 7. Validity Test Results for the Shiddiq Dimension

Variable	Item	Pearson Correlation	r-table	Result
Shiddiq	X1.1	0.721	0.2072	Valid
	X1.2	0.791	0.2072	Valid
	X1.3	0.879	0.2072	Valid
	X1.4	0.829	0.2072	Valid
	X1.5	0.829	0.2072	Valid
	X1.6	0.862	0.2072	Valid
	X1.7	0.841	0.2072	Valid
	X1.8	0.819	0.2072	Valid

Source: Data processed by the author using SPSS, 2025

As presented in Table 7, all measurement items for the Shiddiq dimension produced Pearson correlation coefficients ranging from 0.721 to 0.879, substantially exceeding the critical value of 0.2061. These findings indicate that every indicator demonstrates satisfactory construct validity and is therefore appropriate for subsequent statistical analysis.

Table 8. Validity Test Results for the Amanah Dimension

Variable	Item	Pearson Correlation	r-table	Result
Amanah	X2.1	0.825	0.2072	Valid
	X2.2	0.706	0.2072	Valid
	X2.3	0.819	0.2072	Valid

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Variable	Item	Pearson Correlation	r-table	Result
	X2.4	0.781	0.2072	Valid
	X2.5	0.856	0.2072	Valid
	X2.6	0.859	0.2072	Valid
	X2.7	0.844	0.2072	Valid
	X2.8	0.852	0.2072	Valid

Source: Data processed by the author using SPSS, 2025

Table 8 demonstrates that the Pearson correlation coefficients for all Amanah indicators ranged from 0.706 to 0.859, all of which exceeded the minimum acceptable threshold. Consequently, every measurement item demonstrated adequate validity for measuring the Amanah construct.

Table 9. Validity Test Results for the Tabligh Dimension

Variable	Item	Pearson Correlation	r-table	Result
Tabligh	X3.1	0.926	0.2072	Valid
	X3.2	0.905	0.2072	Valid
	X3.3	0.847	0.2072	Valid
	X3.4	0.891	0.2072	Valid
	X3.5	0.745	0.2072	Valid
	X3.6	0.901	0.2072	Valid
	X3.7	0.870	0.2072	Valid
	X3.8	0.886	0.2072	Valid

Source: Data processed by the author using SPSS, 2025

As shown in Table 9, the Pearson correlation coefficients for the Tabligh indicators ranged from 0.745 to 0.926. Since all coefficients were considerably greater than the critical r-value, every indicator met the validity criterion and adequately represented the Tabligh construct.

Table 10. Validity Test Results for the Fathonah Dimension

Variable	Item	Pearson Correlation	r-table	Result
Fathonah	X4.1	0.938	0.2072	Valid
	X4.2	0.893	0.2072	Valid
	X4.3	0.889	0.2072	Valid
	X4.4	0.919	0.2072	Valid
	X4.5	0.873	0.2072	Valid
	X4.6	0.907	0.2072	Valid
	X4.7	0.817	0.2072	Valid
	X4.8	0.889	0.2072	Valid

Source: Data processed by the author using SPSS, 2025

Table 10 indicates that all Fathonah indicators achieved Pearson correlation coefficients ranging from 0.817 to 0.938, all of which exceeded the required threshold of 0.2061. Therefore, every indicator demonstrated satisfactory construct validity

.

Table 11. Validity Test Results for Employee Loyalty

Variable	Item	Pearson Correlation	r-table	Result
Employee Loyalty	Y1	0.908	0.2072	Valid
	Y2	0.827	0.2072	Valid

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Variable	Item	Pearson Correlation	r-table	Result
	Y3	0.876	0.2072	Valid
	Y4	0.892	0.2072	Valid
	Y5	0.850	0.2072	Valid
	Y6	0.765	0.2072	Valid
	Y7	0.764	0.2072	Valid
	Y8	0.879	0.2072	Valid
	Y9	0.851	0.2072	Valid
	Y10	0.755	0.2072	Valid

Source: Data processed by the author using SPSS, 2025

The validity test results for the employee loyalty construct are presented in Table 11. The Pearson correlation coefficients ranged from 0.755 to 0.908, all of which were substantially higher than the critical value of 0.2061. These findings confirm that all ten measurement items are valid and appropriately capture the employee loyalty construct.

