

The Effect of Loyalty on the Performance of Pharmaceutical Personnel in the Local Hospitals of the Special Region of Yogyakarta

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ABSTRAK

Pharmaceutical personnel, as part of the healthcare workforce, are required to demonstrate strong performance because it directly influences the quality of services delivered to patients. Numerous studies have indicated that employee performance is closely linked to their level of loyalty. Therefore, this study was conducted to investigate how personnel loyalty influences their performance in providing patient care services. **Aim:** The purpose of this research is to examine the impact of employee loyalty—reflected through commitment, dedication, and engagement toward the organization—on the quality and efficiency of health services. Higher loyalty is expected to encourage medical and supporting staff to work more effectively, provide better attention to patients, and enhance overall patient satisfaction. This study also explores several factors that shape employee loyalty, including work environment, reward systems, and career development opportunities, and how these elements contribute to service quality. This research employed a non-experimental observational design with a cross-sectional approach and was carried out in the Special Region of Yogyakarta from September to December 2020. A total of 180 pharmaceutical personnel from five local hospitals participated as respondents. The instruments used were adapted from prior research, specifically the Organizational Commitment Questionnaire to measure loyalty and the Job Performance Questionnaire to assess personnel performance. Loyalty and performance levels were analyzed using descriptive statistics, while the influence of loyalty on performance was examined using Pearson-correlation analysis. The findings revealed a correlation coefficient of 0.732 with a significance level of 0.000, indicating a strong, positive, and statistically significant relationship. The study concludes that pharmaceutical personnel loyalty plays a substantial role in enhancing their performance in delivering healthcare services to patients.

Kata kunci: hospital, loyalty, performance, pharmaceutical personnel

PENDAHULUAN

High-quality, evenly distributed, and affordable healthcare services are among the core responsibilities of healthcare providers, particularly hospitals (Farida & Oetomo, 2016). Providing good health services to both individuals and communities is a fundamental goal of hospitals, as service quality strongly influences public perceptions and evaluations of hospital performance (Fuady et al., 2024). Organizational success is influenced by various factors, one of the most crucial being employees' performance (Nisa & Nasution, 2023). Hospital performance reflects employee performance, underscoring the vital role of employees within the organization (Wahyuningsih et al., 2019).

Previous studies have shown that factors affecting employee performance are closely related to the quality of healthcare services delivered by hospitals. Among these factors, employee loyalty has been consistently identified as having a positive influence on performance (Pham et al., 2024). Loyalty is defined as an employee's commitment to the organization and is reflected in several dimensions, including obedience to rules, a sense of responsibility, willingness to work in teams, a sense of belonging, social relationships, and enjoyment of work (Ariyani, 2016) (Adinata et al., 2024). Given the established role of loyalty in enhancing performance, this study examines the effect of loyalty on the performance of pharmaceutical personnel in five local hospitals in the Special Region of Yogyakarta, Indonesia.

Through these dimensions, employee loyalty not only enhances individual performance but also contributes to overall organizational performance. In hospital settings, loyalty influences various aspects, ranging from the quality of services provided to patients and communication among staff to the effective and efficient completion of tasks.

Empirical studies consistently highlight the significant influence of employee loyalty and organizational commitment on performance in healthcare institutions. Research conducted in a regional hospital demonstrated that organizational commitment was a key determinant of hospital performance, particularly in terms of service quality and operational effectiveness (Hajjaj et al., 2017). Similarly, a study in a psychiatric hospital in Surabaya found that leadership style and employee loyalty positively affected staff performance, indicating that loyal employees tend to demonstrate higher discipline and productivity (Oktavia & Purwanto, 2013). Further evidence from RSI Hidayatullah Yogyakarta confirmed that leadership and loyalty were strong predictors of employee performance, with loyal staff showing better adherence to service standards and stronger motivation to complete tasks (Rohmah, 2018).

