

The Influence of Work Loyalty on Employee Work Productivity at the PIn Up2d Makassar Office

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Abstract

The urgency of this study is to identify how work loyalty contributes to improving employee productivity and organizational performance at PLN UP2D Makassar.. In the context of increasing organizational demands for efficiency and service reliability, particularly in public utility sectors, employee productivity has become a critical factor in ensuring sustainable performance. One of the key determinants influencing productivity is work loyalty, which reflects employees' commitment, responsibility, and emotional attachment to the organization. However, empirical evidence on the role of work loyalty in enhancing employee productivity in state-owned enterprises remains limited. Therefore, this study aims to examine the effect of work loyalty on employee productivity at PLN UP2D Makassar. This study employs a quantitative approach with a cross-sectional design, involving 43 employees selected through purposive sampling. Data were collected using structured questionnaires based on a Likert scale and analyzed using descriptive statistics and simple linear regression. The findings reveal that work loyalty has a positive and statistically significant effect on employee productivity, as indicated by a t-value of 7.413 and a significance level below 0.05. The regression analysis shows that an increase in work loyalty leads to a proportional increase in productivity, with a regression coefficient of 0.757. Furthermore, the coefficient of determination ($R^2 = 0.573$) indicates that 57.3% of the variation in employee productivity can be explained by work loyalty, while the remaining 42.7% is influenced by other factors not examined in this study. These results highlight the importance of employee commitment, responsibility, and emotional attachment in enhancing work performance. The study contributes to human resource management literature by providing empirical evidence on the role of work loyalty as a key driver of productivity, particularly in public service organizations. In conclusion, strengthening work loyalty is essential for improving employee productivity and achieving sustainable organizational performance.

Keywords: *Work Loyalty, Employee Productivity, Human Resource Management, Organizational Commitment, Public Sector*

Introduction

Human resources are widely recognized as the most critical asset in any organization, including state-owned enterprises such as PLN (Perusahaan Listrik Negara). In an increasingly competitive and dynamic environment, organizational success is not solely determined by technological advancement or infrastructure availability, but is significantly influenced by employee attitudes and behaviors, particularly their loyalty and productivity. In public utility organizations, where service reliability directly affects societal welfare, employee performance becomes even more crucial.

PLN UP2D Makassar, as a strategic unit responsible for electricity distribution and system reliability, relies heavily on the performance and commitment of its employees to ensure

continuous and stable service delivery. Therefore, understanding behavioral factors such as work loyalty is essential for maintaining sustainable organizational performance. Work loyalty reflects the degree to which employees demonstrate commitment, responsibility, and emotional attachment to their organization. Loyal employees tend to exhibit discipline, integrity, and a willingness to contribute beyond formal job requirements (Isdaryati & Andriana, 2025; Rahmawati et al., 2022).

Conversely, low levels of loyalty may result in absenteeism, reduced morale, and declining productivity. In technical and service-oriented institutions such as PLN, these issues can disrupt operational processes and reduce service quality (Sanjaya et al., 2025; Mufida & Sendjaja, 2026). Therefore, fostering employee loyalty is not merely an administrative concern but a strategic necessity for organizational sustainability. Work productivity, on the other hand, refers to the ability of employees to produce optimal outputs efficiently and effectively. In PLN UP2D Makassar, productivity is closely related to employees' ability to manage electricity distribution systems, maintain operational stability, and respond to service disruptions.

High productivity contributes to improved service reliability, customer satisfaction, and organizational performance targets. Therefore, examining the relationship between work loyalty and productivity is essential, particularly in public sector organizations where performance outcomes have direct implications for society (Puspita, 2025; Ali et al., 2023). A growing body of literature has explored the relationship between employee loyalty and productivity, producing both consistent and inconsistent findings. Several studies have demonstrated a positive relationship between loyalty and performance.

For example, Employee loyalty significantly improves productivity through increased commitment and work discipline (Sutanto et al., 2022). Similarly, that loyal employees tend to demonstrate higher motivation and efficiency, leading to improved organizational performance (Pratama & Suhaeni, 2023). These studies suggest that loyalty functions as an important driver of employee productivity (Hidayat et al., 2024). However, other studies indicate that the relationship between loyalty and productivity is not always straightforward (Rahmawati et al., 2021).

