

THE INFLUENCE OF JOB SATISFACTION AND WORK LOYALTY ON THE PRODUCTIVITY OF EMPLOYEES AT THE AGAM REGENCY AGRICULTURE SERVICE

Mience Dasril¹, Rusdi², M. Havidz Aima³, Lusiana⁴

^{1,2,3,4}Universitas Putra Indonesia "YPTK" Padang

Email: mienceadasril@gmail.com, rusdiabak1981@gmail.com, havidz.aima@upiyptk.ac.id,
lusiana070977@gmail.com

ABSTRACT

This study aims to analyze the influence of job satisfaction and loyalty on employee productivity at the Agam Regency Agriculture Office. Job satisfaction and loyalty are two important factors in human resource management that are believed to contribute to achieving optimal employee performance. This study uses a quantitative approach with an associative research type. The population in this study were all employees of the Agam Regency Agriculture Office, with a sample of 80 people selected through proportional random sampling technique. Data collection was carried out through distributing questionnaires with a Likert scale, and the data were analyzed using multiple linear regression. The results of the study indicate that partially, job satisfaction has a positive and significant effect on employee productivity. Similarly, loyalty has a positive and significant effect on productivity. Simultaneously, both variables have a significant influence on employee productivity. These findings confirm that efforts to increase work productivity in government agencies can be achieved through continuous improvement of employee job satisfaction and loyalty.

Keywords: Job Satisfaction, Work Loyalty, Employee Productivity

INTRODUCTION

In today's modern era, every organization, both private and government, is required to have professional, loyal, and high-performance human resources (HR) in order to achieve organizational goals effectively and efficiently. Human resources are the most important element in an organization because human roles cannot be completely replaced by technology. Therefore, organizations must create a work environment that supports and encourages employees to make maximum contributions in carrying out their duties and responsibilities. Human resources (HR) in companies or agencies are very vital assets in determining the direction, development, and success of the organization. HR not only consists of individuals who work at various levels, but also includes their skills, knowledge, attitudes, and abilities (Fevila & Satriansyah, 2024). The importance of human resource management (HRD) cannot be ignored. MSDM is responsible for attracting, developing, motivating, and retaining talented employees. This process involves a variety of functions, including recruitment and selection, training

and development, performance management, compensation and benefits, and employee relations. Through effective recruitment and selection, organizations and departments can ensure that they get employees who have the necessary skills and competencies to achieve organizational goals (Kautzariana & Taruna, 2024). The PUPR Office stands for the Public Works and Spatial Planning Office. The PUPR Office of Tanah Datar Regency plays a role as the vanguard of infrastructure development and spatial planning, based on the principles of efficiency, professionalism, and integrity of 3C2DI work culture. The complete structure and comprehensive services—from licensing administration to implementation techniques—make it a coordination center in supporting the ideals of a civil and prosperous district.

Employee loyalty is one of the important aspects in human resource management. Loyalty reflects an employee's attitude and commitment to the organization, which is demonstrated through dedication, adherence to rules, a desire to continue working in the organization, and a willingness to give the best for the organization's progress. Loyal employees will show positive behaviors such as working beyond expectations, maintaining the good name of the organization, and having a desire to continue to grow and progress with the institution where they work (Agusti Apriansyah et al., 2024). Therefore, organizations that want to achieve long-term success must be able to maintain and increase the loyalty of their employees. Employee loyalty is an employee's willingness to remain loyal to the company they work for. Loyalty is able to have a significant influence on the survival of the organization, with effects that can be positive or negative. If the loyalty level of employees is high, it will have an impact on the survival or progress of the organization (Kusuma, 2024). Loyalty is an attitude of individual loyalty in the form of physical loyalty, and non-physical loyalty manifested in the form of thought and attention. This loyalty reflects the extent to which employees feel attached, loyal, and committed to the company they work for (Lubis & Kalsum, 2024). Therefore, understanding the factors that affect employee loyalty is crucial for human resource management. One of the factors that affect employee loyalty is that work discipline also plays an important role in forming employee loyalty, by obeying or showing respect for the regulations given to employees to support the

company's welfare (Zein & Nirawati, 2024). Employee loyalty is the attitude of employees who devote their abilities and expertise, carry out their duties with responsibility, honesty in work, good working relationships with superiors, good cooperation with colleagues, discipline, maintaining the company's image and loyalty to work for a longer time. The level of employee job loyalty will greatly affect employee performance and affect the productivity of a company. Companies cannot run well if the management of employees in discipline is not managed properly (Linawati, 2024).

