

Analysis of Employee Work Loyalty at the Directorate of Engineering of the Public Broadcasting Institution TVRI Pusat in Jakarta

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Abstract

This study aims to conduct an in-depth analysis of the work loyalty of employees at the Directorate of Engineering of LPP TVRI Pusat in Jakarta. The research employs a qualitative approach with a case study design, in which data were collected through in-depth interviews, direct observation, and document review. Data analysis was performed using the interactive model of Miles, Huberman, and Saldaña, which includes data reduction, data display, and conclusion drawing/verification. The study was conducted from May to July 2025, and the informants were employees of the Directorate of Engineering of LPP TVRI Pusat in Jakarta who have served for more than five years. The results show that work loyalty is perceived by employees as a form of moral responsibility and emotional attachment to the institution. Factors such as leadership style, organizational culture, social relations, and reward systems significantly influence loyalty. Loyalty is manifested in the form of high work attendance, readiness to work beyond operational hours, and active participation in maintaining the technical continuity of broadcasting. However, challenges such as career stagnation, workload imbalances, and a lack of technical training serve as obstacles in sustaining loyalty. This research is expected to contribute to the development of human resource management in public broadcasting institutions

Keywords:

Work Loyalty, Public Broadcasting Institution, Engineering Directorate, Employee Commitment, Qualitative Case Study

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INTRODUCTION

Human resources are a vital asset in any organization. The quality of HR and employee loyalty significantly influence the performance of an organization, especially in the public service sector. Employee work loyalty is a form of individual commitment and allegiance to the institution where they work, reflected in behaviors such as working diligently, acting responsibly, and maintaining the organization's good name (M. S. P. Hasibuan, 2019). In the context of a broadcasting institution such as the Public Broadcasting Institution of the Republic of Indonesia Television (LPP TVRI), employee work loyalty becomes highly crucial because it is directly related to the continuity of accountable and professional public service broadcasting.

In recent years, a phenomenon emerging in a number of government organizations, including LPP TVRI, has been a decline in work morale, a desire to transfer units, and a lack of individual initiative in self-development, all of which indicate challenges in maintaining employee work loyalty. This can be influenced by many factors, such as non-participative leadership styles, limited career development opportunities, low job satisfaction, and the absence of a fair reward system (Siagian, 2020). If this condition is not addressed, it will negatively impact productivity, organizational effectiveness, and the overall quality of public services.

Against this background, the author feels it is necessary to conduct a study on the work loyalty of employees at the Directorate of Engineering of LPP TVRI Pusat in Jakarta, with the aim of understanding how forms of loyalty emerge, what factors influence them, and how such loyalty is maintained within the dynamic public service work environment. The author believes that research on work loyalty in public broadcasting institutions, particularly the Directorate of Engineering of LPP TVRI Pusat in Jakarta, remains very limited. Most previous studies have used quantitative approaches and focused on the private sector, while the context of public institutions with distinctive technical work characteristics has not been extensively explored in depth. Therefore, this research is presented to fill this gap by exploring the meaning of employee work loyalty through a qualitative case study approach. It is hoped that this will provide a deep understanding of how work loyalty is interpreted, formed, and maintained by employees of the Directorate of Engineering of LPP TVRI Pusat in Jakarta.

It is expected that this research will provide a theoretical contribution to the development of human resource management science as well as practical input for policymakers at LPP TVRI to improve the quality of relationships.

The objective of this study is to gain an in-depth understanding of employee work loyalty at the Directorate of Engineering of LPP TVRI. This research is directed at exploring and describing how work loyalty is interpreted, formed, and demonstrated by employees in their daily work context. Management comes from the word "to manage," meaning to regulate or handle. Management is work activity that involves coordinating and overseeing the work of others so that tasks can be completed efficiently and effectively (Robbins dkk., 2020).

Management is also closely related to basic functions such as planning, organizing, leading, and controlling. Nowadays, these management functions have been condensed into four functions, commonly known as POAC: planning, organizing, actuating (execution or action), and controlling.

Human resource management is a branch of management science, meaning an effort to direct and manage human resources within an organization so that they are able to think and act as expected by the organization (Daryanto & Abdullah, 2013)

According to (N. R. Hasibuan dkk., 2021) human resource management is "the science and art of regulating the relationships and roles of the workforce to be effective and efficient, helping to achieve the goals of the company, employees, and society." Meanwhile, according to (Simamora, 2019) human resource management is "the utilization, development, assessment, compensation, and management of individual members of an organization or group of employees, also involving the design and implementation of planning systems, employee recruitment, employee development, career management, performance evaluation, employee compensation, and good labor relations."