Overall, the validity analysis demonstrates that every questionnaire item across the five research variables satisfied the recommended validity criterion. Consequently, all measurement indicators were retained for subsequent reliability assessment and hypothesis testing.

Reliability Test

Following the validity assessment, instrument reliability was evaluated to determine the internal consistency of each research construct. Reliability was assessed using Cronbach's Alpha, where a coefficient of 0.70 or above indicates acceptable reliability [33]. The analysis was performed using IBM SPSS Statistics Version 25. Cronbach’s Alpha values above 0.90 indicate excellent reliability, values between 0.70 and 0.90 indicate high reliability, values between 0.50 and 0.70 indicate moderate reliability, and values below 0.50 indicate low reliability [33].

Table 12. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Interpretation
Shiddiq	8	0.929	Reliable
Amanah	8	0.927	Reliable
Tabligh	8	0.954	Reliable
Fathonah	8	0.962	Reliable
Employee Loyalty	10	0.955	Reliable

Source: Data processed by the author using SPSS, 2025

As presented in Table 12, the Cronbach's alpha coefficients for all research variables ranged from 0.927 to 0.962, substantially exceeding the recommended threshold of 0.70 [34]. These results indicate excellent internal consistency across all measurement scales, demonstrating that the questionnaire provides reliable and stable measurements of Shiddiq, Amanah, Tabligh, Fathonah, and Employee Loyalty. Therefore, the research instrument is considered both valid and reliable, making it suitable for subsequent regression analysis and hypothesis testing.

3.3. Classical Assumption Tests

Prior to hypothesis testing using multiple linear regression, several classical assumption tests were conducted to ensure that the data satisfied the assumptions required for regression analysis. These tests included the normality, linearity, heteroscedasticity, and multicollinearity tests. Compliance with these assumptions ensures that the estimated regression coefficients are unbiased, efficient, and statistically reliable [35].

Normality Test

The normality test was performed to determine whether the regression residuals followed a normal distribution, which is one of the fundamental assumptions of multiple linear regression analysis. In this study, normality was evaluated using both graphical methods—including the Normal Probability–Probability (P–P) Plot and the Histogram of Standardized Residuals—and the One-Sample Kolmogorov–Smirnov (K–S) test.

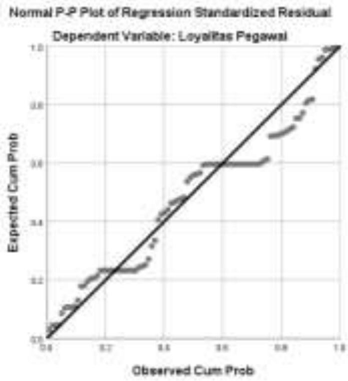

Figure 1. Normal P–P Plot of Standardized Residuals

The Normal P–P Plot illustrates that most residual values are distributed relatively close to the diagonal reference line. Although several observations exhibit slight deviations from the line, the overall pattern indicates no substantial departure from normality.

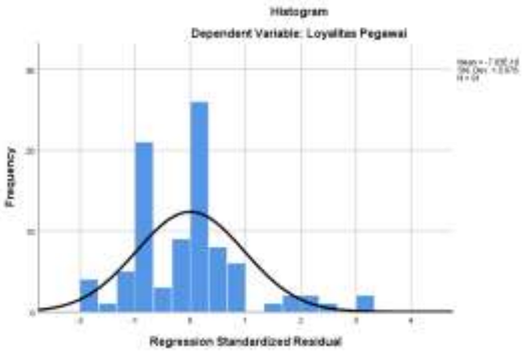

Figure 2. Histogram of Standardized Residuals

Similarly, the histogram of standardized residuals shows a distribution that generally resembles a bell-shaped curve. While the distribution is not perfectly symmetrical, no severe skewness or kurtosis is visually apparent. Therefore, graphical inspection suggests that the residuals reasonably approximate a normal distribution. To further verify this assumption, a statistical normality test was subsequently performed using the Kolmogorov–Smirnov procedure.