In an era of government modernization and increasing demands for public services, the presence of productive civil servants (ASN) is a crucial element in realizing good governance. Every government agency, including the Agam Regency Agriculture Service, is required to improve the efficiency and effectiveness of its employees' performance to achieve optimal results. In this context, employee productivity is a key indicator of an individual's contribution to achieving organizational goals.

Productivity is not only oriented towards the quantity of work results, but also includes the quality, speed of task completion, and the added value of the work performed. Therefore, understanding the factors that influence productivity is crucial for government agencies, especially in improving the quality of service and the implementation of development programs. The phenomenon of declining employee loyalty in local government environments is often characterized by low work enthusiasm, high levels of absenteeism, and weak involvement in organizational activities. This can hamper the smooth implementation of village development programs that desperately need full support from all elements of the bureaucracy. Based on initial observations conducted within the Community and Village Empowerment Office of Tanah Datar Regency, there are indications that some employees show dissatisfaction with the work environment, often feel stressed by high workloads, and show little enthusiasm in completing tasks. Employee loyalty is an important aspect in human resource management. Loyalty reflects the attitude and commitment of employees to the organization, which is demonstrated through dedication, compliance with rules, a desire to continue working in the organization, and a willingness to give their best for the organization's progress. Loyal employees will demonstrate positive behaviors such

as working beyond expectations, maintaining the organization's good name, and having a desire to continue to develop and progress with the institution where they work (Apriansyah et al., 2024). Therefore, organizations that want to achieve long-term success must be able to maintain and (Linawati, 2024). increase employee loyalty. Employee loyalty is an employee's willingness to remain loyal to the company where they work. Loyalty can have a significant influence on the survival of the organization, with effects that can be positive or negative. If the level of employee loyalty is high, it will impact the survival or progress of the organization (Kusuma, 2024). Loyalty is an individual's attitude of loyalty in the form of physical loyalty, and non-physical loyalty manifested in the form of thoughts and attention. This loyalty reflects the extent to which employees feel bound, loyal, and committed to the company where they work (Lubis & Kalsum, 2024). Therefore, understanding the factors that influence employee loyalty is very important for human resource management. One of the factors that influences employee loyalty, namely work discipline, also plays an important role in forming employee loyalty, with obedience or showing respect for the regulations given to employees to support the company's welfare (Zein & Nirawati, 2024).

One important factor influencing employee productivity is job satisfaction. Job satisfaction reflects the extent to which employees are satisfied with their jobs, including salary, relationships with coworkers, working conditions, and opportunities for development. According to (Ramadhan et al., 2021), job satisfaction is an individual's general attitude toward their job, determined by their perceptions of various aspects of the job. Satisfied employees tend to be more motivated, loyal, and exhibit high work ethic. According to (Sudanang & Priyanto, 2021), job satisfaction is a general attitude toward one's work, the difference between the amount of compensation workers receive and the amount they believe they should receive. Employees who are satisfied with their jobs will demonstrate loyalty, discipline, and high work ethic. Job satisfaction is an emotional state characterized by enjoyment and love for one's work. Job satisfaction is reflected in work morale, discipline, and performance. According to (Prayudi, 2021), job satisfaction is a pleasant or positive emotional state resulting from

an assessment of one's work or work experiences. Satisfaction arises when a person feels that their work provides comfort, a sense of appreciation, and fulfills their needs.

