

Strengthening Employee Productivity through Training, Competence, and Loyalty at PT Pelindo Multi Terminal

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Abstract

This study aims to analyze the influence of training, competence, and employee loyalty on employee productivity at PT Pelindo Multi Terminal. The type of research used is quantitative research with a causal associative approach that aims to test the causal relationship between independent variables and dependent variables. The population in this study is all employees of PT Pelindo Multi Terminal which is 170 people. The sampling technique uses probability sampling with a simple random sampling method through the Slovin formula, so that a sample of 63 respondents is obtained. Data collection is carried out through questionnaires that have been tested for validity and reliability. The data analysis technique used was multiple linear regression analysis with the help of the SPSS version 29 program, which included classical assumption tests, partial tests (t tests), simultaneous tests (F tests), and determination coefficient tests (R^2). The results of the study show that training has a positive and significant effect on employee productivity, competence has a positive and significant effect on employee productivity, and employee loyalty has a positive and very significant effect on employee productivity with the most dominant influence contribution. Simultaneously, these three independent variables have a significant effect on employee productivity. The determination coefficient value showed that employee training, competence, and loyalty were able to explain the variation in employee productivity by fifty-three point eight percent, while the rest was influenced by other variables that were not studied.

Keywords: Training, Competence, Employee Loyalty, Employee Productivity.

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Introduction

The port industry plays a vital role in supporting Indonesia's national logistics and trade connectivity as a maritime country. In this context, quality human resources are strategic assets that determine the success of port operations. PT Pelindo Multi Terminal (SPMT), as a subholding of PT Pelabuhan Indonesia (Persero) which was formed on October 1, 2021, has a special focus on managing non-container or multipurpose terminal operations throughout Indonesia. With the vision of "Becoming a Leader in Goods Connectivity in Indonesia", SPMT manages 32 branch offices spread throughout Indonesia, including subsidiaries such as PT Pelabuhan Tanjung Priok (PTP), PT Indonesia Kendaraan Terminal Tbk (IPCC), and PT Terminal Curah Utama (TCU).

Since 2022, SPMT has made various transformation efforts to improve port services through the digitization of information systems, including the implementation of the Multipurpose Terminal Control Center (MTCC) and Terminal Operating System (TOS). This technological transformation requires an increase in employee competence to be able to adapt to new systems and optimize the use of technology in daily operations. However, technological transformation without adequate human resource development will not have a maximum impact on company productivity. In line with that, (Sutrisno, 2016) explained that work productivity is the ability of employees to produce compared to the inputs used, an employee can be said to be productive if he is able to produce goods or services as expected in a short or appropriate time. (Sedarmayanti, 2017), productivity is a comparison between the results achieved and the overall resources used effectively and efficiently. This means that companies need to ensure that each employee has adequate skills, motivation, and commitment to achieve optimal work targets. The challenges faced by management to achieve the company's goals and survival are greatly influenced by the productivity of the human resources in it. This makes companies try to make regular improvements to increase employee work productivity (Maisarah & Nasution, 2022).

Employee training and competency development is an investment that can increase organizational productivity. (Mathis & Jackson, 2017) defines training as a process by which employees acquire certain abilities (skills and knowledge) to help achieve organizational goals. Meanwhile, (Mangkunegara, 2017) stated that job training is a process of teaching certain knowledge and skills as well as attitudes so that employees are more skilled and able to carry out their responsibilities better in accordance with standards. (Rivai & Sagala, 2018) added that job training is the process of systematically changing employee behavior to achieve organizational goals, which is related to the employee's skills and ability to carry out the current job. According to (Simamora, 2018) training is a learning process that helps employees gain the necessary competencies in carrying out their work. The competency gap between employees has the potential to threaten a company's productivity and competitiveness, especially when new technologies emerge rapidly. Trained employees tend to be more productive and can make greater contributions to the company.

Employee competencies include not only operational technical skills, but also the ability to operate digital systems, understanding of standard operating procedures (SOPs), and soft skills such as communication, teamwork, and time management. (Wibowo, 2017) defines competence as the ability of an individual (employee) to be able to carry out work or tasks based on skills and knowledge and supported by the work attitude demanded by a job. Based on Law No. 13 of 2003 concerning Manpower Article 1 paragraph (10), work competence is the work ability of each individual which includes aspects of knowledge, skills, and work attitudes in accordance with the set standards. Research (Syahrizal et al., 2025), (Yusuf et al., 2024), (Kurniawan & Maranata, 2025) shows that competence has a significant effect on employee performance. Employees with strong competencies will be better able to complete tasks accurately, quickly, and efficiently, thus having a direct impact on the company's productivity.