According to (Hasibuan, 2019), work loyalty is the faithfulness of employees to their duties, functions, and responsibilities within the organization, as well as their willingness not to change jobs even if more attractive offers arise.

Employee loyalty is demanded not only from an administrative aspect but also from the dimension of public service. According to (Dwiyanto, 2021) loyal public sector employees will demonstrate a professional, responsible attitude and be able to maintain integrity and neutrality in serving the public. This loyalty becomes an important part of realizing good and accountable organizational governance.

Work loyalty is viewed as a social construct formed through interactions and individual experiences in the workplace. (Moleong, 2021) states that understanding loyalty in this context cannot be separated from the subjective meanings held by employees; therefore, in-depth exploration through interviews and direct observation is necessary.

Thus, the theory of work loyalty serves as an important foundation for analyzing the phenomena occurring among employees of the Directorate of Engineering of LPP TVRI Pusat in Jakarta. An understanding of the dimensions of loyalty and the factors that influence it will help researchers formulate data exploration strategies and interpret findings in a more contextual and in-depth manner

METHODS

In this study, the author employs a qualitative approach with a case study type, as it aims to understand and describe in depth the phenomenon of employee work loyalty. The research was conducted from May to July 2025.

The qualitative approach was chosen because it provides broad interpretative space for the subjective experiences of employees. Work loyalty cannot be sufficiently understood solely through statistical data or numerical measurements; rather, it must be explored through individuals' interpretations of their relationship with the organization. As stated by (Yin, 2018), a case study is relevant when the researcher wishes to answer "how" and "why" questions about a phenomenon within a real-world context, where the boundaries between the phenomenon and the context are not clearly defined.

Data collection in this study was carried out using three main complementary techniques, as follows:

First, In-Depth Interviews. Interviews were conducted with key informants purposively selected, namely employees of the Directorate of Engineering of LPP TVRI Pusat in Jakarta. The interviews were semi-structured with open-ended question guides, allowing informants to freely explain their views and experiences narratively. This technique is effective for exploring the subjective and personal dimensions of work loyalty (Rubin & Jugde, 2019).

Second, Participatory Observation. The researcher conducted direct observation of work dynamics, social interactions among employees, superiors' leadership styles, and the organizational atmosphere. Observations were carried out naturalistically in the work environment to capture phenomena authentically and naturally. Field notes were systematically created to document observational findings.

Third, Document Review. Organizational documents such as the organizational structure, internal policies, performance reports, training programs, and employee codes of conduct were used as secondary data to complement interviews and observations. These documents help the researcher understand the formal context that shapes employee work loyalty.

To ensure data quality, triangulation techniques were applied by comparing the results from all three methods. Below is an example of a data collection technique scheme:

Tabel 2.
Data Collection Plan

Evaluation Components	Data Collection Techniques	Types of Instruments
Perceptions of loyalty	In-depth interview	Question guide
Organizational culture	Observation, documents	Field notes, documents
Work social relationships	Observation, interview	Field notes
Reward system	Interview, documents	Interview guide

Data Analysis Technique of this study follows the interactive model developed by (Miles, Huberman, dan Saldana, 2014), which includes three main stages, namely:

Data Reduction: The researcher selects, simplifies, and screens relevant data from interviews, observations, and documents.

Data Display: The reduced data is organized in the form of descriptive narratives, thematic tables, or pattern matrices of findings.

Conclusion Drawing and Verification: The researcher interprets the meaning behind the collected and displayed data, then draws conclusions based on the relationships between themes.

The analysis process was conducted both during and after data collection. Data was processed manually and grouped based on thematic categories relevant to the sub-focuses of the research.

In a qualitative approach, the validity of data is not determined by quantitative instruments, but by the quality of the data collection and analysis process itself. This study uses validity testing techniques based on the criteria of Lincoln dan Guba (1985), namely:

1. Credibility: To ensure data validity, the researcher uses source and technique triangulation, member checking (reconfirming interview results with informants), and peer discussions.

2. Dependability: The researcher systematically documents the entire data collection and analysis process so that it can be traced and audited by other researchers if necessary.

3. Confirmability: The researcher maintains objectivity by separating personal interpretation from findings based on actual data, and uses audit trails to track analytical decisions.