Besides job satisfaction, another factor that significantly influences productivity is employee loyalty. Loyalty refers to employees' loyalty and commitment to the institution where they work. Work loyalty is an employee's devotion and attachment to the organization, demonstrated through a desire to continue working, maintaining the organization's good name, and demonstrating behavior that supports the achievement of organizational goals (Mufliha & Riansyah, 2024). This means that loyalty is not only about the length of time someone has worked, but also about dedication and support for the organization's vision. Work loyalty is a mental attitude reflected in an employee's willingness to provide the best service and contribution to the organization, accompanied by a desire to remain part of the organization in the long term (Putri, 2025). Work loyalty reflects an employee's commitment to remaining in the organization, maintaining the organization's reputation, and continuing to provide optimal performance under various conditions. Loyal employees not only stay in the organization for a long time, but also demonstrate positive behaviors such as upholding integrity, being willing to help coworkers, and avoiding actions that are detrimental to the organization. Loyalty is an important foundation in creating a conducive work atmosphere and a productive work culture.

In the context of the Agam Regency Agriculture Service, the challenges faced are quite complex, ranging from limited resources, changes in agricultural policies, to the expectations of the farming community for better public services. To overcome these challenges, employees are needed who are not only technically competent, but also have a high level of job satisfaction and loyalty so they can work optimally and productively. However, based on initial observations and informal interviews with several employees, several problems related to job satisfaction and loyalty were identified. Some employees felt dissatisfied with the performance appraisal system, limited career development opportunities, and minimal recognition for work achievements. On the other hand, indications of low loyalty emerged, such as the desire to move to other agencies, lack of initiative in work, and a minimal sense of ownership

of the organization. These problems, if not seriously addressed, can have an impact on overall employee productivity. Therefore, a scientific study is needed that can identify the extent to which employee job satisfaction and loyalty affect their work productivity. This research is highly relevant to provide an empirical overview as well as strategic recommendations for human resource management within the Agam Regency Agriculture Service. This research will also enrich the scientific literature on human resource management in the public sector, particularly in local government agencies, which face unique challenges and characteristics. With a quantitative approach and measurable analysis, the results are expected to serve as a reference in developing internal policies aimed at improving employee performance and productivity.

METHODE

This study uses a quantitative approach with an associative research type, namely research that aims to determine the relationship or influence between two or more variables. In this case, the independent variables are job satisfaction and work loyalty, while the dependent variable is employee productivity. The quantitative approach was chosen because it is able to describe the influence of variables objectively and measurably using numerical data, and can be analyzed statistically to draw scientific conclusions. This research was conducted at the Department of Agriculture of Agam Regency, West Sumatra. The total sample size was 38 people. The location was chosen based on the problems described in the background of this study. In addition, approval has been obtained from the head of the work unit so that the research will facilitate the process of collecting data, both primary and secondary data. The sampling technique used total sampling. The sample is part of the number and characteristics of the population (Apriyanto et al., 2022). Data collection was carried out using a questionnaire to measure employee perceptions of job satisfaction, employee loyalty, and employee productivity. The questionnaire was compiled based on indicators of each variable using a Likert scale of 1–5. Data analysis was carried out in several stages, namely 1) Validity test was tested using Pearson correlation ($r_{\text{count}} > r_{\text{table}}$). 2) Reliability was tested using Cronbach Alpha (> 0.60 is considered reliable). 3) Normality

test to determine whether the data is normally distributed or not. 4) T test to determine the effect of each independent variable on the dependent variable. 5) F test to determine the effect of job satisfaction and job loyalty simultaneously on employee productivity. 6) Coefficient of Determination (R^2) to determine how much the independent variable contributes to explaining the dependent variable.