For instance, employee loyalty alone is insufficient to improve productivity unless supported by factors such as leadership quality, organizational culture, and compensation systems (Fauzi & Nugroho, 2023). In addition, research by the previous studies highlights that employee behavior is influenced by multiple variables, including motivation, work environment, and job satisfaction (Lestari et al., 2022). These findings suggest that the effect of loyalty on productivity may vary depending on organizational context and supporting conditions (Sari & Wahyuni, 2024).

Furthermore, most previous studies have primarily focused on private sector organizations or general business environments, with limited attention given to public utility institutions such as PLN. Public sector organizations operate under different conditions, including bureaucratic structures, regulatory constraints, and service-oriented objectives, which may influence employee behavior differently. As a result, findings from private sector studies may not be directly applicable to public organizations.

This highlights a significant research gap in understanding how work loyalty affects employee productivity within public service institutions. Another limitation of previous research is the tendency to examine productivity in general terms without considering specific operational indicators relevant to technical organizations. In the context of PLN UP2D

Makassar, productivity is not only measured by output quantity but also by service reliability, response time, and system efficiency. Therefore, a more contextualized approach is needed to understand how loyalty influences productivity in such environments. In addition to internal organizational factors, external dynamics also influence employee loyalty. Rapid technological advancements, changing workforce expectations, and increased job mobility have transformed how employees perceive organizational commitment. Modern employees often prioritize career flexibility and personal development over long-term organizational attachment. This phenomenon is particularly relevant in developing countries, where competitive labor markets encourage frequent job transitions.

Within PLN UP2D Makassar, these challenges may manifest in the form of reduced employee commitment if organizational support systems are not adequately developed. To address these challenges, organizations must adopt comprehensive human resource management strategies aimed at strengthening employee loyalty. These strategies may include fair compensation systems, transparent career development pathways, and supportive work environments. The organizations that invest in employee well-being and professional development are more likely to retain loyal and productive employees (Hassett, 2022). Similarly, previous studies emphasize that continuous training and development programs not only enhance employee competencies but also strengthen their emotional attachment to the organization (Handayani et al., 2022).

Another important dimension of loyalty is organizational pride, which refers to employees' sense of belonging and identification with the organization (Jufrizen et al., 2023). Employees who feel proud of their organization are more likely to internalize its values and actively contribute to its mission (Afsar & Umrani, 2022). This aligns with Social Identity Theory, which suggests that individuals derive part of their identity from their membership in an organization (Shkoler & Kimura, 2021).

As a result, higher organizational pride leads to stronger commitment and improved performance (Nguyen et al., 2024). Despite the importance of these factors, empirical research specifically examining the relationship between work loyalty and employee productivity in PLN or similar public utility organizations remains limited (Rahman et al., 2023). This study addresses this gap by focusing on PLN UP2D Makassar as a case study. Unlike previous research that primarily emphasizes general organizational settings, this study provides a contextual analysis of how loyalty influences productivity in a technical and service-oriented public sector environment.

The novelty of this research lies in its focus on (1) a public utility organization with strategic national importance, (2) the integration of behavioral (loyalty) and performance (productivity) variables within a technical operational context, and (3) the use of empirical data to examine this relationship in a developing country setting. By doing so, this study offers a more comprehensive understanding of how employee loyalty contributes to productivity in public sector organizations.

Based on the research gap and novelty described above, the objective of this study is to examine the effect of work loyalty on employee productivity at PLN UP2D Makassar. This study aims to provide empirical evidence on the extent to which employee loyalty influences productivity and to offer practical insights for organizational management in developing effective human resource strategies. Ultimately, this research contributes to both academic literature and practical management by highlighting the importance of loyalty as a key driver of employee performance in public service organizations.

Method

This study employed a quantitative research design to examine the relationship between work loyalty and employee productivity at PLN UP2D Makassar. A quantitative approach was considered appropriate because the primary objective of this research was to measure the magnitude and significance of the effect of work loyalty on productivity using numerical data and statistical analysis. This design allows for hypothesis testing and provides empirical evidence regarding the causal relationship between the independent variable (work loyalty) and the dependent variable (work productivity).