Studies conducted in general hospitals reveal similar findings. Research at Mitra Medika General Hospital indicated that motivation, loyalty, and work environment collectively influenced employee performance, suggesting that loyalty reinforces work productivity and service consistency (Lubis, 2020). Likewise, a study at RS Siti Fatimah Tulangan showed that discipline, loyalty, and work ethics simultaneously had a significant positive effect on staff performance, emphasizing loyalty as a key behavioral characteristic that enhances service quality (Putri et al., 2023). Additional findings by Hasibuan and Khalisha (2023) revealed that awareness of occupational health and safety (K3) was strongly associated with employee loyalty and organizational performance, indicating that safe and supportive workplaces foster higher loyalty and better job outcomes.

Research focusing on nursing staff further supports the role of loyalty in improving performance. A study at RS Prikasih Jakarta found that nurses with higher job satisfaction exhibited stronger organizational commitment, reflecting greater loyalty and engagement in patient care (Maharani & Jufri, 2022). Similarly, research in the Emergency Department of RSUD Bangil demonstrated a significant positive relationship between nurses' job satisfaction and their loyalty to the hospital (Nuraini et al., 2021). Organizational climate also plays a crucial role in fostering loyalty; a study conducted at an Islamic hospital revealed that a positive organizational climate enhances job satisfaction, which in turn supports long-term employee loyalty (Yuliana et al., 2024). Moreover, a study at Idaman Regional Hospital Banjarbaru found that quality of work life positively influenced nurses' perceived performance, indicating that supportive working conditions strengthen both loyalty and job outcomes (Mulyani & Wulandari, 2022).

The findings of this study are expected to serve as a reference for decision-making and the development of future programs related to pharmaceutical services in hospitals. By understanding the influence of loyalty on performance, hospitals can foster a more supportive work environment, which ultimately contributes to improving the overall quality of healthcare services.

METHOD

This study employed a non-experimental observational design with a cross-sectional approach and was categorized as a correlational study aimed at identifying the relationship between two variables. Data were collected using a cross-sectional design, meaning that observations of both the independent and dependent variables were conducted only once at a single point in time (Latief, 2010).

The study was conducted in five local hospitals in the Special Region of Yogyakarta, Indonesia, from September to December 2020. Each hospital represented one district or municipality, namely Hospital A (Yogyakarta), Hospital B (Bantul), Hospital C (Sleman), Hospital D (Kulonprogo), and Hospital E (Gunungkidul). The study participants were pharmaceutical personnel who possessed a minimum of a pharmacy high school education and completed the entire questionnaire. A total sampling technique was employed, including all eligible pharmaceutical personnel.

Data were collected using two standardized questionnaires, each consisting of three sections. The first section gathered participants' demographic and professional characteristics, including gender, highest educational attainment, job title, age, length of work experience, and employment status. The second section measured the loyalty of pharmaceutical personnel using the Organizational Commitment Questionnaire developed by Mowday, Porter, and Steers (1979), as cited in Pandey and Khare (2012), and adapted by Ariyani (2015) (Mowday et al., 1979)(Pandey & Khare, 2012). This questionnaire consisted of 15 items representing loyalty

indicators.

The indicators for loyalty, derived from Mowday, Porter, and Steers (1979), as cited in Pandey and Khare (2012), included a strong belief in and acceptance of organizational goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong intention to remain a member of the organization (Akila, 2020). The third instrument was a questionnaire measuring the performance of pharmaceutical personnel, adapted from Saputra (2010), as cited in Setiawan and Saputra (2022). This performance questionnaire consisted of 19 items reflecting employee performance indicators (Setiawan & Saputra, 2022).

According to Mathis and Jackson (2006), as cited in Sumantri (2020), the performance indicators included quality, quantity, timeliness, attendance, and the ability to work collaboratively (Sumantri, 2020). The collected data were analyzed using statistical procedures, including a normality test, descriptive analysis for each variable, and Pearson correlation analysis.

Ethical approval for this study was obtained from the Research Ethics Committee (KEPK) of the Faculty of Medicine and Health Sciences, Universitas Muhammadiyah Yogyakarta, Indonesia (No. 186/EC-KEPK FKIK UMY/VII/2020).

