



## The Effect Of Work Discipline and Work Environment On Employee Loyalty Of The Post Office Operations Division Main Branch Surabaya 60000

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**Abstract.** The goal of this study is to determine how employee loyalty is affected by work environment and discipline in the operations division of the Surabaya Main Branch Post Office 60000. Primary data from questionnaires given to respondents served as the basis for this study. Structural Equation Model-Partial Least Square (SEM-PLS) is a statistical analysis tool used in research data processing that use partial least squares analysis methodologies. According to the study's findings, employee loyalty is positively impacted by work environment and discipline.

**Keywords:** Work Discipline, Work Environment, Employee Loyalty

### 1. INTRODUCTION

Companies that have employees with high loyalty are the spearhead and assets for the company that the company needs to guard and maintain properly. Winaldi in a journal (Winarto, 2020) says Loyalty is an obligation and ability to obey, carry out, and apply something with full responsibility and knowledge. The phenomenon that occurs at Pos Indonesia KCU Surabaya cannot be separated from several factors that affect employee loyalty. The high percentage level of alpha absenteeism every month in 2023. The company targets the alpha absentee level of employees to be no more than 15 percent per month, while from the attendance data obtained it is known that the operational division employee absentee level every month always exceeds the alpha absentee target set by the company. The highest alpha absentee level occurred in April at 43%, this shows that the lack of loyalty possessed by operational division employees at PT Pos Indonesia KCU Surabaya 60000 so that it makes the company not work optimally.

According to (Silitonga, 2022) work discipline is an attitude and behavior based on awareness to comply with company regulations. Based on the interviews conducted with the Head of HRD of PT Pos Indonesia KCU Surabaya 60000, it is known that there is a phenomenon of work discipline, namely that the employees of the Surabaya KCU Post Office

often do not comply with the working time regulations set by the company and agreed by the employees, such as coming to work late and leaving work early. This happens even though the company has reprimanded and summoned the employees who very often violate the working time rules.

According to Samson et al in the journal (Astuti, et al., 2022) the work environment is a concept to analyze environmental areas where employees can feel satisfied with their internal, external and social needs and understand the reasons why they choose to continue to stay in the organization where they work. This indicates that the environment can act as an element that promotes increased employee loyalty. The work environment at Pos Indonesia KCU Surabaya does not seem to support comfort, this was directly said by the head of HRD PT Pos Indonesia KCU Surabaya during the interview. Employees complained that they felt uncomfortable at work because there were several employees who turned on music, which could make employees sleepy at work, while this also made some employees feel less focused at work. The layout of the room at the Kebon Rojo Post Office looks untidy, which is also felt by some employees. This makes it difficult to group parcels by region because there is no tray for employees to use to scan the barcode on the parcel. Grouped packages are only placed in the middle of the room, which interferes with the work mobility of other employees and requires additional time and effort to sort packages for shipment.

Therefore, based on the phenomena that occurred at PT Pos Indonesia KCU Surabaya 60000, the authors are interested in examining the effect of work discipline and work environment on employee loyalty. Researchers feel the need to conduct research on employees in the operations division at PT Pos Indonesia KCU Surabaya 60000 to be used as thesis material entitled “The Effect of Work Discipline and Work Environment on Employee Loyalty in the Operations Division at the Surabaya 60000 Main Branch Post Office”.

## **2. LITERATURE REVIEW**

### **Employee Loyalty**

Valrntino & Haryadi in the journal (Juwita & Khalisma, 2021) defines employee loyalty as the loyalty they show to the company, which is reflected in the maximum dedication and commitment they show to the organization. In other words, employee loyalty is the full involvement and dedication of organizational members in using their energy, thoughts, skills, and time to achieve company goals, maintain company secrets, and show loyalty and trust by not leaving or betraying the company in times of need.

## Work Discipline

Wardana in the journal (Silitonga, 2022) says that work discipline is an effort to manage work time regularly by improving and following existing work rules. Work discipline can also be interpreted as the level of compliance and obedience of employees to company rules and regulations, including the willingness to accept sanctions if they violate them, as well as showing respect and trying to manage work time regularly in accordance with the rules.

