

## Influence of Work Discipline and Job Satisfaction on Employee Loyalty: The Moderating Role of Leadership Style Among Generation Z in the Garment Industry

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### Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh disiplin kerja dan kepuasan kerja terhadap loyalitas karyawan dengan gaya kepemimpinan sebagai variabel moderasi, khususnya pada generasi Z di industri garmen. Latar belakang penelitian ini didasarkan pada fenomena menurunnya loyalitas tenaga kerja muda dalam sektor padat karya, yang menuntut pendekatan manajerial baru yang adaptif. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei pada 150 karyawan CV Raxsa.CO Apparel di Yogyakarta. Analisis data dilakukan menggunakan *Structural Equation Modeling* (SEM) dengan bantuan Smart PLS 4.0. Hasil penelitian menunjukkan bahwa disiplin kerja dan gaya kepemimpinan berpengaruh positif dan signifikan terhadap loyalitas karyawan. Sebaliknya, kepuasan kerja tidak berpengaruh signifikan secara langsung terhadap loyalitas. Namun, gaya kepemimpinan terbukti memperkuat hubungan antara kepuasan kerja dan loyalitas, meskipun tidak mampu memoderasi hubungan antara disiplin kerja dan loyalitas. Kebaruan dari penelitian ini terletak pada fokusnya terhadap generasi Z dalam konteks industri garmen lokal, serta pendekatan integratif yang melibatkan variabel moderasi gaya kepemimpinan. Penelitian ini memberikan manfaat praktis bagi manajer sumber daya manusia dalam merancang strategi retensi karyawan berbasis disiplin, kepemimpinan partisipatif, dan pemahaman nilai generasi muda. Kesimpulannya, loyalitas karyawan generasi Z tidak cukup dibangun melalui kepuasan kerja semata, melainkan membutuhkan kepemimpinan yang inspiratif dan budaya kerja yang disiplin.

**Kata kunci:** loyalitas karyawan, disiplin kerja, kepuasan kerja, gaya kepemimpinan, generasi Z

### Abstract

*This study aims to analyze the influence of work discipline and job satisfaction on employee loyalty, with leadership style as a moderating variable, particularly among Generation Z in the garment industry. The research is motivated by the declining loyalty of young workers in labor-intensive sectors, which demands adaptive managerial approaches. A quantitative method was applied through a survey of 150 employees at CV Raxsa.CO Apparel in Yogyakarta. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0. The findings reveal that both work discipline and leadership style have a positive and significant effect on employee loyalty. Conversely, job satisfaction does not have a significant direct impact on loyalty. However, leadership style significantly strengthens the relationship*

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*between job satisfaction and loyalty, but does not moderate the effect of work discipline on loyalty. The novelty of this research lies in its focus on Generation Z within the context of the local garment industry, as well as its integrative approach involving leadership style as a moderating variable. Practically, this study provides useful insights for human resource managers in designing employee retention strategies based on discipline, participative leadership, and an understanding of generational values.*

*In conclusion, employee loyalty among Generation Z cannot be built solely through job satisfaction; it requires inspirational leadership and a disciplined work culture.*

**Keywords:** *employee loyalty, work discipline, job satisfaction, leadership style, Generation Z*

## Introduction

The garment industry is one of the largest industrial sectors in Indonesia, contributing significantly to the national economy. In 2022, this sector accounted for 11.9% of the Gross Domestic Product (GDP) and employed approximately 3.5 million workers (Nugroho, 2023). Beyond its domestic contribution, Indonesia ranks among the world's top exporters of ready-made garments, with a total export value reaching IDR 132.3 trillion (Arlina, 2023). This positions the fashion industry as a strategic sector in generating foreign exchange, with a projected market growth of 8–9% annually through 2025 (Agroindustri ID, 2023). Despite these positive trends, the industry faces serious challenges, particularly in the area of labor. Since 2023, the number of workers in the textile and garment sectors has declined, as reflected in BPJSTK data showing a 4.27% decrease in membership, equivalent to around 24,996 individuals. This decline is attributed to several factors including layoffs, resignations, and retirement (Farhan, 2023). Addressing these issues requires enhancing the industry's competitiveness, particularly through strengthening the domestic market and expanding export markets (Indotextiles, 2024).