RESULT

Results of Validity and Reliability Tests

All question items of the questionnaires applied in this study, i.e., Organizational Commitment Questionnaire for the loyalty of pharmaceutical personnel and Job Performance Questionnaire for the performance of the personnel, were analyzed for its validity and reliability. A software, IBM SPSS Statistics 26, with bivariate correlation approach was applied to conduct the test. A validity test was commonly used to find out whether each question item of the questionnaire is valid or not, so the questionnaire can be used for research purposes, while reliability means a continuation of a validity test to examine whether the question items of questionnaire were able to be trusted as the instrument for collecting data of the study or not (Notoatmodjo, 2010).

The validity and reliability tests were conducted to 30 pharmacy staffs at the Dr. Lukmonohadi Hospital, Kudus. Central Java, Indonesia. In the validity, a question item was considered valid if the value of R count was higher than the R table. In this study, the value of the R table was set to be 0.361. The results of validity test showed that the R count of all 15 question items on the loyalty questionnaire were greater than the R table (0.361). It means that all the items were considered valid and able to be applied for research purposes. Meanwhile, results of reliability test for the loyalty were 0.909, which shows greater than the value of Cronbach's alpha (0.600). It confirms that all the question items on the loyalty were reliable.

The validity and reliability tests for the performance were same with the loyalty. The results of the test showed that all question items were greater than the R table or 0.361, meaning that the question items were valid and able to be utilized for research purposes. In terms of reliability, it was confirmed that the value was 0.870, meaning that the value is greater than the Cronbach's alpha (0.600). It describes that all the question items on the performance were reliable.

Results of normality test

A normality test was carried out to determine whether the data used in this study followed a normal distribution. Given that each hospital had fewer than 50 participants, the Shapiro–Wilk method was selected as the most appropriate statistical approach. In this test, a significance value greater than 0.05 indicates that the data do not deviate from normality and therefore can be considered normally distributed.

The results of the Shapiro–Wilk analysis revealed the following significance values for the loyalty and performance variables, respectively: Hospital A (Sleman) 0.188 and 0.313; Hospital B (Bantul) 0.139 and 0.080; Hospital C (Kulonprogo) 0.182 and 0.058; Hospital D (Yogyakarta) 0.088 and 0.184; and Hospital E (Gunungkidul) 0.322 and 0.481. These values provide insight into the distribution pattern of the dataset across different hospital settings.

Based on these results, it can be concluded that the data obtained from all five hospitals were normally distributed, as all significance values exceeded the threshold of 0.05. The normal

distribution of the data ensures that subsequent statistical analyses—such as correlation and regression—can be interpreted with greater reliability, supporting the overall robustness of the study's findings.

The Level of Loyalty and Performance of Pharmacy Personnel

The findings of this study revealed that the loyalty levels of pharmaceutical personnel across the five hospitals in the Special Region of Yogyakarta fell within the categories of “very high” and “high.” Specifically, 56% of the personnel (n = 100) demonstrated a very high level of loyalty, while the remaining 44% (n = 80) exhibited high loyalty. These results suggest that the majority of pharmacy personnel possess strong attachment and commitment to their respective institutions.

With regard to performance, the study showed that over half of the participants (61%; n = 109) were categorized as having high performance, while the remaining 39% (n = 71) were classified as having very high performance. This distribution indicates that pharmaceutical personnel generally perform well in fulfilling their professional duties, reflecting both individual capability and organizational support structures that facilitate optimal performance.

Table 1 presents a detailed overview of the loyalty and performance levels among pharmaceutical personnel in the five hospitals studied. The consistently high scores in both variables underscore the positive work environment within these institutions and highlight the potential for further strengthening employee performance through sustained efforts to maintain and enhance loyalty.