The study adopts a cross-sectional research design, in which data were collected at a single point in time to capture employees' current attitudes, perceptions, and performance. This approach enables the assessment of relationships among the research variables without requiring repeated observations over time. The research was conducted at the PLN UP2D Makassar office, a strategic operational unit responsible for electricity distribution management and power system control in the Makassar region. This site was selected because of its critical role in ensuring reliable electricity services. Employee performance within this unit directly influences operational efficiency, service quality, and customer satisfaction, making it an appropriate setting for the study.

The study was carried out over a period of three months, from November 2025 to January 2026. This timeframe included stages of instrument preparation, data collection, data processing, analysis, and report writing. The selected duration ensured that sufficient data could be gathered and analyzed comprehensively. The population of this study consisted of all active employees at PLN UP2D Makassar, totaling approximately 70 individuals. This population was deemed appropriate because all employees contribute to organizational operations and possess varying levels of loyalty and productivity.

From this population, a sample of 43 employees was selected using purposive sampling. This sampling technique was chosen to ensure that respondents met specific criteria relevant to the research objectives. The criteria included employees who had worked for at least one year and those representing various divisions within the organization. This approach ensured that the sample reflected diverse job roles and experiences, thereby enhancing the representativeness and reliability of the findings.

Data for this study were collected from both primary and secondary sources. Primary data were obtained directly from respondents through a structured questionnaire. The questionnaire was designed using a Likert scale ranging from 1 to 5, where respondents indicated their level of agreement with statements related to work loyalty and productivity. The use of a Likert scale enabled the quantification of attitudes and perceptions, making the data suitable for statistical analysis. Secondary data were collected from internal organizational documents, including employee performance reports, attendance records, and other administrative records.

These data were used to complement and validate the primary data, ensuring a more comprehensive analysis. The data collection process involved multiple techniques to ensure accuracy and depth of information. The primary method was the distribution of questionnaires to the selected respondents. The questionnaire consisted of closed-ended questions designed to measure the two main variables. In addition to the questionnaire, non-participant observation was conducted to gain additional insights into employee behavior, such as discipline, attendance, and workplace interactions.

The researcher observed these aspects without actively participating in daily activities, thereby minimizing bias. Furthermore, documentation techniques were used to gather supporting data from organizational records. The combination of these methods ensured data triangulation and improved the validity of the findings. Operational definitions of variables were established to ensure clarity and measurability. Work loyalty (independent variable) was defined as the level of commitment, dedication, and attachment an employee has toward the organization. It was measured using several indicators, including willingness to remain in the organization long-term, adherence to organizational rules, motivation to contribute beyond basic responsibilities, and willingness to support colleagues and organizational goals. Each indicator was assessed using a Likert scale, where higher scores indicated stronger loyalty.

Work productivity (dependent variable) was defined as the ability of employees to complete tasks effectively and efficiently in accordance with organizational targets. The indicators used to measure productivity included quantity of work, quality of output, timeliness in task completion, and initiative in performing duties. Similar to the independent variable, productivity was measured using a Likert scale, with higher scores representing higher levels of productivity. These operational definitions ensured that both variables could be measured consistently and analyzed quantitatively. Data analysis in this study was conducted using both descriptive and inferential statistical techniques.

The initial stage involved data editing and tabulation to ensure completeness, consistency, and readiness for analysis. Descriptive statistics were then used to summarize the data, including frequencies, percentages, means, and standard deviations. This analysis provided an overview of respondent characteristics and the general distribution of loyalty and productivity levels among employees. To test the research hypothesis, inferential statistical analysis was employed using simple linear regression. This method was selected because the study involved one independent variable and one dependent variable. Simple linear regression allows for the estimation of the effect of work loyalty on employee productivity and determines whether the relationship is statistically significant. The regression model used in this study is presented as follows:

$$Y = a + bX$$

Where Y represents employee productivity, X represents work loyalty, a is the constant, and b is the regression coefficient indicating the magnitude of the effect of work loyalty on productivity. This model provides a clear framework for analyzing the relationship between the variables. Before conducting regression analysis, several classical assumption tests were performed to ensure the validity of the model. These tests included normality testing to determine whether the data were normally distributed, linearity testing to confirm the linear relationship between variables, and heteroscedasticity testing to assess the consistency of variance in the data. Ensuring that these assumptions were met was essential for producing reliable and unbiased results.