Previous research, namely (Wardani & Indriati, 2023) states that work discipline has a positive effect on employee loyalty. Companies that can effectively manage their employees' work discipline will get loyalty from their employees. The company applies clear and fair sanctions to all employees so that they comply with the set policies. The hypothesis can be stated as follows:

H1: Work discipline is expected to have a positive effect on employee loyalty. Work Environment

Nitisemito defines the work environment in the journal (Ulfah, 2019). The work environment consists of all the factors that surround employees, so it can affect the way in which they perform the tasks assigned by the company. Thus, a positive work atmosphere can increase the productivity and loyalty of employees, while poor work conditions can hinder the productivity and loyalty of employees.

Previous research, namely (Septia Wardani & Inayat Hanum Indriati, 2023) revealed that the work environment has a positive impact on employee loyalty. Companies that can create a pleasant atmosphere and provide facilities that support employee productivity will make employees feel happy and at home working in that place. The hypothesis can be stated as follows:

H2: Work environment is expected to have a positive effect on employee loyalty.

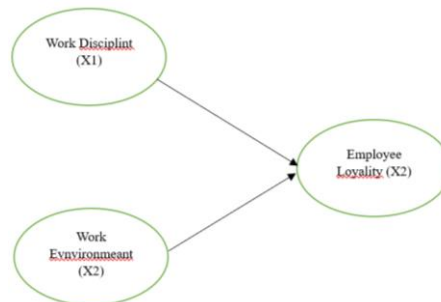


Figure 1. Research Conceptual Framework

### 3. METHODS

This quantitative research uses primary and secondary data. The data is obtained from the respondents who filled in the questionnaire as the primary source. Then, for the secondary data, it is taken from documents obtained from the personnel department at PT. Pos Indonesia KCU Surabaya 60000. The method used in this research is saturated sampling, which is a technique where data is taken from the entire existing population. The sample used consisted of 42 employees in the operations department.

### 4. RESULTS

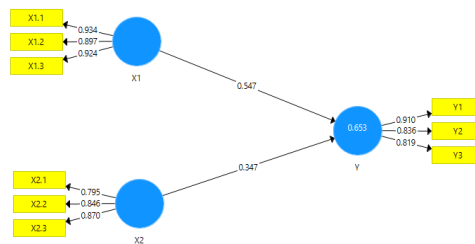


Figure 2. Outer Model

From the figure above, it is known that the indicators used are  $> 0.7$ . Therefore, it can be said that the indicators used in this research are all suitable to evaluate the generated variables.

Table 1. Average Variance Extracted and Composite Reliability

Variable	AVE	CR
X1 WORK DIISCIPLINE	0,843	0,942
X2 LINGKUNGAN KERJA	0,702	0,876
Y EMPLOYEE LOYALTY	0,733	0,891

From the table above, the AVE test results for the variables Work Discipline, Work Environment, and Employee Loyalty have AVE values  $> 0.5$ , indicating that the variables in this study can be considered good. The Composite Reliability test results for each variable in this study have Composite Reliability values  $> 0.70$ , indicating that all variables in this study are reliable.

Table 2. R-Square

Variable	R Square
Y EMPLOYEE LOYALTY	0,653

Next, we can see that the R-squared value for Employee Loyalty is 0.653. This can be explained because the model can explain the phenomenon that Employee Loyalty (Y) is influenced by independent variables including Work Discipline (X1) and Work Environment (X2), which have a variance of 65.3%, while the remaining 34.7% is explained by variables outside this study.

**Table 3. Path Coefficients**

Variable	Path Coefficient (O)	T Statistics ( O/STDEV )	P Values	Results
WORK DISCIPLINE (X1) -> EMPLOYEE LOYALTY (Y)	0,547	3,391	0,000	Signifikan
WORK ENVIRONMENT (X2) -> EMPLOYEE LOYALTY (Y)	0,347	2,376	0,018	Signifikan

Based on the table, the following hypothesis can be made:

1. H1: Work Discipline (X1) has a positive effect on Employee Loyalty (Y) in the Operations Division at the Head Office of Indonesia Post Surabaya 60000, which can be accepted, with path coefficients of 0.547 and a T-statistic value of 3.391 > 1.96 (from the  $Z\alpha = 0.05$  table value) or a P-value of 0.000 < 0.05, so the result is significant. (positive).
2. H2: Work environment (X2) has a positive effect on employee loyalty (Y) in the operations department at the main branch of the Indonesian Post Office in Surabaya 60000, with path coefficients of 0.347, and a T-statistic value of 2.376 > 1.96 (from the  $Z\alpha = 0.05$  table value) or a P-value of 0.018 < 0.05, so the result is significant. (positive).

