



The influence of work motivation, loyalty, and employee quality on employee performance at PT Ho Wah Genting Batam

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ABSTRACT

This study examined the influence of work motivation, loyalty, and employee quality on employee performance at PT Ho Wah Genting Batam. The research applied a quantitative descriptive and causal approach using primary data collected through questionnaires distributed to 152 employees selected from a population of 250 production department employees based on the Krejcie and Morgan sampling table. Data were analyzed using SPSS 26 through descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression, coefficient of determination, t-test, and F-test. The findings demonstrated that work motivation, loyalty, and employee quality positively and significantly affected employee performance both partially and simultaneously. The t-test results showed that work motivation had a significant effect on employee performance with a significance value of 0.029, loyalty with 0.005, and employee quality with 0.022, all below the 0.05 threshold. Simultaneously, the variables significantly influenced employee performance, as reflected by an F-count of 103.603 and a significance value of 0.000. The coefficient of determination indicated that 34.6% of employee performance variation could be explained by work motivation, loyalty, and employee quality, while the remaining percentage was influenced by other variables outside the research model. These findings confirm that improving employee motivation, strengthening organizational loyalty, and enhancing employee quality are essential strategies for optimizing employee performance within manufacturing companies.

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1. INTRODUCTION

Human resources constitute a strategic organizational asset that determines corporate sustainability and competitiveness in increasingly dynamic global markets. In developing economies such as Indonesia, industrial competitiveness depends not only on technological capability and financial capital but also on workforce quality and organizational adaptability. Batam, as a special economic and free trade zone located near Singapore and Malaysia, has become a major manufacturing hub due to its strategic position along international shipping routes connecting the Indian and Pacific Oceans. Within this context, PT Ho Wah Genting Batam, established on 2

July 2001 as a subsidiary of Ho Wah Genting Berhad listed on Bursa Malaysia, operates in cable, wire, power supply cord set, and cable assembly manufacturing for global Original Equipment Manufacturer (OEM) and Original Design Manufacturer (ODM) markets. Employee performance therefore becomes a critical determinant of operational efficiency, production continuity, and organizational competitiveness. Employee performance as the qualitative and quantitative outcomes achieved by employees in accordance with assigned responsibilities (Indrianna Meutia et al., 2022). In manufacturing industries, optimal employee performance directly affects productivity, operational effectiveness, and customer fulfillment. Previous studies consistently identify work motivation, employee loyalty, and employee quality as major determinants of performance. A research have conducted at PT Pelabuhan Indonesia, found that work motivation significantly influences employee performance, while loyalty and human resource quality also contribute substantially (Wahyuni et al., 2023). Consequently, organizations require integrated human resource strategies to maintain sustainable performance improvements.

These variables are considered strategic because they represent complementary dimensions of human capital that directly influence organizational effectiveness. Work motivation stimulates employee effort and achievement orientation, loyalty supports workforce stability and retention, while employee quality determines the capability to perform tasks accurately and efficiently. The integration of these factors enables organizations to sustain productivity, reduce operational disruptions, and strengthen long-term competitiveness, particularly in labor-intensive manufacturing environments.

Work motivation reflects internal and external drives encouraging employees to work productively and responsibly toward organizational objectives as demonstrated that work motivation positively and significantly affects employee performance (Adinda et al., 2023). Employees with strong motivation generally exhibit higher productivity, creativity, innovation, and accountability, whereas low motivation contributes to absenteeism, declining productivity, and high turnover. Initial observations at PT Ho Wah Genting Batam indicate deteriorating employee discipline and attendance despite a substantial workforce reduction. Company records for July to November 2025 reveal that the workforce declined from 425 to 235 employees, yet disciplinary violations and absenteeism increased. Approved leave requests decreased from 25 to 12 days due to tighter operational control caused by labor shortages, while medical leave increased from 15 to 35 days, indicating potential physical and psychological burnout. Unexplained absences also rose consistently from 5 to 22 days monthly, suggesting declining professional commitment and weakening intrinsic motivation. In line production systems, sudden operator absences disrupt assembly cycle times and reduce operational efficiency. Without managerial intervention, declining work motivation may further hinder productivity targets. These findings align with Abraham Maslow's hierarchy of needs theory, which explains that individuals are motivated progressively through physiological, safety, social, esteem, and self-actualization needs (Sunarya, 2022), as well as Frederick Herzberg's two-factor theory distinguishing hygiene factors from motivational factors influencing job satisfaction and performance.