Kolmogorov–Smirnov Test

Table 13. One-Sample Kolmogorov–Smirnov Normality Test

Statistic	Value
Sample Size (N)	91
Mean	0.0000000
Standard Deviation	3.12563107
Kolmogorov–Smirnov Statistic	0.142
Asymp. Sig. (2-tailed)	0.000
Monte Carlo Sig. (2-tailed)	0.055
99% Confidence Interval	0.000 – 0.116

Source: Data processed by the author using SPSS, 2025

Table 13 presents the results of the One-Sample Kolmogorov–Smirnov test. The asymptotic significance value (Asymp. Sig. = 0.000) is below the 0.05 significance level, which initially suggests that the residuals are not normally distributed. However, because the Kolmogorov–Smirnov test is highly sensitive to sample characteristics

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[36], additional verification was performed using the Monte Carlo Exact Test. The Monte Carlo significance value was 0.055, exceeding the recommended threshold of 0.05. Consequently, the null hypothesis of normality cannot be rejected, indicating that the residuals satisfy the normality assumption.

Furthermore, the statistical findings are consistent with the graphical evidence obtained from both the Normal P–P Plot and the histogram, which showed only minor deviations from a perfectly normal distribution. Taken together, these results confirm that the residuals are sufficiently normally distributed, and the regression model therefore satisfies the normality assumption required for subsequent multiple linear regression analysis.

Linearity Test

The linearity test was conducted to determine whether the relationship between each independent variable and the dependent variable could be adequately represented by a linear regression model. The assessment was based on the Deviation from Linearity significance value obtained from the ANOVA test. A significance value greater than 0.05 indicates that the relationship is linear, whereas a value below 0.05 suggests a significant deviation from linearity [37].

Table 14. Linearity Test between Shiddiq and Employee Loyalty

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	1406.574	16	87.911	8.600	0.000
Linearity	924.138	1	924.138	90.403	0.000
Deviation from Linearity	482.436	15	32.162	3.146	0.001
Within Groups	756.459	74	10.222		
Total	2163.033	90			

Source: Data processed by the author using SPSS, 2025

The results presented in Table 14 indicate that the deviation from linearity significance value for the relationship between Shiddiq and Employee Loyalty is 0.001, which is below the 0.05 significance level. This finding suggests that the relationship between the two variables deviates significantly from a purely linear pattern.

Table 15. Linearity Test between Amanah and Employee Loyalty

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	1594.590	13	122.661	16.615	0.000
Linearity	1264.678	1	1264.678	171.310	0.000
Deviation from Linearity	329.912	12	27.493	3.724	0.000
Within Groups	568.443	77	7.382		
Total	2163.033	90			

Source: Data processed by the author using SPSS, 2025

As shown in Table 15, the Deviation from Linearity significance value is < .001, indicating a statistically significant deviation from linearity between the Amanah dimension and Employee Loyalty.

Table 16. Linearity Test between Tabligh and Employee Loyalty

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	1573.174	15	104.878	13.335	0.000
Linearity	1109.714	1	1109.714	141.099	0.000
Deviation from Linearity	463.460	14	33.104	4.209	0.000
Within Groups	589.859	75	7.865		
Total	2163.033	90			

Source: Data processed by the author using SPSS, 2025

Table 17 demonstrates that the Deviation from Linearity significance value equals 0.000, suggesting that the relationship between Fathonah and Employee Loyalty does not fully satisfy the linearity assumption.

Table 17. Linearity Test between Fathonah and Employee Loyalty

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	1562.860	16	97.679	12.044	0.000
Linearity	1016.169	1	1016.169	125.291	0.000
Deviation from Linearity	546.690	15	36.446	4.494	0.000
Within Groups	600.173	74	8.110		
Total	2163.033	90			

Source: Data processed by the author using SPSS, 2025

As presented in Table 17, the significance value for Deviation from Linearity is 0.000, indicating that the relationship between the Fathonah dimension and Employee Loyalty significantly departs from a linear form. Overall, the linearity analysis suggests that the relationships between the four dimensions of Islamic leadership and employee loyalty exhibit statistically significant deviations from strict linearity. These findings should be considered when interpreting the regression results.

