

## WORK ENVIRONMENT, LOYALTY, AND DISCIPLINE IN IMPROVING EMPLOYEE PERFORMANCE (PT BINOR KARYA MANDIRI, IN THE COASTAL AREA OF PAITON, PROBOLINGGO REGENCY)

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**Abstract:** This study aims to analyze the role of the work environment, loyalty, and discipline in improving employee performance at PT Binor Karya Mandiri in Paiton, Probolinggo Regency. The research employed a descriptive qualitative method with data collected through interviews, observations, and documentation. The findings reveal that the work environment is generally perceived as conducive, employee loyalty is reflected in a sense of belonging and commitment to the company, and discipline is demonstrated through adherence to working hours and assigned responsibilities. The study concludes that strengthening the work environment, enhancing employee loyalty, and enforcing consistent discipline are essential strategies to support employee performance and ensure the sustainability of the company.

**Keywords:** Work environment, Loyalty, Discipline, Employee performance.

### Introduction

Human resources (HR) are the most important assets for every organization. The success of a company is not only determined by capital or technology, but also by the quality of its workforce. Without competent and committed HR, companies will find it difficult to achieve goals optimally (Hasibuan, 2019). In management studies, there are three factors believed to have a significant influence on employee performance, namely the work environment, loyalty, and discipline. These three function as the main interrelated foundations in maintaining productivity and organizational sustainability.

The work environment includes both physical and non-physical aspects. Physical aspects include facilities, spatial layout, lighting, and occupational safety facilities. Meanwhile, non-physical aspects are related to communication patterns, relationships among employees, and leadership styles (Robbins, 2018). If the work environment is conducive, employees will feel comfortable, motivated, and able to work optimally. Conversely, an unsupportive work environment has the potential to cause boredom, stress, and even conflict.

In addition to the work environment, loyalty is also an important factor. Employee loyalty is reflected in a sense of belonging, pride, and commitment to remain and maintain the company's reputation (Safitri, Putri, & Lestari, 2023). Loyal employees are usually more productive and willing to contribute more. However, loyalty does not appear instantly; it is formed through fair management policies, attention to welfare, and career development certainty.

Another equally important factor is discipline. Work discipline demonstrates employees' awareness in complying with regulations, adhering to working hours, and carrying out responsibilities consistently. According to Rivai (2018), discipline is one of the main keys to achieving optimal performance, because without discipline the company's work standards are difficult to maintain. The study by Budiarta, Suryawan, and Dewi (2022) also proves that work discipline and loyalty significantly influence the improvement of employee performance.

PT Binor Karya Mandiri, located in Paiton District, Probolinggo Regency, is a construction services company as well as a manpower provider (outsourcing). This company plays an important role in supporting various infrastructure projects in the coastal area of Probolinggo (GAPENSI, 2025). Based on preliminary observations, most employees consider the work environment to be quite conducive, employee relations harmonious, and discipline relatively implemented. However, there are differences in perception between field and office employees, especially regarding the equal distribution of work facilities. In addition, some employees also expect clearer career development programs and consistency in the implementation of disciplinary rules. If this condition is not addressed immediately, it may reduce motivation, loyalty, and overall performance.

Based on the description above, this study aims to analyze in depth the role of work environment, loyalty, and discipline in improving the performance of employees at PT Binor Karya Mandiri. The study uses a descriptive qualitative method with data collection techniques through in-depth interviews, observation, and documentation. This method was chosen because it can explore the experiences, perceptions, and views of employees more broadly, thus providing a comprehensive understanding of the factors affecting their performance (Moleong, 2019).

## **Method**

This study employs a qualitative approach, using interviews as the primary method to collect data from employees of PT Binor Karya Mandiri. This approach was selected to obtain a deeper understanding of how the work environment, loyalty, and discipline influence employee performance. A total of ten respondents were interviewed to capture diverse perspectives and experiences related to these variables. The research instrument focused on three main aspects: the work environment, employee loyalty, and work discipline, allowing the researcher to explore their interconnection and impact on overall performance.

## **Results and Discussion**

### **Work Environment**

Observations show that PT Binor Karya Mandiri has provided adequate work facilities to support employee activities, both in the office and in the field. Office employees benefit from comfortable rooms equipped with sufficient lighting, proper air circulation, and complete administrative tools. Meanwhile, field employees reported that although occupational safety equipment such as helmets, vests, and safety shoes are available, there remain limitations in supporting facilities like resting areas and additional work tools.

One field employee stated, "We have been provided with safety equipment, but we still hope for improvements in resting areas to make them more proper. After working all day, we

need comfort to relieve fatigue.” This indicates that while the company has fulfilled its basic obligations, there is still room for improvement to enhance employee comfort and motivation.