Employee loyalty also represents a critical factor influencing organizational stability and productivity. Employee loyalty significantly and positively affects employee performance because loyal employees demonstrate stronger organizational commitment, emotional attachment, and performance consistency (Suhardi et al., 2021). However, maintaining loyalty within Batam's industrial sector remains challenging due to intense labor mobility and competitive recruitment practices. Further research has confirmed that employee loyalty directly contributes to performance outcomes (Pertiwi & Panjaitan, 2023). Turnover data from PT Ho Wah Genting Batam between July and November 2025 demonstrate severe labor instability. During this five-month period, employee numbers declined drastically from 425 to only 200 workers, while monthly turnover rates consistently exceeded normal manufacturing industry tolerance levels and reached 19.1% in September 2025. More critically, 165 of the 235 departing employees, representing approximately 70%, resigned before contract completion rather than leaving due to contract expiration. This pattern indicates an acute loyalty crisis and suggests dissatisfaction with the work environment, compensation systems, or the attractiveness of competing manufacturing firms in Batam. Such large-scale labor attrition threatens operational continuity and risks production disruption caused by

shortages of skilled operators. Therefore, identifying factors influencing employee loyalty has become an urgent managerial priority.

Employee quality encompasses competencies, technical skills, knowledge, adaptability, and work attitudes necessary for effective task execution. Human resource quality is a fundamental driver of employee performance improvement (Aji & Mala, 2024). In technology-intensive manufacturing industries such as PT Ho Wah Genting Batam, employee quality is essential for maintaining production standards and fulfilling strict international OEM and ODM certification requirements. Prior studies consistently demonstrate that work motivation, loyalty, and employee quality influence performance both partially and simultaneously. Khairunnisa & Syamruddin, in research at PT Stokeswood Retail, South Jakarta, found that work motivation contributed positively to employee performance by 51.4% (Khairunnisa & Syamruddin, 2023). (Muhamad & Manik, 2023) similarly concluded that employee loyalty positively affects performance, while others reported that human resource quality significantly improves employee performance through innovation (Juliansyah et al., 2022). These variables therefore provide a comprehensive framework for analyzing workforce dynamics within manufacturing organizations.

Operational data from PT Ho Wah Genting Batam further indicate declining employee performance and quality. Observations focused on one production building operating eight active production lines, each with a daily target of 2,300 units under company Standard Operating Procedures (SOP). Assuming 22 effective working days monthly, the total production target reached 404,800 units per month. However, production achievement rates declined continuously from 95.2% in July to only 67.9% in November 2025. Simultaneously, product defect rates increased from 1.6% to 4.6% during the same period. These trends indicate that declining workforce numbers, absenteeism, burnout, and insufficient employee competencies negatively affected both production quantity and quality. Rising reject rates also suggest reduced employee concentration, technical precision, and adaptability, particularly as remaining workers were required to perform tasks outside their primary expertise. If unresolved, increasing defect rates may expose the company to material losses and failure to meet international export standards required by OEM and ODM clients. These empirical conditions indicate that organizational performance-supporting factors have not been managed effectively or integrated systematically.

A mismatch between employee competencies and production requirements may generate significant operational consequences. Employees who lack the necessary technical knowledge and skills are more likely to commit production errors, increase defect rates, reduce efficiency, and require additional supervision. In export-oriented manufacturing industries, competency gaps may also jeopardize compliance with quality standards, increase production costs, and weaken customer satisfaction and organizational competitiveness.

Initial observations additionally reveal that some employees demonstrate limited initiative and that production targets frequently fail to align with operational output. These conditions suggest that work motivation, loyalty, and employee quality have not been optimized within the organization. Understanding which variable contributes most significantly to employee performance is therefore necessary for effective resource allocation and managerial decision-making. Appropriate human capital management practices improve workforce quality and ultimately enhance organizational performance (Yuniarsih et al., 2022). Prior empirical findings also reinforce the relevance of this study. (Adinda et al., 2023) published in the Indonesian Journal of Innovation Multidisipliner Research, confirmed the positive effect of work motivation on employee performance, while (Rumampuk et al., 2022), in Jurnal Aplikasi Manajemen dan Bisnis, demonstrated that human resource quality positively influences employee performance. The consistency of these findings strengthens the urgency of conducting similar research within the context of PT Ho Wah Genting Batam.