Heteroscedasticity Test

The heteroscedasticity test was conducted using the Scatterplot of Standardized Residuals generated in IBM SPSS Statistics Version 25. According to Ghozali (2018), heteroscedasticity is considered absent when the residuals are randomly dispersed around the horizontal axis without forming any systematic pattern [38].

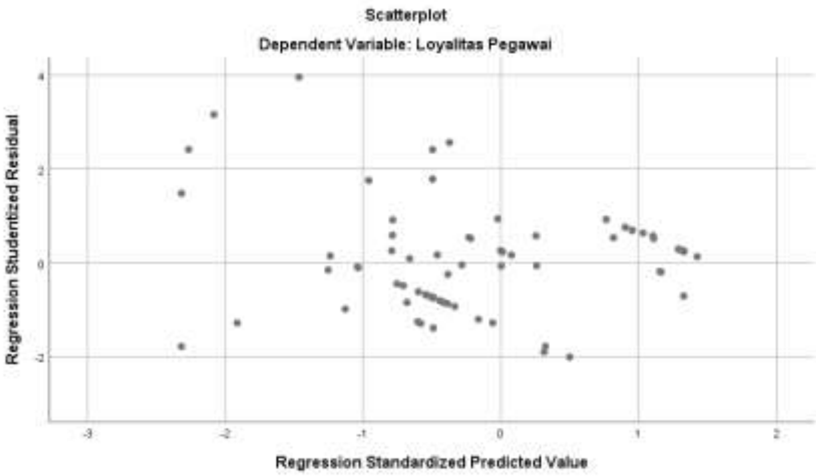

Figure 3. Scatterplot of Standardized Residuals

Visual inspection of the scatterplot indicates that the residual points are randomly distributed above and below the zero line without exhibiting any discernible pattern, clustering, or funnel-shaped distribution. The residuals are spread relatively evenly across the range of predicted values, suggesting constant error variance throughout the regression model. Therefore, the model can be considered free from heteroscedasticity, indicating that the homoscedasticity assumption required for multiple linear regression has been satisfactorily fulfilled.

Multicollinearity Test

The multicollinearity test was performed to determine whether high correlations existed among the independent variables included in the regression model. Following Ghozali (2018), multicollinearity was evaluated using Tolerance and Variance Inflation Factor (VIF) values. A tolerance value greater than 0.10 and a VIF value below 10 indicate the absence of multicollinearity [39].

Table 12. Multicollinearity Test Results

Variable	Tolerance	VIF
Shiddiq	0.161	6.220
Amanah	0.159	6.285
Tabligh	0.073	13.704

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Variable	Tolerance	VIF
Fathonah	0.124	8.050

Source: Data processed by the author using SPSS, 2025

The multicollinearity statistics are presented in Table 18. The Shiddiq, Amanah, and Fathonah variables exhibit tolerance values above 0.10 and VIF values below 10, indicating that these variables do not suffer from multicollinearity. In contrast, the Tabligh dimension shows a tolerance value of 0.073 and a VIF value of 13.704, exceeding the recommended threshold [40]. This result indicates the presence of multicollinearity involving the Tabligh variable, suggesting that it shares a high degree of correlation with one or more independent variables in the regression model.

3.4. Multiple Linear Regression Analysis

Multiple linear regression analysis was performed to examine the individual contribution of each dimension of Islamic leadership—Shiddiq, Amanah, Tabligh, and Fathonah—to employee loyalty at PT Multi Servisindo Sarana. The study estimated the regression coefficients using IBM SPSS Statistics Version 25.

Table 19. Multiple Linear Regression Results

Variable	Unstandardized Coefficient (B)	Standard Error
Constant	14.799	2.802
Shiddiq	-0.195	0.190
Amanah	0.803	0.197
Tabligh	0.108	0.273
Fathonah	0.145	0.194

Source: Data processed by the author using SPSS, 2025

The estimated multiple regression equation is expressed as follows:

$$\text{Employee Loyalty} = 14.799 - 0.195(\text{Shiddiq}) + 0.803(\text{Amanah}) + 0.108(\text{Tabligh}) + 0.145(\text{Fathonah}) + \varepsilon$$

As presented in Table 19, the regression model indicates that the Amanah dimension has the largest positive regression coefficient ($B = 0.803$), suggesting that improvements in leaders' trustworthiness are associated with higher levels of employee loyalty, assuming other variables remain constant. Conversely, the Shiddiq dimension exhibits a negative regression coefficient ($B = -0.195$), indicating an inverse relationship within the estimated model. Meanwhile, the coefficients for Tabligh ($B = 0.108$) and Fathonah ($B = 0.145$) are positive but relatively small, implying comparatively weaker contributions to employee loyalty. Overall, the regression coefficients suggest that the four dimensions of Islamic leadership do not contribute equally to employee loyalty, with Amanah emerging as the strongest predictor in the proposed regression model.