This finding aligns with Lestari (2024), who found that an adequate physical work environment directly increases motivation and work comfort (Lestari, 2024). Robbins (2018) also emphasized the importance of non-physical aspects such as interpersonal relationships and communication which significantly influence productivity (Robbins, 2018). In the context of PT Binor Karya Mandiri, the familial atmosphere among employees compensates for the limitations in physical facilities. Therefore, the company’s work environment can be categorized as generally conducive, though improvements in field facilities remain necessary.

### **Employee Loyalty**

Employee loyalty is reflected in the commitment to remain dedicated to the company despite challenges. Interviews reveal that most employees take pride in being part of PT Binor Karya Mandiri, recognizing its reputation and contribution to major infrastructure and electricity projects in the Probolinggo region. An administrative employee remarked, “I feel comfortable working here because the atmosphere is familial. The supervisor also gives direct guidance, so we feel cared for.” This statement highlights emotional attachment as a key component of loyalty. However, some employees also expressed a desire for clearer incentives or promotions as tangible recognition of their commitment.

This result supports the findings of Safitri, Putri, and Lestari (2023), who demonstrated that loyalty tends to increase when organizations provide a fair and motivating work environment that supports employee welfare (Safitri et al., 2023). Similarly, Samosir (2021) argued that loyalty directly correlates with productivity the higher the loyalty, the lower the turnover rate (Samosir, 2021). Accordingly, PT Binor Karya Mandiri should reinforce its reward system and career development policies to ensure loyalty is not merely emotional, but also professional and sustainable.

### **Work Discipline**

Observations indicate that employee discipline is well demonstrated through punctuality and responsibility. Most employees arrive on time, even though the company does not utilize a digital attendance system. In the field, compliance with occupational safety standards also reflects a disciplined work culture consistent with company regulations. However, interviews revealed that certain delays are still tolerated, and disciplinary actions are not applied uniformly. One employee mentioned, “If we are slightly late, it’s still tolerated as long as it’s not frequent. But I think the disciplinary rules should be clearer so that all employees are treated equally.”

This shows that while discipline is generally implemented, its enforcement still depends heavily on the discretion of field supervisors. Rivai (2018) stressed that discipline is a key factor in achieving organizational success, as it ensures work standards are consistently maintained (Rivai, 2018). Likewise, Budiarta, Suryawan, and Dewi (2022) found that when discipline is enforced alongside loyalty, it has a significant positive effect on employee performance (Budiarta et al., 2022). Taufiqurrahman and Nasution (2024) also noted that consistent enforcement of disciplinary rules strengthens the work culture and enhances productivity (Taufiqurrahman & Nasution, 2024).

The results and discussion section contains research findings obtained from the research data and hypotheses, the discussion of research results and comparison with similar theories and/or similar research. The results and discussion section can be divided into several sub-sections.

### **Interrelation of Work Environment, Loyalty, and Discipline**

The analysis demonstrates a strong interrelationship among the three factors work environment, loyalty, and discipline. A conducive work environment fosters comfort and a positive emotional climate, which in turn strengthens employees' sense of belonging and loyalty to the organization. High loyalty subsequently reinforces discipline, as employees who identify with company values are more likely to adhere to established rules and responsibilities. Conversely, weak discipline can undermine loyalty, even when the work environment appears favorable.

This finding is consistent with the study of Arisna (2020), who found that employee loyalty increases when the work environment and disciplinary enforcement are maintained in balance (Arisna, 2020). Similarly, Safitri, Putri, and Lestari (2023) asserted that loyalty is not influenced by a single factor, but rather emerges from the synergy among work environment, motivation, and discipline (Safitri et al., 2023). Thus, to improve employee performance at PT Binor Karya Mandiri, strategic emphasis should be placed on strengthening the work environment, enhancing loyalty, and ensuring consistent implementation of discipline.

### **Conclusion**

This study concludes that the work environment, loyalty, and discipline collectively play a pivotal role in enhancing employee performance at PT Binor Karya Mandiri. The work environment is generally perceived as conducive, characterized by harmonious employee relations; however, disparities in the distribution of facilities between office and field staff remain a concern. Employee loyalty is evident through a sense of belonging and commitment, yet requires reinforcement through clearer career development opportunities and well-structured reward systems. Work discipline, while generally practiced, is not always enforced consistently instances of tardiness are still occasionally tolerated. Overall, these three factors exhibit strong interdependence: a supportive work environment cultivates loyalty, high loyalty enhances discipline, and firm discipline drives improved performance. Therefore, performance enhancement strategies at PT Binor Karya Mandiri should prioritize continuous improvement of the work environment, systematic efforts to strengthen employee loyalty, and the strict, equitable enforcement of disciplinary policies. These combined efforts will not only improve productivity but also ensure the company's long-term sustainability and employee satisfaction.

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