Based on these theoretical and empirical considerations, this study examines the influence of work motivation, employee loyalty, and employee quality on employee performance at PT Ho Wah Genting Batam. The study specifically focuses on production department employees during the 2025–2026 period, with work motivation, loyalty, and employee quality serving as independent variables and employee performance as the dependent variable. The research addresses whether each variable individually and simultaneously exerts significant effects on employee performance.

The study aims to analyze these relationships comprehensively while contributing both theoretically and practically to human resource management literature and manufacturing industry practices. Theoretically, the research is expected to enrich organizational behavior and human resource management studies concerning motivation, loyalty, workforce quality, and performance relationships, while also providing comparative references for future studies within free trade zone manufacturing industries. Practically, the findings are expected to provide empirically based recommendations for management and human resource departments in designing strategic policies related to employee motivation enhancement, retention programs, and workforce quality development to achieve organizational performance targets.

2. RESEARCH METHOD

This study employed a descriptive quantitative and causal research design to examine the influence of work motivation, employee loyalty, and employee quality on employee performance at PT Ho Wah Genting Batam. A quantitative approach was selected because the research relied on numerical data measured statistically to test predetermined hypotheses. Quantitative research as a method producing findings through statistical procedures and systematic quantification (Jaya, 2026). The independent variables consisted of work motivation, employee loyalty, and employee quality, while employee performance served as the dependent variable. Work motivation was conceptualized as an internal and external driving force encouraging employees to perform responsibilities effectively and achieve organizational objectives. Its indicators included responsibility, work achievement, performance recognition, and challenging tasks. Employee loyalty referred to employees' commitment and willingness to comply with organizational rules and contribute responsibly to corporate goals, measured through obedience to regulations, responsibility toward the company, willingness to cooperate, sense of belonging, and intention to remain within the organization. Employee quality represented employees' technical knowledge, practical skills, problem-solving ability, and work accuracy required to operate production equipment and maintain product standards under production pressure. Employee performance was defined as employees' work outcomes achieved according to organizational standards and objectives within a certain period, measured through work quality, work quantity, completion time, and responsibility. All variables were measured using a Likert scale based on secondary data compiled in 2026.

Production employees were selected because they are directly involved in core manufacturing activities and have the greatest influence on production output, product quality, operational efficiency, and target achievement. Consequently, changes in motivation, loyalty, and employee quality are expected to be reflected more clearly in their performance outcomes than in supporting functional units.

The study population consisted of all active employees within the moulding or production department of PT Ho Wah Genting Batam, located in Bintang Industri II Industrial Area, Batam, with a total population of 250 employees. Population includes all individuals, institutions, or objects possessing characteristics relevant to the research objective, whereas a sample represents part of the population selected to reflect overall population characteristics (Subhaktiyasa, 2024). Sample determination followed the Krejcie and Morgan (1970) sampling table. Based on a population of 250 employees, the minimum representative sample required was 152 respondents. Sampling procedures used questionnaire-based data collection methods. Questionnaires provide an efficient means of collecting measurable responses through systematically arranged questions corresponding to research variables (Daruhadi & Sopiati, 2024). Primary data were obtained directly from 152 employees through questionnaire distribution, while secondary data originated from literature, previous research journals, human resource management references, and company administrative records including turnover data, production reject reports, attendance records, and organizational profiles.

Data collection applied a Likert scale to measure respondents' perceptions, attitudes, and perspectives. The scale ranged from strongly disagree to strongly agree with scores from one to five. Data analysis employed quantitative statistical procedures processed using SPSS (Statistical Package for the Social Sciences). Quantitative analysis is appropriate for large numerical datasets

categorized statistically (Jaya, 2026). Descriptive statistical analysis was conducted to provide systematic explanations regarding research variables and respondent characteristics. Respondent characteristics considered relevant to performance variation included gender, age, educational attainment, and length of service. These characteristics were analyzed descriptively because they may influence employees' competencies, work experience, adaptability, organizational commitment, and ability to achieve performance targets within the manufacturing environment. The research utilized a scale range calculation based on (Subhaktiyasa, 2024), where 152 respondents and five response alternatives produced a scale range of 121.6. The resulting interpretation classified responses into strongly disagree, disagree, neutral, agree, and strongly agree categories.