4. Transferability: Rich contextual descriptions are provided so that readers can assess the extent to which these findings are relevant in similar organizational contexts.

Data validity testing was carried out using the credibility, dependability, confirmability, and transferability approaches. The main focus is to ensure that the collected data corresponds to actual conditions in the field, is not biased or forced according to the researcher's assumptions, can be accounted for through process tracking and documentation, and can be replicated in similar contexts.

The subject of this study is the Directorate of Engineering of LPP TVRI Pusat in Jakarta, as the institution that serves as the case study location. Research informants were selected purposively, based on specific criteria: they must have permanent employee status and a minimum of five (5) years of work experience.

Research Question Data

Initial interview questions included:

1. What does work loyalty mean to you personally?
2. What makes you feel comfortable or loyal working at the Directorate of Engineering?
3. What factors have influenced your loyalty so far?
4. How is your relationship with your superiors and coworkers?
5. Have you ever experienced a situation that tested your loyalty? How did you handle it?

These questions are open-ended and will be developed further during the interview process according to the dynamics and responses of the informants

RESULT AND DISCUSSION

In this study, the research location is the Directorate of Engineering of LPP TVRI Pusat in Jakarta, located on the 9th floor of the Operational Support Building (Gedung Penunjang Operasional/GPO), Jl. Gerbang Pemuda No. 8, Tanah Abang, Central Jakarta. The Directorate of Engineering is one of the strategic directorates within the organizational structure of LPP TVRI Pusat in Jakarta. The Directorate of Engineering holds a crucial role in ensuring that all broadcasting processes run smoothly, both in terms of broadcast production, signal transmission, technical equipment maintenance, and the development of digital broadcasting technology. The selection of the research location at the Directorate of Engineering was also based on the consideration that this work unit is relatively rarely the focus of academic studies, especially in the context of human resource management and work loyalty. Most existing studies focus more on editorial aspects, journalism, or public organizations in general.

During the research, the researcher conducted field visits to various technical work units, carried out in-depth interviews with employees, and performed direct observation of daily activities and social interaction patterns in the work environment. This empirical experience shows that loyalty cannot be viewed unilaterally, but rather is the result of complex dynamics between institutional expectations, work experiences, interpersonal relationships, and the personal values held by employees.

Below is the profile of the research informants (Inf) selected purposively:

Table 3.
Informan Penelitian

Kode	Usia	Jabatan	Masa Kerja	Jenis Kelamin
Inf 1	45 th	Ketua Tim Transmisi	18 tahun	Laki-laki

Inf 2	41 th	Teknisi Broadcast Enginer	15 tahun	Laki-laki
Inf 3	38 th	Koordinator Pasca Produksi	10 tahun	Perempuan
Inf 4	37 th	Ketua Tim Siaran Luar Studio	12 tahun	Laki-laki
Inf 5	33 th	Teknisi Siaran Pemula	12 tahun	Perempuan
Inf 6	27 th	Asisten Teknisi Siaran	7 tahun	Laki-laki

In the employees' interpretation of loyalty, the majority of informants perceive work loyalty as a form of moral responsibility and dedication to the institution. According to one informant, loyalty means being committed to completing tasks even outside of working hours because it is part of public service. Another informant added that loyalty, for them, means continuing to carry out duties even when personal circumstances are not ideal. Loyalty is understood not merely as physical presence in the office, but encompasses emotional engagement and pride in being part of LPP TVRI.

Factors Influencing Loyalty

Based on interviews and observations, several main factors influence employee loyalty at the Directorate of Engineering, including:

Leadership Style: Informants stated that a supportive and open leadership style fosters a sense of belonging.

Work Culture: A collegial and mutual assistance (gotong royong) work culture serves as a strength. Informants mentioned that those in the technical division must back each other up; there is no such thing as working alone.

Reward System: Although not yet optimal, most informants felt that non-material forms of appreciation, such as praise from superiors and trust in assignments, are very meaningful.

Physical and Psychological Environment: A comfortable workspace, job stability, and the absence of excessive pressure make employees feel safe and comfortable staying.

Manifestations of Loyalty in Daily Life

Loyalty is evident through work discipline. One informant said that they strive to arrive on time even though their home is far away. In terms of personal initiative, some informants frequently suggest improvements to technical work flows. Willingness to work beyond operational hours is demonstrated by several informants who are often involved in emergency broadcasts or national events without complaint.