Overall, the research methodology was designed to provide a systematic and replicable approach to examining the effect of work loyalty on employee productivity. The use of quantitative methods, structured instruments, and rigorous statistical analysis ensures that the findings are both valid and reliable. By following clearly defined procedures and employing appropriate sampling and data collection techniques, this study offers a robust framework for understanding the relationship between employee loyalty and productivity in the context of PLN UP2D Makassar.

Results

Description of Research Variables

The description of research variables aims to provide an overview of respondents' responses to the variables studied, namely work loyalty (X) as the independent variable and work productivity (Y) as the dependent variable. Data were obtained through the distribution of questionnaires to 43 respondents. From a theoretical perspective, descriptive analysis is essential to understand respondents' perceptions before conducting inferential analysis, as emphasized in behavioral research methods.

Description of Work Loyalty Variable

Based on the results of processing questionnaire data regarding the work loyalty variable presented in Table 4.1 (Number and Percentage of Descriptive Responses for the Loyalty Variable), it is found that most respondents gave responses in the "agree" category. This indicates that the level of employee work loyalty at the PLN UP2D Makassar Office is categorized as good. Work loyalty in this context is reflected in employees' attitudes who demonstrate commitment to the organization, comply with applicable regulations, and show willingness to contribute their best to the company. This finding is consistent with organizational commitment theory, which states that employees with strong emotional attachment and identification with organizational values tend to exhibit higher levels of loyalty, discipline, and responsibility.

In addition, loyalty theory suggests that employees who feel valued and supported by the organization are more likely to remain committed and contribute positively to organizational performance. Furthermore, employees also demonstrate responsibility in carrying out their duties and have the desire to continue working and growing with the organization. This aligns with continuance commitment theory, which explains that employees remain in an organization because they perceive long-term benefits and career sustainability. Therefore, this condition serves as an indicator that employee work loyalty has been fairly well established, although continuous reinforcement is still needed to maintain and enhance this loyalty.

Description of Work Productivity Variable

Based on the results of processing questionnaire data regarding the work productivity variable presented in Table 5 (Number and Percentage of Descriptive Responses for the Work Productivity Variable), it is found that most respondents also gave responses in the "agree" category. This indicates that the level of employee work productivity at the PLN UP2D Makassar Office is categorized as good. Work productivity is reflected in employees' ability to complete tasks on time, produce high-quality work, and achieve predetermined targets. This finding supports performance theory, which states that productivity is influenced by employees' ability, motivation, and opportunity to perform. Employees who possess adequate skills and motivation tend to produce higher-quality outputs and achieve organizational targets more effectively. In addition, efficiency theory explains that optimal use of time and resources leads to increased productivity levels (Sutrisno, 2019).

Furthermore, employees demonstrate effectiveness in their work and are able to utilize their working time optimally. This indicates that employees have relatively high performance in carrying out their duties and responsibilities. However, the presence of some neutral responses suggests that productivity has not yet reached its optimal level. This condition is

consistent with previous research indicating that productivity is influenced not only by individual factors but also by organizational support systems such as leadership, work environment, and incentives. Overall, the results of the variable descriptions show that both work loyalty and work productivity variables are in the good category. This indicates that employees have a high level of loyalty to the organization, which is accompanied by a good level of work productivity.

Linear Regression Test

Regression Equation

Table 1. Coefficients of Regression Equation

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients B	Standardized Coefficients Std. Error		
1 (Constant)	8.261	3.650		2.263
Work Loyalty	0.757	0.102	0.757	7.413

Based on the results of the analysis in the coefficients table, the simple linear regression equation is obtained as follows:

$$Y = a + bX$$

The equation shows that the constant value of 8.261 indicates that if work loyalty does not change or is equal to zero, then employee work productivity is at 8.261. Meanwhile, the regression coefficient value of 0.757 indicates that every one-unit increase in work loyalty will be followed by an increase in work productivity of 0.757 units. Thus, it can be concluded that the relationship between work loyalty and work productivity is positive. This finding is strongly supported by Human Capital Theory, which states that employee attitudes, including loyalty, are valuable organizational assets that contribute to productivity (Becker, 1993). In addition, Resource-Based View (RBV) theory emphasizes that human resources, including employee commitment and loyalty, are strategic assets that provide competitive advantage when properly managed. Therefore, increased work loyalty directly contributes to improved productivity.

Hypothesis Testing (t-test)

The t-test is used to determine whether the independent variable, namely work loyalty, has a significant effect on the dependent variable, namely work productivity.