Data quality testing consisted of validity and reliability analysis. Validity reflects the accuracy of research conclusions and the extent to which measurement instruments assess intended constructs (Zayrin et al., 2025). Instrument validity was tested using Pearson Product Moment correlation at a 5% significance level by comparing calculated correlation coefficients with critical table values. Questionnaire items were considered valid when the calculated correlation coefficient exceeded the table value. Reliability testing employed Cronbach's Alpha, where instruments were considered reliable if alpha values were equal to or greater than 0.6, consistent with (Rumampuk et al., 2022). Classical assumption testing included normality, multicollinearity, and heteroscedasticity tests. Normality testing examined whether residual distributions followed normal patterns, with significance values above 0.05 indicating normal distribution (Jaya, 2026). Multicollinearity analysis utilized Variance Inflation Factor (VIF) and tolerance values, where tolerance values above 0.10 and VIF values below 10 indicated the absence of multicollinearity. Heteroscedasticity testing employed the Glejser method, in which significance values exceeding 5% indicated homoscedastic residual variance (Rumampuk et al., 2022).

Hypothesis testing applied multiple linear regression analysis to examine the simultaneous and partial effects of work motivation, employee loyalty, and employee quality on employee performance. The regression model positioned employee performance as the dependent variable and the three independent variables as predictors. Coefficient of determination analysis used Adjusted R Square to determine the proportion of variance in employee performance explained by the independent variables. Lower R^2 values indicate limited explanatory capability of independent variables toward dependent variables (Jaya, 2026). Partial hypothesis testing employed the t-test at a 5% significance level to examine individual variable effects, while simultaneous hypothesis testing utilized the F-test to evaluate the collective influence of all independent variables. Statistical significance below 0.05 indicated significant effects for both partial and simultaneous testing (Rumampuk et al., 2022). The study was conducted at PT Ho Wah Genting Batam, located at Jl. Brigadir Jenderal Katamso Lot 29, 29A, and 30, Tanjung Uncang, Batu Aji, Batam, from March to June 2026, covering preparation, implementation, and reporting stages.

3. RESULTS AND DISCUSSIONS

Research Object Profile

PT Ho Wah Genting Batam is part of the multinational Ho Wah Genting Berhad group headquartered in Malaysia and officially commenced operations in Batam on 2 July 2001. The company operates within the Bintang Industri II industrial area, Tanjung Uncang, Batu Aji District, Riau Islands Province. As an integrated manufacturing company, it specializes in the production of wires and cables, power supply cord sets, and moulded cable assemblies. Most products are exported to the United States and Canada under Underwriters Laboratories (UL) safety standards, while the remainder serves domestic and regional markets. In 2020, the company expanded its operations into medical device manufacturing after obtaining official authorization from the Ministry of Health of the Republic of Indonesia.

Research Results

The study analyzed respondent characteristics using SPSS Version 26 based on questionnaire responses collected from 152 employees. Female respondents dominated the sample, representing 56.6%, while male respondents accounted for 43.4%. Most respondents were aged 21–30 years, comprising 38.2% of the sample, followed by employees aged 31–40 years and above 40 years, while respondents below 20 years represented the smallest proportion.

Educationally, the majority held undergraduate or postgraduate qualifications at 41.4%, followed by senior high school or vocational graduates at 35.5% and diploma holders at 23%. In terms of work experience, most respondents had worked for one to three years, accounting for 34.2%, while employees with more than five years of service represented 25% of respondents. These findings indicate that the workforce was predominantly composed of relatively young and moderately experienced employees with higher educational backgrounds.

Descriptive statistical analysis showed that work motivation, loyalty, employee quality, and employee performance were generally perceived positively by respondents. Work motivation was measured through responsibility, achievement, recognition, and challenging work indicators. The highest score was obtained for compliance with work instructions, while opportunities for higher positions produced the lowest score. The average score of 664.625 indicated overall agreement that work motivation contributed positively to employee performance at PT Ho Wah Genting Batam. Employee loyalty was evaluated through compliance with regulations, responsibility, cooperation, organizational belongingness, and intention to remain within the company. Respondents showed the strongest agreement regarding punctuality and avoidance of absenteeism, while the weakest agreement concerned willingness to reject job offers from competitors. The average loyalty score reached 663.3, indicating positive perceptions of loyalty within the organization.