In the dynamics of industry, human resources (HR) play a vital role. Organizational success is highly dependent on the quality of its workforce, particularly in terms of work discipline, motivation, job satisfaction, and loyalty (Putra, 2024; Supriyadi et al., 2020). Highly loyal employees are essential for ensuring business continuity and growth (Fauzi, 2023). Unfortunately, many companies struggle to retain employees due to discomfort in the workplace and ineffective management systems (Ekonomi et al., 2022). Therefore, it is crucial for companies to understand and manage the various factors that influence employee loyalty (Arjanggih, 2021). This issue becomes even more complex with the entry of Generation Z into the workforce. This generation has different preferences compared to previous ones, placing higher importance on work-life balance, job satisfaction, and the meaningfulness of their work (Kusuma, 2024). They tend to be more selective and critical of the work environment, necessitating adaptive and communicative managerial approaches.

Work discipline is one of the key elements in shaping loyalty. Good discipline reflects an employee's responsibility toward their duties, enhances productivity, and fosters a conducive work environment (Ningsih et al., 2024; Erawati, 2019). Job satisfaction is also a critical determinant of loyalty, as it is closely tied to employees' attitudes and feelings toward their jobs and workplace conditions, including salary, colleagues, and opportunities for development (Nabawi, 2019). In the context of Gen Z, although known for being critical,

73% of respondents from this group in Indonesia reported being satisfied with their current jobs (Rizti, 2024). Equally important is leadership style. Leaders must be able to influence and direct employees toward achieving organizational goals (Prasetyo, 2021). A lack of interaction and attention from leaders can reduce employee morale and performance (Marwanto, 2023). Hence, effective leadership is key to enhancing both job satisfaction and employee loyalty (Fuadati, 2024).

To understand the dynamics among these factors, this study employs the Social Exchange Theory (SET) developed by George C. Homans (1958). This theory explains that interpersonal interactions are based on a cost-benefit analysis that is reciprocal in nature, both materially and emotionally. In the organizational context, employees seek not only material rewards (such as salary) but also non-material recognition such as trust, acknowledgment, and workplace comfort. In other words, employee loyalty may emerge when they perceive that the organization provides fair reciprocation for their contributions (Homans, 1958; Adam Smith's justice perspective).

This theory provides a robust foundation for hypothesis development. The first hypothesis (H1), stating that work discipline affects employee loyalty, is grounded in the expectation that highly disciplined employees seek recognition and rewards from their organization. When these expectations are met, loyalty is likely to increase (Ekhsan, 2019; Marselina, 2024; Pardede, 2023). The second hypothesis (H2) posits that leadership style influences employee loyalty. A supportive and participative leadership style promotes positive social exchange between superiors and subordinates, fostering trust and loyalty (Asmike, 2022; Hidayat, 2022; Jayanti, 2019). The third hypothesis (H3) suggests that job satisfaction has a significant impact on employee loyalty. Satisfied employees tend to perceive the organization-employee relationship as mutually beneficial, thereby strengthening emotional bonds and loyalty (Thabroni, 2022; Sukmadewi, 2020; Giovanni, 2022).

Furthermore, the fourth (H4) and fifth (H5) hypotheses examine the moderating role of leadership style in enhancing the effects of work discipline and job satisfaction on employee loyalty. From a social exchange perspective, effective leadership that fosters positive, equitable, and respectful relationships amplifies the perceived benefits of the work relationship. Thus, leadership style not only directly affects loyalty but also strengthens the impact of other factors such as discipline and satisfaction on loyalty (Rosalina, 2020; Wibowo et al., 2022; Jiputra, 2019; Purnamasari, 2022; Prasetyo, 2021; Fuadati, 2024).

Based on the context above, this study aims to examine the factors influencing employee loyalty, specifically at CV Raxsa.CO Apparel in Yogyakarta. This fashion brand, established in 2018, has grown to include multiple offline and online outlets. Its vision of empowering local tailors and providing education on production management makes it an ideal case study for this research (Aprilia, 2023; Yoyada, 2022). Therefore, this study analyzes the influence of work discipline, leadership style, and job satisfaction on employee loyalty, while also testing the moderating role of leadership style in strengthening these relationships.