Table 1. The Results of the Levels of Loyalty and Performance of Pharmaceutical Personnel

| Variables | A* (n=40) | B* (n=44) | C* (n=38) | D* (n=3) | E* (n=23) |
|----------------------------|--------------|--------------|--------------|----------|--------------|
| Loyalty | | | | | |
| Very Low | - | - | - | - | - |
| Low | - | - | - | - | - |
| High | 22 | 27 | 25 | 17 | 9 |
| Very High | 18 | 17 | 13 | 18 | 14 |
| Performance | | | | | |
| Very Low | - | - | - | - | - |
| Low | - | - | - | - | - |
| High | 27 | 30 | 20 | 19 | 13 |
| Very High | 13 | 14 | 18 | 16 | 10 |
| Pearson-Correlation | | | | | |
| Significance | 0.000 | 0.000 | 0.000 | 0.003 | 0.000 |
| Correlation Value | 0.684 | 0.875 | 0.732 | 0.493 | 0.911 |
| Interpretation | Strong | Very Strong | Strong | Moderate | Very Strong |

A* = Sleman; B* = Bantul; C* = Kulonprogo; D* = Yogyakarta; E* = Gunungkidul

Results of Correlation Coefficient

The results of the Pearson-correlation test indicated that the significance value for the relationship between loyalty and performance, as shown in Table 1, was less than 0.05. This statistical outcome demonstrates that loyalty has a significant and positive influence on employee performance. In other words, higher levels of loyalty among pharmaceutical personnel are associated with better performance outcomes, reinforcing the theoretical expectation that loyal employees tend to contribute more consistently and effectively within their organizational roles.

Further analysis revealed variations in the strength of this relationship across different hospitals within the Special Region of Yogyakarta. The correlation coefficients showed that pharmaceutical personnel working in hospitals located in Bantul and Gunungkidul exhibited a very strong correlation between loyalty and performance. This suggests that employees in these areas may possess higher organizational attachment or operate within work environments that

better support the translation of loyalty into improved performance.

In contrast, the correlation strength in Sleman and Kulonprogo hospitals was categorized as strong, while the hospital in Yogyakarta City demonstrated a *moderate* correlation. These differences indicate that the influence of loyalty on performance is not uniform across all institutions, potentially due to variations in managerial practices, organizational culture, workload distribution, or employee development opportunities. Such findings emphasize the importance of context-specific human resource strategies to reinforce loyalty and enhance performance effectively.

Discussion

This research was conducted with the primary objective of examining how loyalty influences the performance of pharmaceutical personnel working in five local hospitals located within the Special Region of Yogyakarta. The central premise of the study is that loyalty—expressed through commitment, dedication, and willingness to contribute optimally—plays a substantial role in shaping the quality of work carried out by employees, particularly those involved in pharmaceutical services. By investigating this relationship, the study was expected to generate empirical evidence that could be useful for enhancing human resource policies, improving service quality standards, and guiding institutional planning across hospital pharmacy units in the future.

The findings of this investigation were anticipated to offer valuable insights that hospital administrators can use as references when designing and implementing strategic decisions. In particular, information regarding the influence of loyalty on performance may support leaders in developing more targeted programs related to staffing, employee development, and organizational commitment. Since pharmaceutical personnel hold crucial responsibilities in ensuring effective, precise, and safe medication management, understanding what factors enhance their performance is highly relevant for both managerial and operational purposes. Therefore, the study served not only as an academic inquiry but also as a practical contribution to hospitals seeking to optimize their pharmaceutical services.

To collect the necessary data, all questionnaire items that had previously undergone validity and reliability testing were employed. These validated items strengthened the credibility of the research by ensuring that each question truly measured the intended aspects of loyalty and performance. Employing a structured and trustworthy instrument also increased the accuracy of the responses gathered from participants, thereby supporting the overall quality of the research findings.

The study was carried out in a total of five hospitals situated within the Special Region of Yogyakarta. These hospitals consisted of three public hospitals and two private hospitals. The selection of hospitals was deliberate, as each institution represented one of the four districts and one municipality that make up the Region. The inclusion of both public and private hospitals allowed the study to account for varying organizational structures, work environments, and management approaches, which in turn contributed to a broader understanding of employee loyalty and performance across different institutional settings.