Table 2. Results of Hypothesis Testing of Work Loyalty and Work Productivity

Variable	t-value	Sig.	Description
Work Loyalty (X)	7.413	0.000	Significant

Based on the results presented in Table 4.6, the calculated t-value is 7.413 with a significance value of 0.000. Since t-value > t-table and significance < 0.05, it can be concluded that work loyalty has a positive and significant effect on employee work productivity. This result is consistent with previous empirical findings, such as Wibowo (2021), which show that employee loyalty significantly improves productivity through increased commitment and discipline. From a theoretical perspective, this supports motivation theory, which explains that employees who feel emotionally attached to their organization are more motivated to perform better.

Coefficient of Determination Test

The coefficient of determination is used to determine how much the independent variable (work loyalty) can explain the dependent variable (work productivity).

Table 3. Results of Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.757	0.573	0.562	3.661

Based on Table 3, the R Square value is 0.573, indicating that 57.3% of the variation in employee work productivity can be explained by work loyalty. This demonstrates that work loyalty is a strong predictor of productivity. This finding aligns with multidimensional performance theory, which suggests that employee performance is influenced by multiple factors, although loyalty remains a key determinant. The remaining 42.7% is influenced by other variables such as motivation, leadership, and work environment, as supported by previous studies (Sutrisno, 2019).

Model Feasibility Test (F-test)

Table 4. Model Feasibility Test (F-test)

Model	F-value	Sig.
Regression	54.953	0.000

Based on Table 4 the F-value is 54.953 with a significance value of 0.000. This indicates that the regression model is feasible for explaining the relationship between work loyalty and employee productivity. From a theoretical perspective, this supports statistical model theory, which states that a model with significant F-values is reliable in explaining variable relationships.

Interpretation of Analysis Results

Based on the overall results of simple linear regression analysis, it can be concluded that work loyalty has a positive and significant effect on employee work productivity. This indicates that the higher the level of work loyalty possessed by employees, the higher the level of work productivity generated. This finding is in line with organizational behavior theory, which emphasizes that employee attitudes such as loyalty and commitment significantly influence performance outcomes. Loyal employees tend to demonstrate higher responsibility, discipline, and willingness to contribute, which ultimately leads to improved productivity.

General Overview of PLN UP2D Makassar Office

The object of this research is PT PLN (Persero) Distribution Control Implementation Unit (UP2D) Makassar. This unit is part of PLN that functions in managing and controlling the electricity distribution system to maintain reliability and service quality to the public. PLN UP2D Makassar plays an important role in regulating electricity distribution effectively and efficiently, as well as monitoring the condition of the electricity network to prevent disturbances. In carrying out its duties, this unit is supported by employees from various divisions who have their respective roles. The number of employees at PLN UP2D Makassar is approximately 70 people, with a research sample of 43 respondents selected using purposive sampling technique. This study was conducted to analyze the effect of work loyalty on employee productivity in this environment.

Descriptive Analysis of Variables

Work Loyalty Variable

Table 5. Number and Percentage of Descriptive Responses for Work Loyalty Variable

No	Item	Strongly Agree (SS)		Agree (S)		Neutral (N)		Disagree (TS)		Strongly Disagree (STS)	
		F	%	F	%	F	%	F	%	F	%
1	X1	8	18.6	11	25.6	17	39.5	7	16.3	0	0
2	X2	4	9.3	15	34.9	16	37.2	8	18.6	0	0
3	X3	10	23.3	13	30.2	11	25.6	9	20.9	0	0
4	X4	13	30.2	13	30.2	19	44.2	4	9.3	0	0
5	X5	8	18.6	15	34.9	15	34.9	5	11.6	0	0
6	X6	10	23.3	11	25.6	15	34.9	7	16.3	0	0
7	X7	10	23.3	16	37.2	12	27.9	5	11.6	0	0
8	X8	4	9.3	19	44.7	16	37.2	4	9.3	0	0
9	X9	5	11.6	14	32.6	15	34.9	9	20.9	0	0
10	X10	7	16.3	17	39.5	16	37.2	3	7.0	0	0

Based on the table, it is known that respondents who chose "strongly agree" responses varied across each statement, with the highest percentage of 30.2% in statement X4 and the lowest of 9.3% in statements X2 and X8. Respondents who chose "agree" responses were also quite dominant, with the highest percentage of 44.72% in statement X8. Meanwhile, respondents who chose "neutral" responses had relatively high percentages on several indicators, such as 44.2% in statement X4, 39.5% in X1, and 37.2% in X10.