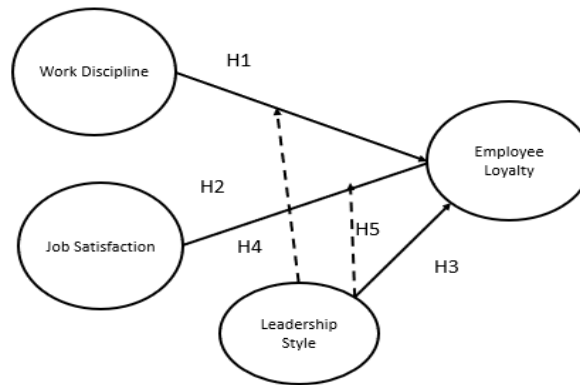


Figure 1. model framework

## Methodology

### Research Type and Design

This study employs a quantitative research method, which utilizes mathematical frameworks and theoretical models related to measurable quantities (Hair et al., 2019). The research design adopts a correlational approach, as the study aims to examine the relationship between two or more variables. A survey method was chosen as the primary means of data collection. Surveys are commonly used to gather information from a sample group that represents a broader population (Riantana, 2020).

### Population and Sample

According to Imron (2019), population refers to a generalization region consisting of objects or subjects with specific characteristics defined by the researcher to be studied and from which conclusions are drawn. The population in this study comprises all employees of CV Raxsa.CO Apparel located in Yogyakarta. The sample size was determined using Slovin's formula, resulting in a required sample of 150 respondents.

### Data Analysis Technique

The hypothesis testing in this study was conducted using the Structural Equation Modeling (SEM) method. The analysis includes both the measurement model (outer model) and the structural model (inner model), along with hypothesis testing using the bootstrapping technique. The software used for this analysis was SmartPLS version 4.0.

## Data Analysis

### Outer Model Evaluation

Table 1. Factor Loading

Indicator	Work Discipline (WD)	Job Satisfaction (JS)	Leadership Style (LS)	Employee Loyalty (EL)
WD1	0.782	0.523	0.611	0.588
WD2	0.829	0.578	0.692	0.631
WD3	0.866	0.560	0.641	0.674
WD4	0.812	0.555	0.658	0.603
JS1	0.543	0.799	0.584	0.634
JS2	0.558	0.826	0.605	0.662
JS3	0.511	0.765	0.548	0.597
JS4	0.591	0.823	0.578	0.623
LS1	0.629	0.582	0.833	0.675
LS2	0.642	0.564	0.857	0.691
LS3	0.602	0.549	0.816	0.668
LS4	0.648	0.590	0.861	0.703
EL1	0.641	0.655	0.705	0.874
EL2	0.603	0.621	0.679	0.842
EL3	0.629	0.658	0.712	0.866
EL4	0.612	0.634	0.698	0.851

Source: Processed Primary Data, 2025

### Convergent Validity

Convergent validity assesses the degree to which a construct correlates positively with its associated indicators (Hair et al., 2019). Based on the factor loading values presented in Table 1, all items exceed the acceptable threshold of 0.6, with most surpassing 0.7, indicating good convergent validity. Table 1 and 2. Combined Factor Loadings and Cross Loadings

Note: The bolded values indicate the highest loading for each indicator, which should align with its respective construct. All factor loadings exceed 0.70, satisfying convergent validity, while cross-loading values confirm discriminant validity as each item loads highest on its intended construct.

The Average Variance Extracted (AVE) for each construct is above 0.5, fulfilling the convergent validity criteria (Hair et al., 2019), as shown in 3 shows that the square root of AVE for each construct is greater than its correlation with other latent variables, confirming

discriminant validity. Pengujian AVE dapat dikatakan valid apabila tiap variabel memiliki nilai  $AVE > 0,5$  (Hair et al., 2019).

Table 2. *Average Variance Extracted (AVE)*

Variabel	Average Variance Extracted (AVE)
Work Discipline (X1)	0.683
Leadership Style (Z)	0.523
Job Satisfaction (X2)	0.550
Employee Loyalty (Y)	0.588

Source: Processed Primary Data, 2025

Based on Table 2, it can be observed that the AVE value for each variable exceeds 0.5, with work discipline at 0.683, leadership style at 0.523, job satisfaction at 0.550, and employee loyalty at 0.588. Therefore, it can be concluded that all constructs meet the validity requirement and are considered valid.