In addition to training and competence, employee loyalty is also a crucial factor that affects organizational productivity. Employee loyalty reflects an individual's level of attachment and commitment to the company they work for, which includes the extent to which employees feel connected to the company's vision, values, culture, and goals. Loyal employees tend to have high motivation, low attendance rates, and better productivity. Employee loyalty is an important asset to ensure consistency of service quality and operational stability. The most important attitude is loyalty. Loyal attitude is reflected in the creation of a pleasant and supportive atmosphere at work, maintaining an image and a willingness to work for a longer period of time (Syahrizal et al., 2025). According to Saydam (2015), loyalty is a person's awareness and willingness to obey, implement, and practice something that is believed to be responsible. Loyal employees tend to have high discipline, strong work motivation, and a willingness to work beyond expectations, so their contribution to productivity is very significant. Research (Syahrizal et al., 2025), (Yusuf et al., 2024) reveals that competence and loyalty have a positive and significant effect on employee performance. This shows the importance of building employee loyalty as a long-term strategy to increase productivity.

The relationship between training, competence, and loyalty in influencing employee productivity forms an interconnected system. Quality training improves employee competence, which in turn provides confidence and the ability to perform tasks better. When employees feel the company is investing in their development through ongoing training programs, they will feel valued and motivated, which in turn increases their loyalty to the company. High loyalty encourages employees to work more productively, perform at their best, and be committed to achieving organizational goals.

Literature Review

2.1 Training

Training is one of the alternative solutions to the problem of contradictions between new and old employees (Irsyad, 2022). Training is a process designed to improve employees' abilities, skills, and knowledge in order to carry out their jobs effectively. According to (Simamora, 2018) training is a series of activities that provide opportunities for employees to acquire and improve the competencies needed in the job. Through proper training, organizations can minimize the gap between employees' abilities and job demands. (Zainai, 2019) explained that training aims to improve employees' technical, interpersonal, and managerial skills, so that they are able to contribute to increased productivity. Effective training usually follows the principles of organizational needs, structured design, appropriate learning methods, and evaluation of training results. Training is a work productivity factor used in activities that aim to give, acquire, improve, and to be able to develop work competencies, productivity, discipline, attitudes, and work ethic at the skill level of certain skills in accordance with the level and qualifications of the position and job given (Maisarah & Nasution, 2022).

2.2 Competency

Competence is a basic characteristic of a person that determines effectiveness or excellence in carrying out a job. Spencer & Spencer (1993) defines competence as "the underlying characteristic of an individual which is causally related to effective or superior performance in a job." According to (Wibowo, 2016) in (Luki et al., 2021) Competency is the capacity to perform tasks that depend on the ability, information and assistance of the worker mentality needed in a particular job. Competencies not only consist of technical skills, but also include knowledge, values, attitudes, and work motives. Strong competencies allow employees to work more productively, be adaptive to change, and be able to meet the work quality standards set by the organization. Competence is a key factor for a person in achieving excellent

productivity. In a collective situation, competence is a key factor in the success of an organization. Competence is also an individual characteristic that is based on results or behavior in the organization (Irsyad, 2022).

2.3 Employee Loyalty

Employee loyalty is the willingness of employees to stay in the organization, comply with the rules, and make the best contribution to the company's progress. According to (Tamba et al., 2018) work loyalty to work is reflected in the attitude of employees who devote their abilities and expertise, carry out tasks with responsibility, honesty at work, good working relationships with superiors, good cooperation with colleagues, discipline, maintaining the company's image and loyalty to work for a longer time. Meanwhile, according to (Hasibuan, 2019), employee loyalty can be seen from loyalty to the organization, effective use of working hours, willingness to work more, and compliance with regulations. Loyal employees tend to have low turnover, high work discipline, and a stronger productivity contribution. According to (Ammin & Rosento, 2025) employee loyalty is a mental state that connects employees with their company, creating a sense of belonging that makes them feel part of the organization. This includes not only the desire to stay in the company, but also to contribute to the maximum in achieving organizational goals, maintaining company secrets, and avoiding adverse actions.