Main Challenges in Maintaining Loyalty

The main challenges faced by employees include: a lack of clear career progression, stagnation of internal innovation, and unequal workload distribution across divisions. Some informants admitted to having felt bored or underappreciated at times, yet loyalty has been maintained due to a sense of responsibility and love for the profession.

Data Analysis in this study was conducted using a qualitative descriptive approach with the interactive analysis model of (Miles, Huberman, and Saldaña, 2014), which includes three main processes: data reduction, data display, and conclusion drawing/verification. These three stages are cyclical and mutually influential, carried out during the data collection process until the research is completed.

Data Reduction

The initial stage of the analysis process is data reduction, which involves summarizing, selecting, focusing, and simplifying raw data obtained from in-depth interviews, direct observation, and document review. In this stage, the researcher identifies information relevant to the research focus and sub-focuses, such as the meaning of work loyalty, factors influencing loyalty, concrete forms of loyalty, and challenges in maintaining it.

Interview data were coded manually and categorized into several themes, such as:

- Meaning of Loyalty: moral responsibility, emotional attachment, pride in the institution.
- Driving Factors of Loyalty: leadership style, organizational culture, reward system, social relationships.
- Forms of Loyalty: high work attendance, willingness to work overtime, work initiative.
- Challenges to Loyalty: career stagnation, unequal workload distribution, lack of incentives.

This data reduction helped the researcher manage the large volume of data so that the analytical focus remained intact and did not widen out of context.

Data Display

After the data was summarized and classified, the next stage was data display. In this study, data display was conducted through descriptive narratives and summary tables, containing direct quotes from informants and groupings based on thematic categories. For example, in presenting perceptions of loyalty, quotes from informants were used to illustrate how employees interpret loyalty as a sense of belonging to the institution.

Data display was also carried out chronologically based on the structure of the research focus, starting from the organizational context, the meaning of loyalty, influencing factors, to the manifestations of loyalty in the field. Thus, readers can follow the logical flow of the presented findings.

This approach is important in qualitative research because it allows data to be seen not merely as pieces of information, but as part of an interconnected whole story that forms a deep understanding of the phenomenon under study.

Conclusion Drawing and Verification

The final stage in data analysis is drawing preliminary conclusions, which are continuously verified throughout the research process. The conclusions drawn are not immediately considered final but are always tested through source triangulation, peer discussions, and confirmation with informants (member checking) to ensure their validity.

From the analysis process conducted, several initial conclusions can be drawn as follows:

- Employee work loyalty at the Directorate of Engineering of LPP TVRI Pusat in Jakarta is not merely administrative attachment, but reflects emotional involvement and professionalism in carrying out technical duties.
- Internal organizational factors such as supportive leadership style, collaborative work culture, and positive social relations are the main drivers of loyalty formation.
- The suboptimal reward and career development systems pose significant challenges in maintaining employee loyalty, especially for those who have worked for a long time.
- Employees demonstrate loyalty in the form of work initiative, preparedness, participation in additional tasks, and a high sense of responsibility for the continuity of public broadcasts.

These analysis results indicate that work loyalty is the outcome of a complex interaction between individual subjective experiences and organizational conditions that shape the work environment. Therefore, understanding loyalty must consider the social and work cultural context, not merely be based on formal indicators such as length of service or attendance.

Relevance of the Analysis Model to the Research Approach

The Miles, Huberman & Saldaña model is highly relevant for use in this study because it provides a flexible, open, and contextual framework for handling narrative and complex qualitative data. This process allows the researcher not only to explain "what" happens in the field, but also "why" and "how" loyalty is formed and maintained in the technical work environment of a public broadcasting institution.

Through open coding and thematic categorization, the researcher can inductively reveal relationships between factors without being constrained by initial hypotheses. This aligns with the principles of grounded theory in the qualitative approach, where data is processed and organized into working theory derived directly from field findings.

Furthermore, data verification is carried out continuously throughout the analysis process, resulting in conclusions that are not only descriptive but also interpretive and reflective of the dynamics of work loyalty experienced by employees.

According to the analysis above, several findings include:

- Work loyalty is understood as moral and emotional responsibility.
- The most dominant factors influencing loyalty: leadership style, work culture, social relations.
- Loyalty is demonstrated through discipline, work initiative, and commitment in facing challenges.
- The biggest challenges: stagnation of the reward system and limited career development.