#### Fornell-Larcker Criterion

Table3 Fornell-Larcker Criterion

Information	Work Discipline (X1)	Leadership Style (Z)	Job Satisfaction (X2)	Employee Loyalty (Y)
DK	0.803			
GK	0.649	0.769		
KK	0.774	0.648	0.791	
LK	0.669	0.644	0.593	0.756

Source: Processed Primary Data, 2025

Based on Table 3, it is shown that the square root of the AVE for each construct is greater than its correlations with other latent variables. Therefore, it can be concluded that discriminant validity has been established, meeting the required criteria and confirming the adequacy of the measurement model.

## Reliability

Reliability testing using Cronbach's alpha and composite reliability shows that all constructs exceed the threshold of 0.7, indicating high internal consistency.

Table 4. Cronbach's Alpha and Composite Reliability

Variabel	Cronbach's alpha	Composite reliability
Work Discipline (X1)	0.907	0.928
Leadership Style (Z)	0.818	0.868
Job Satisfaction (X2)	0.909	0.924
Employee Loyalty (Y)	0.859	0.895

Source: Processed Primary Data, 2025

## Hypothesis Testing

To examine the structural relationships among latent variables, hypothesis testing must be conducted on the path coefficients by comparing the p-values and t-statistics obtained from the SmartPLS output using the bootstrapping method.

Table 5. Direct Effect

Hypothesis	Path Coefficient	Original sample (O)	T statistics ( O/STDEV )	P values	Conclusion
H1	Work Discipline (X1) → Employee Loyalty (Y)	0.349	2.793	0.003	<i>Supported</i>
H2	Leadership Style (Z) → Employee Loyalty (Y)	0.347	2.706	0.003	<i>Supported</i>
H3	Job Satisfaction (X2) → Employee Loyalty (Y)	0.115	1.244	0.107	<i>Not Supported</i>
H4	Leadership Style (Z) x Work Discipline (X1) → Employee Loyalty (Y)	-0.154	1.520	0.064	<i>Not Supported</i>
H5	Leadership Style (Z) x Job Satisfaction (X2) → Employee Loyalty (Y)	0.180	1.787	0.037	<i>Supported</i>

Source: Processed Primary Data, 2025

### Inner Model Evaluation

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

The  $R^2$  value for employee loyalty is 0.766, suggesting that 76.6% of the variance in employee loyalty is explained by work discipline, job satisfaction, and leadership style (including its moderating role).

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

Variabel	R-square
Employee Loyalty (Y)	0.766

Source: Processed Primary Data, 2025

### Simple Slope Analysis

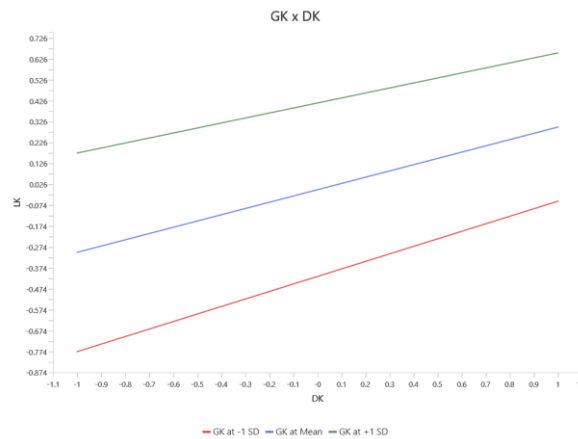


Figure 2. Simple Slope Analysis

Based on the simple slope analysis graph of leadership style on the relationship between work discipline and employee loyalty, the green line shows a steeper slope compared to the blue and red lines. This indicates that leadership style moderates the effect of work discipline on employee loyalty.

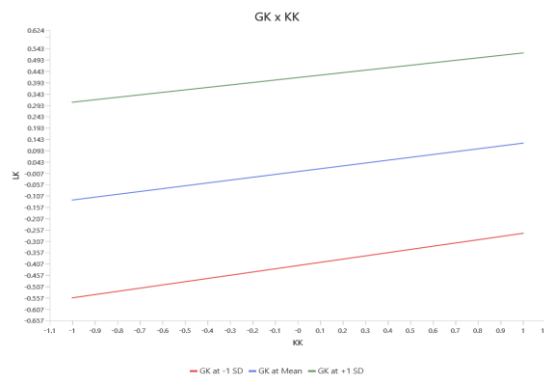


Figure 3. simple slope analysis

Based on the simple slope analysis graph of leadership style on the relationship between job satisfaction and employee loyalty, the green line exhibits a steeper slope than the red line. This suggests that leadership style has a moderating effect, strengthening the influence of job satisfaction on employee loyalty.