2.4 Employee Productivity

The success of a company in achieving its goals is inseparable from the human resources it has. So that the company must have competent human resources and have a high level of employee performance in carrying out the tasks charged by the company itself (Kesumawati et al., 2024). Productivity is the ability of employees to produce maximum work output by utilizing resources efficiently. According to (Sedarmayanti, 2017), productivity is a comparison between the results achieved and all the resources used. Productivity is an important indicator of organizational effectiveness because it reflects the employee's tangible contribution to the achievement of goals. According to (Sinambela, 2018) productivity is influenced by competence, motivation, work environment, training, technology, and employee loyalty. The higher the quality of human resources, the greater the contribution made to the success of the organization.

Research Methodology

The research method used in this study is quantitative research with an associative approach, which is research that aims to determine the relationship or influence between training variables, competence, and loyalty on employee productivity. The quantitative approach was chosen because this study requires numerical data measurement, statistical analysis, and objective hypothesis testing. The population in this study is all employees of PT Pelindo Multi Terminal Branch Belawan which is 170 people. Sample determination was carried out using the Slovin formula with a certain error rate (0.1), so that a representative number of samples was obtained to describe the condition of the population as a whole, the number of samples in this study was 63 respondents. The data analysis technique used is multiple linear regression to test the magnitude of the influence of independent variables consisting of training, competence, and loyalty on dependent variables, namely employee productivity. Before the analysis is performed, the data is tested through instrument tests and classical assumption tests to ensure the validity, reliability, and feasibility of the analysis model.

Results 4.1 Description of Research Object

PT Pelindo Multi Terminal (SPMT) Belawan Branch is a branch of the sub-holding of PT Pelabuhan Indonesia (Persero) which manages non-container or multipurpose terminals and has been officially operating since February 1, 2022. As the main port on the island of Sumatra, the Port of Belawan has a strategic role in supporting logistics connectivity and trade in leading commodities such as palm oil and its derivative products. SPMT Belawan Branch manages four main integrated terminals, namely the Liquid Bulk Terminal (capacity of 6 million tons/year for CPO and its derivative products), the Food and Feed Terminal (1 million tons/year for dry bulk cargo), the Dry Bulk Terminal (800 thousand tons/year for PKE with fully mechanical equipment), and the General Cargo Terminal for general cargo and project cargo. Since 2022, SPMT Branch Belawan has carried out a transformation based on six main pillars including HSSE, Human Resources Strengthening, Facility Modernization, PTOS-M Digitalization, Business Process Standardization, and Evaluation and Improvement of Operational Control. The PTOS-M system, which went live on December 1, 2023, is a form of digital transformation to increase transparency, service efficiency, and consistent service standards throughout Indonesia.

4.2 Description of Respondent Characteristics

The description of the characteristics of the respondents in this study included 63 employees of PT Pelindo Multi Terminal Branch Belawan who were selected through random sampling techniques. In general, respondents consisted of male employees whose number was more dominant than women, in accordance with the characteristics of operational work in the port environment. In terms of age, most of the respondents are in the productive age range, which is between 25-40 years old, while some are above 40 years old which shows a diversity of work experience. The education level of the respondents also varied, ranging from high school/vocational school graduates, diplomas, to Strata 1, with the largest proportion being at the Strata 1 education level as the general background of operational personnel. Judging from the working period, the majority of respondents have worked between 5-10 years, showing a fairly high level of experience, while the rest consist of employees with a working period of less than 5 years or more than 10 years. This variation in characteristics gives the impression that respondents have a heterogeneous background and are representative of the entire employee population.

4.3 Validity Test

The validity test is used to ascertain whether the question items in the questionnaire are able to accurately measure the variables being studied. The test is done by looking at the Corrected Item-Total Correlation value and comparing it with the r-table; An item is valid if r counts $>$ r table.

Table 1. Validity Test

Variable	Indicators	r-hitung	r-tabel	Ket.
Training	X1.1	.693**	.248	Valid
	X1.2	.798**	.248	Valid
	X1.3	.662**	.248	Valid
	X1.4	.823**	.248	Valid
	X1.5	.570**	.248	Valid

Competency	X2.1	.648**	.248	Valid
	X2.2	.733**	.248	Valid
	X2.3	.663**	.248	Valid
	X2.4	.773**	.248	Valid
	X2.5	.769**	.248	Valid
Employee Loyalty	X3.1	.638**	.248	Valid
	X3.2	.619**	.248	Valid
	X3.3	.650**	.248	Valid
	X3.4	.752**	.248	Valid
Employee Productivity	Y.1	.786**	.248	Valid
	Y.2	.762**	.248	Valid
	Y.3	.737**	.248	Valid
	Y.4	.798**	.248	Valid

Source: Data Processing Results, 2025

Based on the results of the validity test in Table 1, all indicators on the variables of training, competence, job loyalty, and work productivity, showed an r-count value greater than the r-table (0.248), so that all statement items were declared valid.