3.5. Hypothesis Testing

Simultaneous Significance Test (F-test)

The F-test was conducted to examine whether the four dimensions of Islamic leadership jointly influence employee loyalty. The test evaluates the overall significance of the regression model by comparing the explained variance with the unexplained variance [41].

Table 20. ANOVA Results (F-Test)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	1283.772	4	320.943	31.391	0.000
Residual	879.261	86	10.224		
Total	2163.033	90			

Source: Data processed by the author using SPSS, 2025

Table 20 shows that the regression model is statistically significant ($F = 31.391$, $p < 0.001$). The significance value is substantially below the predetermined significance level of 10% ($\alpha = 0.10$), indicating that the four dimensions

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of Islamic leadership collectively exert a significant influence on employee loyalty. Therefore, the proposed regression model provides a statistically meaningful explanation of employee loyalty at PT Multi Servisindo Sarana.

Partial Significance Test (t-test)

The study employed t-tests to evaluate the individual contribution of each independent variable to employee loyalty while controlling for the remaining predictors.

Table 21. Partial Regression Results (t-Test)

Variable	B	Beta	t	Sig.
Constant	14.799	—	5.282	0.000
Shiddiq	-0.195	-0.176	-1.026	0.308
Amanah	0.803	0.701	4.069	0.000
Tabligh	0.108	0.101	0.396	0.693
Fathonah	0.145	0.146	0.748	0.456

Source: Data processed by the author using SPSS, 2025

The results reported in Table 21 reveal that only the Amanah dimension has a statistically significant positive effect on employee loyalty ($\beta = 0.701$, $t = 4.069$, $p < 0.001$). This finding indicates that employees tend to demonstrate stronger organizational loyalty when leaders consistently exhibit trustworthiness, responsibility, and integrity.

By contrast, the Shiddiq dimension does not significantly influence employee loyalty ($p = 0.308$), despite exhibiting a negative regression coefficient. Likewise, neither Tabligh ($p = 0.693$) nor Fathonah ($p = 0.456$) demonstrates a statistically significant effect. These findings suggest that, within the present research context, communication capability and intellectual competence alone are insufficient to explain variations in employee loyalty after controlling for the other leadership dimensions. The findings indicate that Amanah is the only Islamic leadership dimension that independently predicts employee loyalty, whereas the remaining dimensions do not exhibit statistically significant individual effects.

Coefficient of Determination (R^2)

The coefficient of determination was calculated to assess the explanatory power of the regression model in accounting for variations in employee loyalty.

Table 22. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error
0.770	0.594	0.575	3.197

Source: Data processed by the author using SPSS, 2025

As presented in Table 22, the regression model produces an R^2 value of 0.594, indicating that 59.4% of the variation in employee loyalty can be explained by the combined influence of Shiddiq, Amanah, Tabligh, and Fathonah. The remaining 40.6% of the variance is attributable to other variables not incorporated into the present model.

The Adjusted R^2 value of 0.575 further confirms that, after accounting for the number of predictors included in the regression equation, the model retains substantial explanatory power. Overall, these findings suggest that the proposed model provides a moderate-to-strong explanation of employee loyalty within PT Multi Servisindo Sarana.