RESEARCH RESULTS AND DISCUSSION

In this study, a normality test was conducted to determine whether the residual values in the regression mode were normally distributed or not. The test used was the Kolmogorov Smirnov non-parametric statistical test. If Asymp. Sig. (2-tailed) <0.05 , the data is not normally distributed, while if Asymp. Sig. (2-tailed) >0.05 , the data is normally distributed (Mainita, 2022). The results of the data normality test can be seen in the table below:

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	.087394
	Std. Deviation	3.1772139
Asymp. Sig. (2-tailed) ^c		.200 ^d

Based on the SPSS output results for the normality test in table 1. above, it can be seen that the Asymp. Sig. (2-tailed) value obtained is 0.200, which means it is greater than 0.05, so it can be concluded that the data is normally distributed.

The T test is used to see the level of significance of the independent variable affecting the dependent variable partially or individually. The test is carried out using a significance level of 0.05. To test the influence of each independent variable partially, the t test is used. (Oktaviyanto et al., 2024) If $t_{\text{count}} > t_{\text{table}}$, then there is an influence between the independent variable and the dependent variable. If $t_{\text{count}} < t_{\text{table}}$, then there is no influence between the independent and dependent variables, or if the sig

value <0.05 then the independent variable has a significant effect on the dependent variable. If the sig value > 0.05 then the independent variable does not have a significant effect on the dependent variable.

Table 2. Results of T-Test (Partial)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.454	4.563		5.763	.057
	Job Satisfaction	.465	.081	.564	6.658	.000
	Work Loyalty	.331	.089	.363	6.384	.001

a. Dependent Variable: Employee Productivity

Based on the results of the t-test in table 2. above, it can be interpreted that:

1. Hypothesis testing of the influence of job satisfaction on employee productivity

Based on the results of the t-test above, the calculated t-value of the work discipline variable is $6.658 >$ the t-table value of 1.68595 with a significance value of 0.000 which is $<$ the α value of 0.05. Therefore, it can be concluded that work discipline has no significant effect on employee loyalty.

2. Hypothesis testing of the influence of loyalty stress on employee productivity

Based on the results of the t-test above, the calculated t-value of the work loyalty variable is $6,384 >$ the t-table value of 1.68595 with a significance value of 0.001 which is $<$ the α value of 0.05. Therefore, it can be concluded that work loyalty has a significant effect on employee productivity.

The F-test aims to examine whether independent variables have a simultaneous or joint influence on the dependent variable. The decision-making criteria are: if the sig value is <0.05 , then all independent variables simultaneously influence the dependent variable in the study. However, if the sig value is >0.05 , it means that all independent variables simultaneously have no influence on the variable in the study.

Table 3. F-Test Results (simultaneous)

Analisis Varians^A						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1541.709	2	620.804	45.872	.000 ^B
	Remainder	524.693	35	10.494		
	Total	1766.302	37			

A. Dependent Variable: Employee Productivity

B. Predictors: (Constant), Job Loyalty, Job Satisfaction

Based on Table 3 above, it shows that the significance value of the F test is 0.000, which is smaller than the significance value used, which is 0.05. Decision making can also be done by comparing the calculated F value with the F table value. Where the calculated F value is 45,872 while the F table value is 2.852. So the calculated F value is greater than the F table. Therefore, it can be concluded that job satisfaction and work loyalty have a simultaneous effect on employee productivity.

The coefficient of determination (R^2) is a tool used to measure the extent to which a model can explain variations in the independent variable. The coefficient of determination ranges from 0 to 1. If the r^2 value is close to 1, the independent variable provides almost all the information needed to predict variations in the dependent variable.

Table 4. Results of Determination Test (R^2)

Model Summary				
Model	R	R Square	Adjusted R Squared	Standard Error Of Estimate
1	.737 ^a	.784	.596	3.12142

A. Predictors: (Constant), Job Satisfaction, Job Loyalty

Based on the results of the determination coefficient test in table 4, the adjusted r^2 value was obtained as 0.784 or 78.4%. So it can be concluded that the ability of the independent variables, namely job satisfaction and job loyalty in explaining variations in employee productivity variables is 78.4%.