4.4 Reliability Test

The reliability test aims to determine the consistency of respondents' answers to research instruments. The test was conducted with Cronbach's Alpha value, and the instrument was declared reliable if the alpha value > 0.70 .

Table 2. Reliability Test

Variable	Cronbach's Alpha	N of Items	Ket.
Training (X1)	.753	5	Reliable
Competency (X2)	.758	5	Reliable
Employee Loyalty (X3)	.870	4	Reliable
Employee Productivity (Y)	.767	4	Reliable

Source: Data Processing Results, 2025

Based on the results of the reliability test in Table 2, all research variables (training, competence, job loyalty, and work productivity) had a Cronbach's Alpha value above 0.70, so that each variable was declared reliable. Thus, this research instrument is consistent and feasible to be used to measure the variables studied.

4.5 Descriptive Statistical Analysis

Descriptive statistical analysis is used to provide an overview of the research data, such as the minimum, maximum, mean, and standard deviation values of each variable. The test was

carried out by looking at the Descriptive Statistics table on the SPSS output to understand the patterns, tendencies, and characteristics of the data before further analysis.

Table 3. Descriptive Statistical Analysis Descriptive

Statistics	N	Minimum	Maximum	Mean	Std. Deviation
Employee Productivity	63	7	20	15.70	3.130
Training	63	9	25	18.38	3.937
Competency	63	10	25	20.92	2.778
Employee Loyalty	63	10	20	15.48	2.334
Valid N (listwise)	63				

Source: Data Processing Results, 2025

Based on the results of descriptive statistical analysis in Table 3, it shows that all variables studied have a total of 63 respondents. The average Employee Productivity score is 15.70 with a score range of 7 to 20, which describes employee productivity in the category of being quite high. The Training variable had a mean of 18.38 with a relatively large variation in data (SD 3.937), indicating a difference in training experience between employees. Competency has the highest average of 20.92, indicating a good level of employee competence with a stable data distribution (SD 2.778). Meanwhile, Employee Loyalty has a mean of 15.48 with a standard deviation of 2.334, indicating fairly good and relatively homogeneous employee loyalty. Overall, the descriptive data showed that the condition of the research variables was in the good and consistent category among the respondents.

4.6 Classic Assumption Test

Classical assumption tests are used to ensure that regression models meet the statistical requirements for accurate analysis results. The test included normality, multicollinearity, and heteroscedasticity tests before regression was carried out.

Normality Test

The normality test aims to see if the residual data is distributed normally. The test can be performed with Kolmogorov-Smirnov or Shapiro-Wilk, and the data is declared normal if the sig value is > 0.05 .

Table 4. Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		63
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.07604976
Most Extreme Differences	Absolute	.068
	Positive	.068
	Negative	-.062
Test Statistic		.068

Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.668
	99% Confidence Interval	
	Lower Bound	.656
	Upper Bound	.680

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the results of the Kolmogorov-Smirnov normality test in Table 4, it can be seen that the value of Asymp. The Sig. (2-tailed) is 0.200 and the Monte Carlo Sig. is 0.668, both greater than 0.05. This shows that the residual data is normally distributed.

Multicollinearity Test

The multicollinearity test is used to ensure that there is no very strong relationship between independent variables. The test was seen from the values of Tolerance (>0.10) and VIF (<10), so that the model was declared free of multicollinearity.

Table 5. Multicollinearity Test

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Training	.577	1.732
	Competency	.550	1.819
	Employee Loyalty	.700	1.428

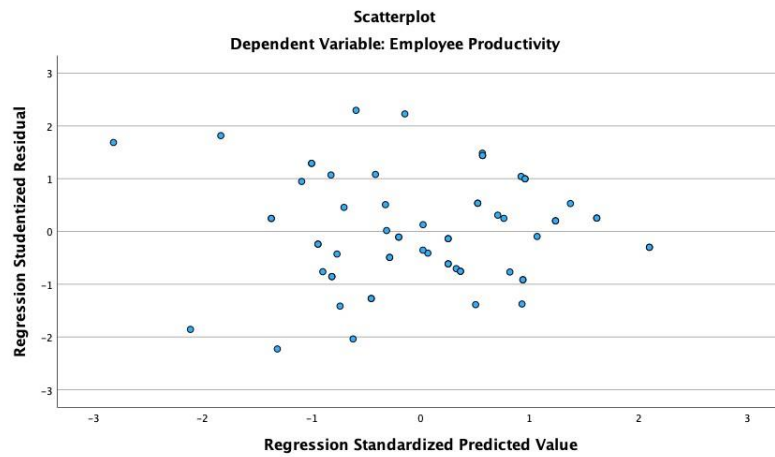
a. Dependent Variable: Employee Productivity