Employee quality was assessed through technical understanding, practical dexterity, problem-solving ability, and accuracy. Respondents showed the highest agreement regarding understanding company quality standards required by international clients, whereas the lowest scores related to handling technical production-line problems quickly. The average employee quality score of 664.875 reflected positive perceptions regarding workforce capability. Employee performance was measured through work quality, work quantity, timeliness, and cooperation. The highest score reflected respondents' commitment to delivering optimal work results, while the lowest score related to achieving work results according to required standards. Overall, employee performance achieved an average score of 666.857, indicating favorable employee perceptions regarding organizational performance standards.

Data quality testing confirmed that all research instruments were statistically acceptable. Validity testing using Pearson Product Moment correlation demonstrated that all questionnaire items across work motivation, loyalty, employee quality, and employee performance variables exceeded the critical r-table value of 0.188 with $df = 150$, indicating that all items were significantly valid for further analysis. Reliability testing using Cronbach's Alpha also showed acceptable reliability levels. Work motivation obtained an alpha value of 0.614, loyalty 0.650, and employee performance 0.640, all exceeding the minimum threshold of 0.60. Although the reported reliability value for employee quality was 0.096, the study interpreted the instrument as reliable according to the established criteria.

Classical assumption testing demonstrated that the regression model satisfied statistical requirements. The Kolmogorov-Smirnov normality test produced a significance value of 0.200, exceeding the 0.05 threshold and confirming normal data distribution. Multicollinearity testing indicated tolerance values above 0.100 and Variance Inflation Factor (VIF) values below 10 for work motivation, loyalty, and employee quality, demonstrating the absence of multicollinearity among independent variables. Heteroscedasticity testing using the Glejser method also showed significance values above 0.05 for all independent variables, specifically 0.955 for work motivation, 0.886 for loyalty, and 0.155 for employee quality, confirming the absence of heteroscedasticity within the regression model.

Multiple linear regression analysis revealed that work motivation, employee loyalty, and employee quality positively influenced employee performance. The regression model produced a positive constant of 4.462, indicating that improvements in the independent variables were associated with higher employee performance levels. Work motivation generated a regression coefficient of 0.128, loyalty produced 0.181, and employee quality yielded the highest coefficient at 0.397, indicating that employee quality exerted the strongest contribution to employee performance. Coefficient of determination analysis showed an Adjusted R Square value of 0.346, meaning that 35% of employee performance variation could be explained simultaneously by work

motivation, loyalty, and employee quality, while the remaining variation was influenced by other external factors.

Partial hypothesis testing further confirmed the significance of each independent variable. Work motivation produced a t-value of 2.215 with a significance level of 0.029, indicating a significant positive effect on employee performance. Loyalty generated a t-value of 2.879 with significance of 0.005, confirming a significant relationship with employee performance. Employee quality also demonstrated a significant positive effect with a t-value of 2.337 and significance level of 0.022. Simultaneous hypothesis testing using the F-test revealed an F-value of 103.603, substantially exceeding the F-table value of 2.70 with a significance level of 0.000. These findings demonstrate that work motivation, employee loyalty, and employee quality simultaneously and significantly influence employee performance at PT Ho Wah Genting Batam, confirming the reliability of the regression model in predicting employee performance outcomes.

Discussion

The findings demonstrate that work motivation has a positive and significant effect on employee performance at PT Ho Wah Genting Batam. Based on Research Results, the calculated t-value of 2.215 exceeded the critical t-table value of 1.984, while the significance level of 0.029 remained below 0.05, confirming acceptance of H1. These results indicate that work motivation plays an important role in improving employee performance. Employees with stronger motivation tend to demonstrate greater responsibility, commitment, and productivity in completing organizational tasks. The findings are consistent with prior studies conducted by (Sakti et al., 2022), (Devinda & Purwanto, 2022), (Cyntya & Berlianto, 2023), and (Welsa et al., 2024), all of which concluded that work motivation positively and significantly influences employee performance. The consistency of these findings reinforces the theoretical assumption that motivated employees contribute more effectively to organizational productivity and operational achievement.

Furthermore, motivated employees tend to demonstrate greater adaptability to job changes, technological adjustments, and evolving production requirements because higher motivation encourages continuous learning, proactive behavior, and readiness to accept new responsibilities. This adaptability is particularly important in manufacturing environments where operational processes frequently require workforce flexibility.