DISCUSSION

The Influence of Job Satisfaction on Employee Productivity

The results of the data analysis indicate that job satisfaction has a positive and significant effect on employee productivity at the Agam Regency Agriculture Service. This is evidenced by the positive T-test results and a significance value below 0.05. This means that the higher the level of job satisfaction felt by employees, the higher their work productivity will be. Job satisfaction in this study was measured through several indicators, such as satisfaction with salary, working conditions, relationships with superiors and coworkers, and career development opportunities. Employees who are satisfied with these factors tend to exhibit more positive work behaviors, such as discipline, punctuality, good work quality, and motivation to achieve organizational targets. These results are in line with (Suparmin et al., 2023) that job satisfaction has a direct influence on individual work behavior and organizational performance. Satisfied employees will not only work according to expectations but also show high loyalty to the organization. They do not complain easily, have high work morale, and tend to maintain the agency's reputation. This finding is further supported by previous research, such as that conducted by (Augustine et al., 2022), which found that job satisfaction significantly influences the productivity of public sector employees. In the context of the Agam Regency Agriculture Service, conducive working conditions and good interpersonal relationships were the dominant factors in shaping employee job satisfaction.

The Influence of Loyalty on Employee Productivity

The results of the second hypothesis test indicate that employee loyalty also has a positive and significant effect on work productivity. A low significance value (below 0.05) indicates that loyalty is an important factor in determining the quality and quantity of employee work. Loyalty in this study includes aspects of loyalty to the institution, emotional attachment, and the desire to continue working and contributing in the long term. Loyal employees are not only physically present, but also psychologically and emotionally present. They are committed to organizational goals, maintain the institution's reputation, and are willing to carry out tasks beyond formal obligations. These results support the theory proposed by (Mufliha & Riansyah, 2024) which states

that employee loyalty significantly influences work productivity. Loyal employees tend to have a high sense of responsibility for their work, maintain good relationships with coworkers, and are better able to adapt to organizational changes. This research also aligns with the findings of (Putri, 2025) who stated that employee loyalty plays a role in creating a positive work atmosphere, which indirectly impacts productivity.

The Simultaneous Effect of Job Satisfaction and Loyalty on Employee Productivity

The F-test in this study shows that job satisfaction and loyalty simultaneously have a significant effect on employee productivity. In other words, the combination of these two variables is able to explain a significant proportion of the variation in work productivity, as indicated by the coefficient of determination (R^2). This indicates that to improve employee productivity overall, organizations cannot simply focus on either job satisfaction or loyalty separately. Both must operate synergistically and in balance. Employees who are satisfied but not loyal may perform well, but may not stay long or lack long-term commitment. Conversely, loyal but dissatisfied employees are at risk of decreased motivation, job burnout, or even stagnant performance. By increasing job satisfaction (for example, through providing fair incentives, a comfortable work environment, and a clear career development path) and fostering loyalty (through strengthening organizational culture, fostering superior-subordinate relationships, and providing rewards), the Agam Regency Agriculture Service can improve the quality of its human resources and achieve public service goals more effectively.

CONCULASION

Based on the results of research that has been conducted regarding the influence of job satisfaction and loyalty on employee productivity at the Agam Regency Agriculture Service, the following conclusions can be drawn:

1. Job satisfaction has a positive and significant impact on employee productivity. Employees who are satisfied with their jobs, whether in terms of salary, work environment, relationships with colleagues and superiors, or career development opportunities, tend to be highly motivated and enthusiastic. This impacts the quality and quantity of their work output.

2. Employee loyalty also has a positive and significant impact on productivity. Loyalty demonstrated through devotion, emotional attachment, and a desire to remain a part of the organization contributes to creating employees who are dedicated, responsible, and consistent in completing their tasks.
3. Simultaneously, job satisfaction and loyalty significantly influence employee productivity. The combination of high levels of satisfaction and strong loyalty forms the foundation for productive, efficient work behavior that is oriented toward achieving organizational goals.

Thus, job satisfaction and loyalty are not only individual psychological aspects, but also strategic factors in increasing the effectiveness of organizational performance, especially in the context of public services in the local government environment.

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