## 5. DISCUSSION

### The Influence of Work Discipline on Employee Loyalty

According to the results of hypothesis testing conducted, the findings indicate that work discipline has a positive and significant effect on employee loyalty in the operational division of Pos Indonesia KCU Surabaya 60000. This suggests that the implementation of high work discipline can strengthen employee commitment to the organization. Conversely, when work discipline decreases, employee loyalty is likely to decrease. These findings are consistent with previous research conducted by (Wardani & Indriati, 2023).

It can be noted that the indicator of work discipline with the highest factor loadings is attendance. Employees who always come to work on time show that they are happy to work in the company. The phenomenon that occurs in the main branch of the Indonesian Post Office in Surabaya is that the high level of employee lateness indicates a significant level of employee disloyalty to the company. This indicates that a decrease in work discipline in the company can lead to a decrease in employee loyalty to the company.

The company is expected to be able to improve and maintain work discipline within the company so that all employees can continue to follow the applicable regulations. If employees are able to come to work on time, it shows that the company has a high level of employee loyalty, which makes employees want to spend their careers with the company.

## **The Influence of The Work Environment on Employee Loyalty**

According to the hypothesis test of the research conducted, it shows that the work environment has a positive and significant effect on the loyalty of employees in the operations department at Pos Indonesia KCU Surabaya 60000. This indicates that a good work environment in a company can increase the loyalty of employees to the company, but conversely, when the work environment deteriorates, the loyalty of employees decreases. Finally, these results are consistent with the previous study conducted by (Maulana, 2021) & (Wardani & Indriati, 2023).

It can be seen that the work environment indicator with the highest factor loadings is work facilities. By providing employees with work facilities provided by the company to support their performance, employees feel valued and cared for, which makes them comfortable to continue working in the company. The phenomenon that occurs at the head office of Pos Indonesia in Surabaya is that there is no parcel storage bin available for employees to scan the barcodes on the parcels, which makes their work less efficient. With this phenomenon, it is known that the increasingly poor working environment in the company can lead to a decrease in employee loyalty.

The company must pay attention to the atmosphere and working conditions in the company by providing complete working facilities to support the employees' work, which will increase the employees' loyalty to the company and make them feel comfortable to continue working until they spend their entire career in the company.

## **6. CONCLUSION**

Based on the discussions and findings from the research conducted, it shows that work discipline can increase employee loyalty in the operations department at Pos Indonesia KCU Surabaya 60000. This can be seen from the increasing work discipline among employees, which is reflected in the increasing number of employees who come to work on time, which indicates that employees' loyalty to the company is increasing, which leads them to choose to spend their careers in the company. This also applies to the work environment, which can increase employee loyalty in the operations department at Pos Indonesia KCU Surabaya 60000. This indicates that the quality of work environment provided by the company is improving, such as the availability of complete work facilities to support employees' work, which will increase employees' loyalty to the company, making employees feel comfortable to continue working until they complete their careers in the company.

## 7. LIMITATION

Like other studies, this research has limitations that lead to misinterpretation of the obtained results and make them inapplicable in other contexts. One of the main limitations of this study is the size and scope of the sample; the sample was taken only from the operational department employees, which consists of 42 employees from the main post office in Surabaya. This means that the results obtained only focus on the employees of the operational division, and therefore do not represent all employees of the main post office branch in Surabaya. In addition, the narrow focus disturbs the external validity of this research, which means that the results obtained may be slightly different for larger populations or organizations in other companies. Therefore, the results of this study will not always be the same even when applied to the same or similar companies or organizations.

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