Source: Data Processing Results, 2025

Based on the results of the multicollinearity test in Table 5, all independent variables had a Tolerance value above 0.10 and a VIF value below 10, namely Training (Tolerance 0.577; VIF 1,732), Competency (0.550; VIF 1,819), and Employee Loyalty (Tolerance 0.700; CIR: 1,428). Thus, it can be concluded that there are no symptoms of multicollinearity in the regression model, so all variables are worth using.

Heteroscedasticity Test

The heteroscedasticity test aims to see if there is an inequality of variance in residuals. The test can use a scatterplot or a Glejser test, and is declared heteroscedasticity free if the point is a random spread or a sig value > 0.05.



Source: Data Processing Results, 2025

Figure 1. Scatterplot

Based on the results of Figure 1. Scatterplot, it is seen that the residual points are scattered randomly around a horizontal line without a specific pattern, either a conical or widening pattern. This shows that there are no symptoms of heteroscedasticity, so the regression model is declared to meet the assumption of homoscedasticity and is suitable for use for subsequent analysis.

4.7 Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the influence of more than one independent variable on a single bound variable. The test was carried out by calculating the regression equation and looking at the coefficients of each variable using the SPSS output.

Table 6. Multiple Linear Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.088	2.242		-.931	.356
Training	.195	.090	.245	2.158	.035
Competency	.261	.131	.231	1.986	.052
Employee Loyalty	.565	.138	.422	4.086	.001

a. Dependent Variable: Employee Productivity

Source: Data Processing Results, 2025

Based on the table above, the multiple linear regression equation is obtained as follows: $Y = 2.088 + 0.195X_1 + 0.261X_2 + 0.565X_3$

- The value of constant (a) of 2.088 indicates that if the variables Training (X_1), Competency (X_2), and Employee Loyalty (X_3) are considered constant or zero, then the base value of Employee Productivity (Y) is 2.088.
- The Training regression coefficient (X_1) of 0.195 means that every 1 unit increase in Training will increase Employee Productivity by 0.195, assuming the other variables are in a constant state. This shows that training makes a positive contribution to increasing employee productivity.

- c. The Competency regression coefficient (X2) of 0.261 means that every increase in Competency by 1 unit will increase Employee Productivity by 0.261 assuming other variables are fixed. This confirms that employee competence is an important factor in driving increased productivity.
- d. The Employee Loyalty regression coefficient (X3) of 0.565 indicates that every 1 unit increase in employee loyalty will increase Employee Productivity by 0.565, assuming the other variables are constant. This largest coefficient indicates that employee loyalty is the most dominant factor in influencing employee productivity levels in this study.

4.8 Partial Test (t)

The t-test is used to determine the influence of each variable X individually on Y. The test is carried out by comparing the calculated t-value with the t table or looking at the sig < 0.05.

Table 7. Partial Test (t)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.088	2.242		-.931	.356
	Training	.195	.090	.245	2.158	.035
	Competency	.261	.131	.231	1.986	.052
	Employee Loyalty	.565	.138	.422	4.086	.001

a. Dependent Variable: Employee Productivity

Source: Data Processing Results, 2025

The Effect of Training on Employee Productivity

Based on the results of the partial test (t-test), the Training variable showed a positive and significant influence on Employee Productivity with a regression coefficient value of 0.195 and a calculated t-value of 2.158 with a significance of $0.035 < 0.05$. This indicates that every one unit increase in the training variable will increase employee productivity by 0.195 units assuming the other variables are constant. A significance value of less than 0.05 proves that the hypothesis is accepted, so it can be concluded that the training provided to PT Pelindo Multi Terminal employees plays an important role in increasing their work productivity.

The Effect of Competency on Employee Productivity

The results of the partial test showed that the Competency variable had a positive influence on Employee Productivity with a regression coefficient of 0.261 and a calculated tvalue of 1.986 with a significance of 0.052. Although the significance value is slightly above 0.05, it is still acceptable at a significance level of 10% ($0.052 < 0.10$), which means that competence has a significant effect on employee productivity at a confidence level of 90%. This shows that increasing employee competencies will encourage an increase in productivity by 0.261 units, so that employee competency development remains an important factor in efforts to improve performance at PT Pelindo Multi Terminal.