Each hospital involved in the research played a vital role in providing a diverse and comprehensive picture of the pharmaceutical workforce in the Region. For instance, hospitals located in more urban areas may encounter different service demands and organizational challenges compared to those situated in more rural districts. Such variations enrich the data and provide a more nuanced understanding of how loyalty manifests in different workplace contexts. Table 2 presents an overview of the demographic characteristics of these hospitals, including information such as hospital classification, ownership status, and geographical distribution. These details help contextualize the setting of the research and clarify the basis upon which the sample was constructed.

Overall, this study was designed not merely to identify whether loyalty influences performance, but also to highlight the broader implications of cultivating strong organizational commitment among pharmaceutical personnel. As hospitals continue to adapt to changing health service standards, increasing patient expectations, and evolving professional responsibilities, the importance of fostering loyalty becomes even more significant. Employees who exhibit strong loyalty tend to be more motivated, more consistent in maintaining high performance, and more

willing to align their efforts with the goals of the organization. Hence, the insights gained from this research are expected to support hospitals in establishing more effective strategies to strengthen loyalty and, consequently, improve the performance and quality of pharmaceutical services in the years ahead.

Table 2. Demographics of Hospitals Involved in the Study

| Hospital | Location | Ownership | Type | Participants |
|----------|-------------|------------|------|--------------|
| A | Sleman | Private | C | 40 |
| B | Bantul | Government | B | 44 |
| C | Kulonprogro | Government | B | 38 |
| D | Yogyakarta | Private | B | 35 |
| E | Gunungkidul | Government | C | 23 |

This research recruited 180 pharmaceutical staff working across five hospitals located in the Special Region of Yogyakarta, Indonesia. These participants represented various pharmaceutical service units and were selected to provide a comprehensive overview of personnel characteristics and work performance within the hospital settings included in the study.

Table 3. Characteristics of Pharmaceutical Personnel by Hospital

| No. | Respondent Characteristics | Hospital A (n=40) | Hospital B (n=44) | Hospital C (n=38) | Hospital D (n=35) | Hospital E (n=23) |
|-----|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 1. | Gender | | | | | |
| a. | Man | 7 people | 6 people | 7 people | 9 people | 2 persons |
| b. | Woman | 33 people | 38 people | 31 people | 26 people | 21 people |
| 2. | Level of education | | | | | |
| a. | Vocational School | 3 people | 1 person | 4 people | 7 people | 3 people |
| b. | D3 | 30 people | 31 people | 23 people | 22 people | 12 people |
| c. | S1 | 0 people |
| d. | Apt | 7 people | 9 people | 10 people | 6 people | 7 people |
| e. | S2 | 0 people | 3 people | 1 person | 0 people | 1 person |
| f. | S3 | 0 people |
| 3. | Age (years) | | | | | |
| a. | 17-25 | 18 people | 3 people | 3 people | 4 people | 3 people |
| b. | 26-35 | 16 people | 26 people | 25 people | 14 people | 13 people |
| c. | 36-45 | 3 people | 8 people | 7 people | 13 people | 6 people |
| d. | 46-55 | 3 people | 6 people | 3 people | 4 people | 1 person |
| e. | >55 | 0 people | 1 person | 0 people | 0 people | 0 people |
| 4. | Length of Service (years) | | | | | |
| a. | <5 | 25 people | 14 people | 13 people | 4 people | 12 people |
| b. | 5-10 | 10 people | 11 people | 13 people | 8 people | 2 persons |
| c. | 10-20 | 1 person | 11 people | 8 people | 11 people | 6 people |
| d. | >20 | 4 people | 8 people | 4 people | 12 people | 3 people |
| 5. | Employee Status | | | | | |
| a. | Permanent employee | 21 people | 23 people | 17 people | 30 people | 11 people |
| b. | Prospective Permanent Employee | 17 people | 1 person | 2 persons | 4 people | 0 people |
| c. | Temporary employees | 0 people | 20 people | 19 people | 1 person | 12 people |
| d. | Intern | 2 persons | 0 people | 0 people | 0 people | 0 people |