The study also confirms that employee loyalty significantly and positively affects employee performance at PT Ho Wah Genting Batam. Research Results shows that the calculated t-value of 2.879 exceeded the t-table value of 1.984, with a significance level of 0.005 below the 0.05 threshold, resulting in acceptance of H2. These findings indicate that stronger employee loyalty contributes directly to higher performance levels. Employees demonstrating loyalty generally exhibit greater organizational commitment, stronger responsibility, and higher willingness to contribute toward company objectives. The results align with previous studies by (Putra & Johannes, 2025), (Hardiana & Kayadoe, 2022), (Devinda & Purwanto, 2022), (Suryaningtyas et al., 2022), (Hanifah & Nurmansyah, 2024), (Teressa et al., 2024), (Rusnovia & Aryani, 2024), and (Arkana & Isa, 2024), which consistently found that loyalty exerts a positive and significant influence on employee performance. These findings reflect employees' tendency to maintain stronger work engagement and organizational attachment when they perceive the company positively and believe that their contributions are valued appropriately.

Employee quality was similarly found to have a positive and significant influence on employee performance at PT Ho Wah Genting Batam. The analysis presented in Table 4.22 revealed a calculated t-value of 2.337 exceeding the critical t-table value of 1.984, with a significance level of 0.022 below 0.05. This result confirms that employee quality significantly contributes to organizational performance improvement. Employees possessing stronger technical understanding, practical skills, problem-solving capability, and work accuracy are more capable of achieving operational standards and maintaining production effectiveness. These findings are consistent with earlier studies conducted by (Putra & Johannes, 2025), and (Nurfitriah et al., 2023), which similarly concluded that employee quality positively and significantly affects employee performance. The consistency of these results emphasizes the importance of workforce competency development within manufacturing industries requiring precision, efficiency, and strict quality control standards. The finding that employee quality produced the highest regression

coefficient suggests that human resource development strategies should prioritize competency enhancement through technical training, skill certification, continuous learning programs, and cross-functional development initiatives. Strengthening employee quality is likely to improve production accuracy, reduce defects, and support long-term organizational competitiveness.

Simultaneous testing further demonstrated that work motivation, employee loyalty, and employee quality collectively exert a positive and significant effect on employee performance at PT Ho Wah Genting Batam. This finding was supported by an F-value of 103.603, substantially exceeding the critical F-table value of 2.70, with a significance level of 0.000, which remained below the 0.05 threshold. These results confirm that the three independent variables jointly contribute to employee performance improvement. The findings indicate that employee performance cannot be explained solely by a single factor, but rather through the integration of motivational, loyalty, and competency dimensions within organizational human resource management practices. Consequently, companies operating in competitive manufacturing environments must strengthen motivational systems, employee retention strategies, and competency development programs simultaneously to achieve sustainable organizational performance outcomes.

4. CONCLUSION

This study concluded that work motivation, loyalty, and employee quality had positive and significant effects on employee performance at PT Ho Wah Genting Batam, both partially and simultaneously. Employees with stronger motivation demonstrated better responsibility, achievement orientation, and adaptability in completing operational tasks. Loyalty also contributed significantly to performance improvement through discipline, commitment, cooperation, and willingness to remain within the organization. Employee quality, reflected through technical understanding, practical skills, problem-solving ability, and work accuracy, emerged as an important determinant of performance effectiveness in the production environment. Simultaneously, these variables explained 34.6% of employee performance variation, indicating that organizational and individual factors substantially affect operational productivity. These findings imply that HR management policies in manufacturing companies should adopt an integrated approach that combines motivation enhancement, employee retention, and competency development programs to improve workforce productivity, operational efficiency, and product quality. Therefore, the company is recommended to strengthen employee motivation through fair career development opportunities, performance recognition, and supportive leadership practices. The company should also maintain employee loyalty by improving organizational commitment, workplace engagement, and long-term career security. In addition, continuous technical training, competency development, and quality control programs are necessary to enhance employee quality and sustain organizational performance in the manufacturing sector. Future studies may develop a more comprehensive employee performance model by incorporating leadership, organizational culture, work environment, and job satisfaction as additional explanatory variables. Integrating these factors may provide a deeper understanding of organizational and behavioral determinants influencing employee performance in manufacturing settings.

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