## Discussion

This study aimed to examine the influence of work discipline, leadership style, and job satisfaction on employee loyalty among Generation Z employees at CV Raxsa.CO Apparel, as well as to investigate the moderating effect of leadership style on the proposed relationships. The findings, analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0, provide several significant insights as discussed below:

### Effect of Work Discipline on Employee Loyalty (H1)

The results demonstrate that work discipline has a positive and significant effect on employee loyalty, thus supporting Hypothesis 1. This finding aligns with Social Exchange Theory (Blau, 1964), which posits that reciprocal relationships are built on the perception of fairness and mutual benefit. Employees who exhibit high levels of discipline—such as punctuality, adherence to organizational rules, and consistent performance—tend to receive greater organizational trust and recognition, which in turn fosters stronger loyalty. This is consistent with prior research indicating that disciplined behavior contributes to increased organizational commitment and reduced turnover intention (Ekhsan, 2019; Marselina, 2024).

### Effect of Leadership Style on Employee Loyalty (H2)

Hypothesis 2 is also supported by the data, showing that leadership style significantly and positively affects employee loyalty. Leaders who adopt transformational or participative leadership styles foster a work environment characterized by trust, open communication, and emotional support, which are essential to building employee attachment and loyalty. This finding is in line with prior studies suggesting that leadership practices that emphasize empowerment and inclusiveness are particularly effective in enhancing loyalty, especially among younger employees such as Gen Z, who value collaboration and personal development (Asmike, 2022; Hidayat, 2022).

### Effect of Job Satisfaction on Employee Loyalty (H3)

Contrary to expectations, job satisfaction does not have a significant effect on employee loyalty, thus rejecting Hypothesis 3. While this contradicts much of the existing literature (e.g., Tobing, 2021; Yusuf & Widodo, 2022), it may reflect generational shifts in workplace values. Generation Z employees tend to prioritize flexibility, purpose, and career growth over traditional job satisfaction indicators such as salary or job security. Therefore, job satisfaction alone may not suffice in cultivating long-term loyalty among Gen Z employees, highlighting the need for organizations to adapt their retention strategies to address these generational preferences.

#### Moderating Effect of Leadership Style on the Relationship Between Work Discipline and Loyalty (H4)

The analysis reveals that leadership style does not significantly moderate the relationship between work discipline and employee loyalty, and in fact, the interaction effect was negative. Thus, Hypothesis 4 is rejected. This unexpected finding may be attributed to a mismatch between the leadership style applied and Gen Z's expectations. In situations where leadership is perceived as overly directive or authoritarian, it may undermine the positive effects of individual discipline by reducing autonomy and motivation. This suggests that leadership must be adaptive and attuned to generational preferences, particularly in balancing structure with flexibility. Moderating Effect of Leadership Style on the Relationship Between Job Satisfaction and Loyalty (H5)

Conversely, Hypothesis 5 is supported, indicating that leadership style significantly strengthens the relationship between job satisfaction and employee loyalty. When employees experience job satisfaction, the presence of a supportive and inspiring leader amplifies their emotional attachment to the organization. Leadership, in this context, acts as a catalyst that transforms satisfaction into loyalty by reinforcing perceptions of fairness, recognition, and psychological safety. This finding is consistent with previous literature that identifies leadership as a critical social resource in the loyalty-building process (Yukl, 2013; Hair et al., 2019).

#### **Conclusion**

Based on the research findings and data analysis, the following conclusions can be drawn. Work discipline has a positive and significant effect on employee loyalty at CV Raxsa.co Apparel. This indicates that the higher the level of employee work discipline, the greater their loyalty to the company. Leadership style also has a positive and significant effect on employee loyalty at CV Raxsa.co Apparel. This suggests that the better a leader is in managing and guiding subordinates, the higher the level of employee loyalty. Job satisfaction, however, does not have a significant effect on employee loyalty at CV Raxsa.co Apparel. In other words, an increase in job satisfaction does not necessarily influence employees' loyalty to the company.

Leadership style as a moderating variable between work discipline and employee loyalty does not show a significant effect. This implies that leadership style weakens the influence of work discipline on employee loyalty. On the other hand, leadership style as a moderating variable between job satisfaction and employee loyalty has a positive and significant effect. This indicates that leadership style strengthens the relationship between job satisfaction and employee loyalty at CV Raxsa.co Apparel.

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