This indicates that there are still employees who have not fully demonstrated optimal work loyalty. Respondents who chose "disagree" responses were also found, with the highest percentage of 20.9% in statements X3 and X9, while in other statements they ranged between 9.3% and 18.6%. There were no "strongly disagree" responses, indicating that there was no strong rejection from respondents toward the given statements. Overall, most respondents tended to choose "agree" and "neutral" categories. This indicates that employee work loyalty at PLN UP2D Makassar is at a moderate level, although there are still some weaknesses, particularly in commitment to exert extra effort, emotional attachment, and willingness to remain in the organization.

Work Productivity Variable

Table 6. Number and Percentage of Descriptive Responses for Work Productivity Variable

No	Item	Strongly Agree (SS)		Agree (S)		Neutral (N)		Disagree (TS)		Strongly Disagree (STS)	
		F	%	F	%	F	%	F	%	F	%
1	Y1	11	25.6	18	41.9	8	18.6	6	14.0	0	0
2	Y2	7	16.3	15	34.9	13	30.2	8	18.6	0	0
3	Y3	6	14.0	13	30.2	15	34.9	9	20.9	0	0
4	Y4	10	23.3	8	18.6	12	27.9	13	30.2	0	0
5	Y5	8	18.6	13	30.2	15	34.9	7	16.3	0	0
6	Y6	9	20.9	12	27.9	17	39.5	5	11.6	0	0
7	Y7	4	9.3	15	34.9	20	46.5	4	9.3	0	0
8	Y8	6	14.0	16	37.2	18	41.9	3	7.0	0	0
9	Y9	8	18.6	13	30.2	15	34.9	7	16.3	0	0
10	Y10	6	14.0	11	25.6	19	44.2	7	16.3	0	0

Based on the table, respondents who chose "strongly agree" responses varied across each statement, with the highest percentage of 25.6% in statement Y1 and the lowest of 9.3% in statement Y7. Respondents who chose "agree" responses were also dominant, with the

highest percentage of 41.9% in statement Y1. Meanwhile, respondents who chose "neutral" responses had high percentages across almost all indicators, such as 46.5% in Y7, 44.2% in Y10, and 41.9% in Y8. This indicates that there are still employees who have not fully demonstrated optimal productivity levels. Respondents who chose "disagree" responses were also present, with the highest percentage of 30.2% in statement Y4, while other statements ranged from 7% to 20.9%. No "strongly disagree" responses were found. Overall, most respondents chose "agree" and "neutral" categories. This indicates that employee productivity at PLN UP2D Makassar is at a moderate level, but still needs improvement, particularly in timeliness, work quality, and initiative in completing tasks.

Classical Assumption Test

Table 7. Normality Test Results

Variable	Kolmogorov-Smirnov Sig.	Shapiro-Wilk Sig.	Description
Unstandardized Residual	0.051	0.042	Normal

The normality test aims to determine whether the data are normally distributed. In this study, the Kolmogorov-Smirnov test was used. Based on the results, the Kolmogorov-Smirnov significance value is 0.051. Since the significance value is greater than 0.05 ($0.051 > 0.05$), it can be concluded that the data are normally distributed. Although the Shapiro-Wilk test shows a significance value of 0.042 (< 0.05), because the sample size is greater than 30 ($n = 43$), the normality assessment refers to the Kolmogorov-Smirnov result. Therefore, the data can still be considered normally distributed and suitable for further analysis.

Discussion

Effect of Work Loyalty on Employee Productivity

This study confirms that work loyalty has a positive and significant effect on employee productivity at PLN UP2D Makassar. The statistical results from the t-test indicate that the calculated t-value exceeds the critical value, with a significance level below 0.05, demonstrating that the proposed hypothesis is supported. This finding suggests that employees who exhibit higher levels of loyalty tend to achieve better productivity outcomes. From a behavioral perspective, work loyalty reflects employees' commitment, emotional attachment, and sense of responsibility toward the organization. Employees with strong loyalty are more likely to demonstrate discipline, persistence, and a willingness to contribute beyond their formal job requirements. These characteristics directly enhance both the efficiency and effectiveness of work performance, ultimately improving productivity levels.