Table 4. Descriptive Analysis of Pharmaceutical Personnel Loyalty by Hospital

| No | Descriptive Analysis Loyalty | Hospital A (n=40) | Hospital B (n=44) | Hospital C (n=38) | Hospital D (n=35) | Hospital E (n=23) |
|----|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 1. | Very Low (0-15) | - | - | - | - | - |
| 2. | Low | - | - | - | - | - |

| | | | | | | |
|----|----------------------|----|----|----|----|----|
| | (15-30) | | | | | |
| 3. | Tall (31-45) | 22 | 27 | 25 | 17 | 9 |
| 4. | Very high (46-60) | 18 | 17 | 13 | 18 | 14 |

Table 5. Descriptive Analysis of Pharmaceutical Personnel Performance by Hospital

| No. | Descriptive Performance Analysis | Hospital A (n=40) | Hospital B (n=44) | Hospital C (n=38) | Hospital D (n=35) | Hospital E (n=23) |
|-----|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 1. | Very Low (0-15) | - | - | - | - | - |
| 2. | Low (15-30) | - | - | - | - | - |
| 3. | Tall (31-45) | 27 | 30 | 20 | 19 | 13 |
| 4. | Very high (46-60) | 13 | 14 | 18 | 16 | 10 |

Tabel 6. Results of Statistical Analysis on the Effect of Loyalty on Performance by Hospital

| No. | Data analysis | Hospital A (n=40) | Hospital B (n=44) | Hospital C (n=38) | Hospital D (n=35) | Hospital E (n=23) |
|-----|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 1. | T-test | | | | | |
| | a. Sig | 0.000 | 0.000 | 0.000 | 0.002 | 0.000 |
| | b. T table | 2,026 | 2.020 | 1,689 | 2,037 | 2,085 |
| | c. T count | 4.886 | 13.171 | 6,341 | 6,550 | 8,942 |
| 2. | Coefficient of Determination | 0.454 | 0.761 | 0.522 | 0.220 | 0.823 |
| 3. | Pearson-Correlation | | | | | |
| | a. Sig | 0.000 | 0.000 | 0.000 | 0.003 | 0.000 |
| | b. Correlation value | 0.684 | 0.875 | 0.732 | 0.493 | 0.911 |

The results of this study shows that the levels of loyalty of pharmaceutical personnel of 5 local hospitals of the Special Region of Yogyakarta were categorized 'very high' and 'high' with the numbers of participant each of 56% (n=100) for 'very high' and 44% (n=80) for 'high'. Every company highly expects to have loyal employees who are also high in the performance. A study stated that the performance of employee improved from time to time on an ongoing basis if the employees have high loyalty.

In terms of performance, it was found that more than half of participants (61%; n=109) were categorized into 'high', while the others (39%; n=71) were 'very high'. A study explained that the loyalty has a positive effect on the performance. It was because a loyal employee provided optimal performance due to feelings of being comfortable in the organization.

Furthermore, the statistical test results using the *t-test* across the five hospitals showed that all significance values were below 0.05, indicating a significant difference between loyalty levels and performance in each pharmaceutical service unit. The fact that all *t count* values exceeded the *t table* values reinforces the evidence that loyalty contributes to variations in employee performance. These findings are consistent with previous studies that emphasize loyalty as a psychological factor that motivates employees to work more effectively, consistently, and proactively in carrying out critical tasks within healthcare settings. Thus, the statistical data support the initial hypothesis that loyalty has a real influence on the performance of pharmaceutical personnel.

Moreover, the analysis of the coefficient of determination revealed varying strengths of the influence of loyalty on performance across the five hospitals, with the lowest value being

0.220 and the highest reaching 0.823. This indicates that organizational context, work culture, and managerial policies may moderate the relationship between loyalty and performance. Hospitals with higher coefficients of determination tend to have more supportive work environments, clear reward systems, and structured career pathways, enabling employee loyalty to manifest more effectively in improved performance. Meanwhile, hospitals with lower values may face internal challenges such as high workloads, unclear role expectations, or limited competency development, which may hinder employees from fully actualizing their contributions despite having high loyalty.