Discussion

The discussion in this study focuses on an in-depth analysis of the field findings presented earlier, linking them to relevant theories and previous research results. The main purpose of the discussion is to see the extent to which the meaning and manifestation of work loyalty among employees of the Directorate of Engineering of LPP TVRI Pusat in Jakarta reflect or deviate from theoretical concepts, and how organizational factors influence this loyalty.

Based on interview and observation results, it is known that work loyalty is understood by employees of the Directorate of Engineering of LPP TVRI Pusat in Jakarta as a form of responsibility, dedication, and emotional attachment to the work and institution. Most informants stated that loyalty is not merely physical presence or carrying out routine tasks, but rather an inner drive to contribute, endure pressure, and maintain work integrity. In this context, loyalty has a normative dimension—a sense of moral obligation to serve the institution that has provided space for self-actualization. This finding also supports the research of (Nurhayati, 2022), which found that work loyalty in government agencies is influenced by perceptions of collective values and institutional identity. Employees who feel they share values with the organization tend to show high loyalty even when faced with limited facilities or incentives.

Internal Organizational Factors as Strengtheners or Barriers to Loyalty

Analysis of the factors influencing loyalty shows that leadership style, organizational culture, work-related social relationships, and the reward system have dominant roles.

First, a participative and supportive leadership style proves to be a driver of loyalty. Informants stated that leaders who are open to suggestions, fair in task distribution, and provide recognition for work contributions encourage employees to stay and work wholeheartedly. This aligns with the view of (Robbins & Judge, 2020), who stated that transformational leadership capable of building positive emotional relationships with subordinates will increase work loyalty.

Second, a collegial and collaborative work culture also strengthens loyalty. In work conditions that demand high preparedness and close teamwork, such as in the technical broadcasting field, harmonious working relationships create mutual trust and care, which ultimately strengthens attachment to the organization. This is reinforced by the findings of (Maulida, 2023), who stated that an open and supportive work culture can create genuine loyalty, especially in state-owned enterprises with high work pressure.

Third, social relationships in the work environment prove to be a significant strengthener of loyalty. Informants who felt they had strong emotional bonds with coworkers and superiors stated that they felt more comfortable and tended not to want to move to other institutions. This finding aligns with Maslow's theory of social needs, where affiliation and a sense of acceptance are basic needs that, if fulfilled, will increase satisfaction and loyalty.

However, the suboptimal reward system is a weakness in fostering comprehensive loyalty. Some employees acknowledged that although they are loyal, they feel their contributions are less formally appreciated, either in the form of financial incentives or career development opportunities. This creates loyalty ambiguity: employees remain loyal due to intrinsic factors, but their morale may decline if rewards are not improved. This factor aligns with the findings of (Lestari, 2022), who stated that motivation and compensation have a significant influence on loyalty, especially when intrinsic factors have become saturated. Therefore, ideal loyalty requires a combination of fulfilling emotional needs and systemic organizational support.

Manifestations of Work Loyalty in Practice

Work loyalty in practice is evident from several important aspects, including:

- High work discipline and attendance
- Readiness to work beyond operational hours when needed
- Initiative in proposing technical work improvements
- Support for institutional programs despite limited facilities

These findings reinforce the theory of (Mathis & Jackson, 2019), who stated that loyal employees show characteristics such as responsibility towards work, commitment to professional ethics, and stability in working even under pressure. In the context of the Directorate of Engineering, loyalty is assessed not only from long service duration but also from active participation in maintaining broadcast service quality, preparedness in critical technical situations, and adaptation to the continuously developing digital broadcasting system.

Challenges to Loyalty

Although employee loyalty is generally high, this study also found several challenges that have the potential to erode loyalty in the future. Some of these include:

- Unclear career paths and job promotions, causing stagnation for senior employees.
- Lack of structural innovation in renewing work systems or communication flows.
- Unequal workload distribution across units and a lack of transparent evaluation systems.

These challenges indicate that employee loyalty is dynamic and can degrade if not seriously managed by the organization. Normative and affective loyalty requires institutional support in the form of reward systems, recognition, and equal opportunities for self-actualization for all employees. This aligns with the findings of (Prasetyo, 2021), who stated that job satisfaction, organizational justice, and managerial transparency are important predictors in maintaining public sector employee loyalty. Loyalty that is forced by circumstances or based solely on employment status (for example, because one is already a civil servant) is not strong enough if not supported by systemic and emotional factors.