Regression Analysis and Contribution of Work Loyalty

The regression analysis shows that increases in work loyalty are followed by proportional increases in employee productivity. This indicates that work loyalty is a key determinant of performance within the organization. The coefficient of determination (R^2) further reveals that work loyalty explains a substantial proportion of the variance in employee productivity. Although the contribution is categorized as strong within the context of social science research, it is important to note that a portion of productivity variation remains unexplained. This implies that other factors also play a role in influencing employee performance, highlighting the complexity of productivity as a multidimensional construct.

Theoretical Implications

The findings of this study are consistent with established human resource management theories, particularly those related to organizational commitment and employee engagement. Work loyalty can be interpreted as a form of organizational commitment that drives employees to perform at higher levels. Employees who are loyal to their organization tend to have a stronger sense of belonging, higher motivation, and greater involvement in their work. These attributes align with theories suggesting that intrinsic motivation and psychological attachment significantly influence job performance. Therefore, this study reinforces the theoretical argument that loyalty functions as an internal driver of sustainable productivity.

Comparison with Previous Studies

The results of this study are in line with previous empirical research that demonstrates a positive and significant relationship between work loyalty and employee productivity. However, this study provides a unique contribution by focusing on a state-owned enterprise, specifically PLN UP2D Makassar. In this context, employees operate in a highly demanding environment that requires maintaining electricity distribution reliability and ensuring continuous public service. The nature of this work increases the importance of employee loyalty, as it directly affects operational stability and service quality. Therefore, loyalty in this setting is not only a behavioral factor but also a strategic organizational asset.

Descriptive Findings and Identified Gaps

Despite the overall positive findings, the descriptive analysis indicates that some employees still demonstrate moderate levels of loyalty and productivity. A number of respondents provided neutral or even negative responses to certain indicators, suggesting that loyalty is not yet fully optimized. This condition reflects potential gaps in areas such as long-term commitment, emotional attachment, and willingness to exert additional effort. Similarly, productivity levels, although generally categorized as adequate, still require improvement in aspects such as timeliness, work quality, and initiative.

Managerial Implications

The findings of this study have important implications for organizational management, particularly in the area of human resource development. To enhance employee loyalty, management should implement fair reward systems, provide career development opportunities, and foster a supportive work environment. In addition, strengthening communication between leaders and employees can help build trust and increase engagement. Organizations should also focus on creating a positive organizational culture that encourages collaboration, recognition, and professional growth. By improving these aspects, employee loyalty can be strengthened, leading to higher productivity.

Summary of Findings

Overall, the findings of this study demonstrate that work loyalty plays a significant role in influencing employee productivity. Higher levels of loyalty lead to improved performance outcomes, confirming the importance of employee commitment in achieving organizational success. However, efforts to enhance loyalty should be continuously improved through strategic human resource management practices. By doing so, organizations can maximize employee potential and ensure sustainable productivity growth.

Conclusion

This study aimed to examine the effect of work loyalty on employee productivity at PLN UP2D Makassar. The results confirm that work loyalty has a positive and statistically significant influence on employee productivity, as evidenced by the regression coefficient ($\beta = 0.757$) and t-value (7.413, $p < 0.05$). Furthermore, the coefficient of determination ($R^2 = 0.573$) indicates that 57.3% of the variation in employee productivity can be explained by work loyalty. These findings confirm the research objective and demonstrate that higher levels of employee loyalty reflected in commitment, responsibility, and emotional attachment are associated with improved productivity outcomes. From a practical perspective, these results imply that organizations should prioritize strategies to strengthen employee loyalty, such as fair reward systems, career development opportunities, and a supportive work environment.

Strengthening loyalty can directly enhance productivity, particularly in public service organizations where performance affects service quality and reliability. However, this study has several limitations. First, the sample is limited to a single organizational unit, which may affect the generalizability of the findings. Second, this study examines only one independent variable, while employee productivity is influenced by multiple factors such as leadership, motivation, and organizational culture. Therefore, future research is recommended to include additional variables, larger samples, and different organizational contexts. The use of mixed-method or longitudinal approaches may also provide deeper insights into the relationship between work loyalty and employee productivity.

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