Overall, the findings of this study highlight the importance of human resource management strategies that focus on fostering employee loyalty, particularly in the healthcare sector where job demands are high and operational risks are sensitive. Efforts to enhance loyalty can be implemented through psychological support, adequate work facilities, opportunities for career advancement, and fair performance-based rewards. When loyalty is nurtured through systematic and sustainable policies, healthcare institutions are more likely to achieve significant improvements in the performance of pharmaceutical personnel. Ultimately, this will contribute to improved medication service quality, patient safety, and overall hospital operational effectiveness.

Correlation coefficient

This study revealed that the connection between leadership style and the performance of pharmaceutical personnel in several hospitals within the Special Region of Yogyakarta showed varying degrees of strength. In three hospitals—specifically those located in Sleman and Gunungkidul—the correlation identified between leadership approaches and employee performance fell into the weak category. Meanwhile, at the Public Hospital of Bantul and the hospital situated in Kulonprogo, the correlation was categorized as very weak. Despite these differences, these three hospitals demonstrated a positive direction of relationship, indicating that improvements in leadership style were generally associated with slight increases in personnel performance, even though the effect was minimal.

Furthermore, the study highlighted a distinct pattern in two other hospitals. At the hospital located in Bantul, the relationship between leadership style and pharmaceutical personnel performance was found to be very weak, suggesting that leadership behaviors had only a negligible influence on work outcomes in this setting. Conversely, at the hospital situated in Yogyakarta City, the relationship was classified as weak, meaning that leadership contributed slightly more to performance compared with Bantul, although the influence was still relatively minor. Interestingly, both of these hospitals demonstrated a negative direction in their correlations. This indicates that certain leadership styles practiced in these institutions might not support personnel performance optimally; instead, they may even hinder it to some extent.

Overall, the results of this research show that the influence of leadership style on pharmaceutical personnel performance varies across hospitals, both in magnitude and direction. While some institutions experience weak but positive relationships, others show weak or very weak correlations that are negative, underscoring the need for more adaptive and supportive leadership strategies within hospital pharmacy environments.

The results of analysis reported that the levels of loyalty of pharmaceutical personnel of 5 local hospitals in Bantul and Gunungkidul had very strong effect to the performance, while Sleman and Kulonprogo were strong, and Yogyakarta was moderate. A loyalty of employee means the attitude of employees who tend not to have plans to move to another company because loyalty makes employees feel comfortable working in the company, while performance is a result of a person's work achieved in carrying out the tasks based on ability, experience, and seriousness and time. A previous study suggested that the loyalty significantly affected the performance. With the loyalty, a company is considered be able to provide employee's rights thus improving performance (Mukti & Arikunto, 2020).

Conclusion

This study concludes that the loyalty of pharmaceutical personnel in five local hospitals in the Special Region of Yogyakarta generally falls into the "high" and "very high"

categories. The strong level of loyalty demonstrated by the majority of respondents indicates that pharmaceutical personnel tend to feel committed, comfortable, and engaged in their workplace. Such loyalty contributes to a conducive work environment and supports the achievement of organizational goals, particularly in hospital pharmacy services where accuracy, responsibility, and professionalism are essential.

The analysis further confirms that employee loyalty has a significant and positive influence on performance across all hospitals studied. Personnel with higher loyalty scores consistently demonstrated better performance outcomes, highlighting the important role of emotional attachment, organizational commitment, and a sense of belonging in shaping work quality. Correlation analyses revealed varying strengths of association, with hospitals in Bantul and Gunungkidul showing very strong relationships, Sleman and Kulonprogo categorized as strong, and Yogyakarta classified as moderate. These variations suggest that organizational context, leadership approaches, and workplace culture may contribute to different patterns of loyalty–performance relationships.

Overall, this study emphasizes that cultivating loyalty among pharmaceutical personnel is a strategic necessity for hospitals seeking to improve service quality and operational effectiveness. Strengthening loyalty through supportive leadership, fair organizational policies, and conducive work environments can lead to measurable improvements in personnel performance. The findings offer practical implications for hospital management in developing human resource programs, refining leadership practices, and enhancing organizational systems to sustain and further improve the quality of pharmaceutical services in the future.

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