Summary of Hypothesis Testing

Table 23. Summary of Hypothesis Testing

Hypothesis	Statement	Decision
H1	Shiddiq significantly influences employee loyalty.	Rejected
H2	Amanah significantly influences employee loyalty.	Supported

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Hypothesis	Statement	Decision
H3	Tabligh significantly influences employee loyalty.	Rejected
H4	Fathonah significantly influences employee loyalty.	Rejected
H5	The dimensions of Islamic leadership jointly influence employee loyalty.	Supported

Source: Data processed by the author using SPSS, 2025

The hypothesis testing results demonstrate that, among the four dimensions of Islamic leadership, only Amanah exerts a statistically significant positive effect on employee loyalty. Nevertheless, the simultaneous regression analysis confirms that the four leadership dimensions collectively have a significant influence on employee loyalty. These findings highlight the importance of trustworthiness and integrity as the dominant leadership attributes contributing to employee loyalty within PT Multi Servisindo Sarana.

4. Conclusion

This study examined the influence of four dimensions of Islamic leadership—Shiddiq, Amanah, Tabligh, and Fathonah—on employee loyalty at PT Multi Servisindo Sarana. Based on multiple linear regression analysis involving 90 employees, the analysis yielded several important findings. *First*, the empirical results indicate that Shiddiq does not have a statistically significant effect on employee loyalty. The hypothesis was rejected because the calculated t-value was lower than the critical t-value ($-1.026 < 1.66235$), indicating that honesty and truthfulness as perceived by employees were not sufficient to directly enhance employee loyalty within the organization. *Second*, Amanah showed a positive and statistically significant effect on employee loyalty. The calculated t-value exceeded the critical value ($4.069 > 1.66235$) with a significance level below the accepted threshold ($p < 0.10$). This finding suggests that leaders who consistently demonstrate trustworthiness, responsibility, fairness, and commitment to organizational obligations are more likely to foster stronger employee loyalty. *Third*, the findings reveal that Tabligh does not significantly influence employee loyalty. The hypothesis was therefore rejected because the calculated t-value was lower than the critical value ($0.396 < 1.66235$). Although effective communication represents an important characteristic of Islamic leadership, it did not emerge as a significant predictor of employee loyalty in the present study. *Fourth*, Fathonah also demonstrated no significant effect on employee loyalty. The statistical results indicate that the calculated t-value (0.748) was lower than the critical t-value (1.66235), suggesting that employees' perceptions of leaders' competence and wisdom alone were insufficient to significantly improve their organizational loyalty. Finally, when examined simultaneously, the four dimensions of Islamic leadership significantly influence employee loyalty. The regression model produced an F-value of 31.191, which exceeded the critical F-value of 2.01, with a significance value of 0.000 (< 0.10). These findings demonstrate that Islamic leadership, when viewed as a comprehensive leadership framework consisting of Shiddiq, Amanah, Tabligh, and Fathonah, contributes significantly to explaining employee loyalty at PT Multi Servisindo Sarana, although only the Amanah dimension exhibited a significant individual effect. Based on the empirical findings of this study, this study proposes several recommendations for managerial practice and future research. 1. Recommendations for PT Multi Servisindo Sarana PT Multi Servisindo Sarana is encouraged to strengthen leadership practices by emphasizing the Amanah dimension, as it was identified as the only Islamic leadership attribute with a significant positive influence on employee loyalty. Management should cultivate organizational trust through transparent decision-making, fairness, accountability, consistency in fulfilling commitments, and responsible treatment of employees. In addition, the company should continue improving employee welfare, workload management, and human resource development programs to enhance organizational commitment and reduce employee turnover. 2. Recommendations for Future Researchers, Future studies are encouraged to extend this research by incorporating additional explanatory variables that may influence employee loyalty, such as organizational commitment, job satisfaction, organizational culture, work engagement, compensation, employee well-being, transformational leadership, or perceived organizational support. Researchers may also employ alternative analytical approaches, including Structural Equation Modeling (SEM), Partial Least Squares-SEM (PLS-SEM), or mixed-method designs to provide a more comprehensive understanding of Islamic leadership. Furthermore, expanding the study to different industries, organizations, and larger sample sizes would improve the generalizability of the findings. 3. Recommendations for Employees, Employees are encouraged to actively support the implementation of Islamic leadership values by fostering professionalism, integrity, mutual trust, responsibility, and collaborative work behavior. Internalizing these values can strengthen organizational commitment, improve teamwork, and contribute to higher employee loyalty and organizational performance. Continuous personal and professional development will also enable employees to better adapt to organizational changes while supporting the company's long-term sustainability.

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