This study shows that work loyalty among employees of the Directorate of Engineering of LPP TVRI Pusat in Jakarta is the result of a combination of personal values, social interactions within the organization, and institutional systems. The dimension of loyalty exists not only in formal form but also in the form of emotional engagement, professionalism, and concern for the continuity of the organization. However, this loyalty requires serious attention from management so that it does not decline over time due to internal system stagnation and lack of career development opportunities. The main results of the study indicate that work loyalty among employees of the Directorate of Engineering of LPP TVRI Pusat is formed through a combination of emotional attachment, a sense of moral responsibility, and professional commitment to the continuity of public broadcasting. Employees interpret loyalty not merely as administrative presence, but as a willingness to exert extra effort in carrying out technical duties, including readiness to work beyond operational hours and active involvement in maintaining broadcast quality. The research findings also show that loyalty is influenced by supportive leadership style, collegial work culture, solid social relationships, and non-material forms of appreciation that employees find meaningful. However, this loyalty faces challenges such as career stagnation, workload imbalance, and a lack of technical training, which have the potential to reduce employee motivation in the long term.

Empirically, the study found that employee work loyalty is reflected in daily behaviors, including attendance discipline, willingness to work overtime in emergency broadcast situations, and initiative to make technical improvements without waiting for instructions from superiors. Informants stated that loyalty is rooted in a sense of belonging to the institution, pride in being part of TVRI as a public broadcasting institution, and harmonious working relationships among fellow technicians. Direct field experience shows that the culture of mutual assistance (*gotong royong*) and a sense of togetherness are important factors that strengthen employee commitment. Furthermore, non-material rewards such as verbal appreciation, trust in assignments, and psychological support from leaders proved to motivate employees more than formal incentives, which are rarely obtained. However, a number of obstacles such as limited career development opportunities, imbalance in workload across units, and lack of technical training reveal employee concerns about their professional future, even though loyalty is maintained due to moral responsibility towards public service.

Comparison with Theories and Previous Studies

The findings of this study align with Hasibuan's (2019) theory of work loyalty, which states that employee loyalty is shaped not only by administrative systems but also by moral responsibility and the desire to maintain the organization's good name. These results also support Dwiyanto's (2021) view that loyal public sector employees will demonstrate professionalism, integrity, and service commitment, as seen in the readiness of TVRI employees to work beyond operational hours for the smooth running of broadcasts. Furthermore, this study reinforces previous findings stating that participative leadership style, collaborative organizational culture, and supportive work environment are the main drivers of public sector employee loyalty. However, the empirical results of this study differ from some studies in the private sector that place material reward systems as the dominant factor in loyalty. In the TVRI context, non-material rewards actually have a stronger influence, while structural problems such as career stagnation and lack of technical training emerge as typical public organization challenges not significantly mentioned in private sector studies.

Conclusion

Based on the results of in-depth interviews, observations, and document reviews analyzed using the Miles, Huberman & Saldaña model, several important findings were obtained, which can be summarized into several aspects, including g:

Work loyalty for employees of the Directorate of Engineering of LPP TVRI Pusat in Jakarta is not only interpreted as formal loyalty to the institution, but also as a form of moral and emotional responsibility in carrying out professional duties.

The factors influencing employee work loyalty include:

- Leadership: A supportive, open, and participative leadership style is the main driver of work loyalty formation.
- Organizational Culture: A collaborative work culture and harmonious social relationships among employees also strengthen commitment to the institution.
- Social Relationships and Reward System.

Suggestions

The author provides several recommendations aimed at both management and academics.

From a practical perspective:

- Management needs to develop a reward system to encourage sustainable work loyalty.
- Management also needs to improve education and training aspects considering the rapid development of broadcasting technology.

From an academic perspective:

- This research is exploratory in nature, so there remains an opportunity for further development.
- Future research is suggested to use a quantitative or mixed-methods approach to measure work loyalty numerically and to test relationships between variables such as job satisfaction, motivation, and leadership style.
- Research can also be extended to other directorates within the LPP TVRI Pusat environment or regional public broadcasting institutions to obtain a comprehensive picture of loyalty patterns across different organizational contexts.

In closing, this research is expected to provide academic and practical contributions to the development of human resource management in the public broadcasting sector. Strong work loyalty needs to be maintained through fair policies, humane leadership, and a work culture that appreciates the contributions of each individual. Thus, the Directorate of Engineering of LPP TVRI Pusat in Jakarta can continue to be a pillar of professionalism and integrity in carrying out the national public broadcasting mission.

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