The Influence of Employee Loyalty on Employee Productivity

The Employee Loyalty variable showed a positive and very significant influence on Employee Productivity with the highest regression coefficient of 0.565, a calculated t-value of 4.086, and a significance of $0.001 < 0.05$. These results prove that employee loyalty is the most dominant factor in influencing employee productivity at PT Pelindo Multi Terminal compared

to training and competency variables. Each one-unit increase in employee loyalty will increase productivity by 0.565 units, indicating that employees who have high loyalty to the company tend to show better performance and productivity in carrying out their duties and responsibilities.

4.9 Simultaneous Test (F)

The F test is used to find out whether all the independent variables together have an effect on the bound variables. The test is carried out by comparing the F calculation with the F table or looking at the sig value < 0.05 .

Table 8. Simultaneous Test (F)

ANOVA ^a		Sum of Squares	df	Mean Square	F	Sig.
Model						
1	Regression	340.051	3	113.350	25.027	.001 ^b
	Residual	267.219	59	4.529		
	Total	607.270	62			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Employee Loyalty, Training, Competency

Source: Data Processing Results, 2025

Based on the results of the simultaneous test (F test) presented in Table 8, the F value was obtained with a significance level of < 0.001 which is much smaller than 0.05. These results show that the variables of Training, Competency, and Employee Loyalty together or simultaneously have a significant effect on Employee Productivity at PT Pelindo Multi Terminal.

4.10 Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure how much the ability of the independent variables together to explain the variation in the change of the bound variable. The test was carried out by looking at the R² or Adjusted R² value on the Model Summary output, where the greater the value (closer to 1), the more strongly variable X explains the change in the Y variable.

Table 9. Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 ^a	.560	.538	2.128

a. Predictors: (Constant), Employee Loyalty, Training, Competency

b. Dependent Variable: Employee Productivity Source: Data Processing Results, 2025

Based on the results of the determination coefficient test presented in Table 9, the Adjusted R Square value of 0.538 or 53.8% was obtained. These results show that the variables of Training, Competency, and Employee Loyalty together are able to explain variations or changes in Employee Productivity at PT Pelindo Multi Terminal by 53.8%, while the remaining 46.2% are influenced by other variables that were not studied in this study such as work motivation, work environment, compensation, leadership, or other factors.

Conclusion

The results of the study show that training has a positive and significant effect on employee productivity at PT Pelindo Multi Terminal. The training program organized by the company has been effective in improving the ability and skills of employees in carrying out their duties. Quality training provides an opportunity for employees to gain new knowledge, hone technical skills, and understand work procedures better, so they can work more efficiently and productively. The company's investment in training programs has been proven to have a positive impact on increasing employee work output, reducing errors in work, and accelerating task completion. Therefore, companies need to continue to develop and improve training programs on an ongoing basis so that employees always have competencies that are relevant to the demands of the job and the dynamic development of the port industry.

Employee competence has been proven to have a positive influence on employee productivity at PT Pelindo Multi Terminal, albeit at a slightly looser level of significance. This shows that employees who have good competencies, including knowledge, skills, and work attitudes that are in accordance with their field of duty, tend to be able to produce more productive performance. Adequate competencies allow employees to complete work faster, more precisely, and of high quality without the need for excessive supervision. Competent employees are also better able to adapt to changes in technology and new work methods applied in port operations. While the influence is not as strong as employee loyalty, competency remains an important foundation in increasing productivity, so companies need to ensure that each employee has competencies that match the standards of their position through a selective recruitment process, periodic performance appraisals, and a structured competency development program.

Employee loyalty is the most dominant factor in influencing employee productivity at PT Pelindo Multi Terminal compared to training and competence. These findings show that employees who have high loyalty to the company will show dedication, commitment, and willingness to give their best effort in carrying out their jobs. Loyal employees tend to have low turnover rates, minimal absenteeism, and high work motivation because they feel emotionally and psychologically connected to the company. Loyalty also encourages employees to work beyond set standards, be willing to work overtime when needed, and be proactive in finding solutions to improve work efficiency. In addition, loyal employees will maintain the company's reputation and contribute to the creation of a positive work culture. Therefore, companies need to build and maintain employee loyalty through various strategies such as fair compensation, recognition of work achievements, creation of a conducive work environment, clear career development, and the implementation of a supportive leadership style so that employees feel valued and motivated to continue to contribute optimally to the company's progress.

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