

## ***The Influence of Work Environment, Motivation and Discipline on Employee Loyalty in Sza Sukoharjo Convection***

**Andi Wibowo, Istiatin, Ratna Damayanti**

*Management Study Program, Faculty of Economics, Batik Islamic University, Surakarta*

wibowoandi01@gmail.com

### **ABSTRACT.**

*This study aims to determine the effect of work environment, motivation, and discipline on employee loyalty at Konveksi SZA Sukoharjo. This study employs a quantitative descriptive method. The population and sample in this study consisted of all 40 employees of Konveksi SZA, selected using the census technique. Data collection techniques included questionnaires, observations, and documentation. The data analysis techniques include validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and the coefficient of determination. The results indicate that the work environment, motivation, and discipline have a positive and significant effect on employee loyalty, both partially and simultaneously. The coefficient of determination (Adjusted R Square) of 0.897 indicates that 89.7% of the loyalty variable can be explained by these three independent variables.*

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

### **INTRODUCTION**

Today's companies must adapt quickly to changing times and intense competition to survive and thrive. Human resources play a crucial role in every company, as they implement policies and operational activities within the company. A company's success depends on its human resources in carrying out their duties and jobs. Companies must provide positive direction and attitudes to achieve their goals, while also ensuring employee loyalty.

Post-COVID-19 pandemic, the Indonesian textile industry has experienced a fluctuating recovery phase. During the 2020 pandemic, the sector experienced a sharp contraction of -8.88%, followed by a decline -4.08% in 2021 due to declining global demand, disruptions in raw material supplies, and production restrictions (Trisula Textile, 2025). Entering 2022, performance began to improve with growth of around 9.34%. This is marked by increased exports to key destination countries such as the United States (IBAI, 2023). However, the textile industry will still face various pressures until 2024. Production utilization will decline to 45%, and more than 20 textile factories closed resulting in massive layoffs (Asia-Pacific Solidarity, 2024). In addition, the

increase cheap textile imports from China. This also puts pressure on local producers (Jakarta Globe, 2024). However, future prospects remain open. Investment in the textile sector in the first quarter of 2025 reached Rp. 304.43 billion and absorbed almost 2,000 workers (West Java Investment, 2025). With a large domestic market and a growing trend toward environmentally friendly products, this industry has the potential to grow again if supported by policies that favor domestic production and increased technological efficiency.

SZA Convection is designed as a local convection business that utilizes skilled labor in Sukoharjo and Solo Raya. The location advantages include access to raw materials from the textile market in Solo, relatively competitive labor costs, and proximity to customers of MSMEs, schools, and companies requiring uniforms. The main products are plain t-shirts, uniform shirts (workwear), jackets, polo shirts, company merchandise, and simple cloth bags. The company employs employees with their own skills, including cutting, sewing, packing, administration, shipping, and purchasing raw materials. Despite the availability of resources and facilities, for example, absenteeism, employee turnover, and low individual contributions to innovation and company growth are quite high. This phenomenon indicates that despite clear organizational targets, productivity expectations have not been achieved. (Rachmawati et al., 2024).

One of the main causes is low employee loyalty. Employee loyalty encompasses the employee's desire to remain in the organization, loyalty to the company's vision and mission, and readiness to contribute maximally. Employee work loyalty is one of the important factors influencing the sustainability and progress of a company. This loyalty reflects the commitment and psychological attachment of employees to the organization where they work. In a competitive convection industry environment such as Konveksi SZA Sukoharjo, employee loyalty is a vital aspect so that the company can maintain the quality of production and service and reduce the turnover rate. Factors suspected of influencing employee work loyalty include the work environment, work motivation, and work discipline. From this explanation, this is in accordance with research. Sapu et al. (2023) whose research shows that the work environment has a significant influence on work loyalty.

A conducive work environment provides comfort and security for employees to perform optimally. Previous research has shown that a good work environment has a positive and significant impact on employee loyalty, as it creates a pleasant atmosphere and supports work productivity. In this modern era, business organizations face several challenges caused by the dynamic nature of the work environment. Several previous studies have observed that most businesses neglect the work environment within their organizations, negatively impacting their employees' performance. (Vorentino,

2025) According to the study, the work environment consists of employee safety, job security, good relationships with coworkers, recognition for good performance, motivation to perform well, and participation in the company's decision-making process. They further explained that once employees understand that the company considers them important, they will have a high level of commitment and a sense of ownership for their organization. The work environment is divided into two broad categories: physical and non-physical. All conditions surrounding the work area that will have an impact on employees, whether spontaneously or not, are referred to as the physical work environment. Factors that impact the physical work environment include temperature, lighting, humidity, ventilation, vibration, noise, odor, decoration, color scheme, rhythm, and tranquility. (Salwa, 2022).

Besides the work environment, motivation is one of the key elements in fostering employee loyalty. Work motivation can be defined as the psychological driving force within an individual that guides work behavior, intensity, goals, and persistence in achieving results. Highly motivated employees typically demonstrate higher levels of commitment, creativity, active participation, and responsibility for their tasks. (Veronica, 2025)

Motivation is a crucial factor for a company's development, both now and in the future. Motivation is the encouragement that drives someone to perform a task or action as desired to achieve a set goal. Motivation is crucial because it is the activity that causes, channels, and maintains human behavior to undertake certain activities to achieve those goals. Good and wise motivation instilled by superiors can significantly impact the well-being of the company and its employees.

Motivation is used as a benchmark for achieving company and employee goals. Managers who can view motivation as a system encompassing individual traits, jobs, and work situations, and understand the relationship between incentives, motivation, and productivity, will be able to predict employee behavior. Problem formulation is a crucial step in any research (Wiranto, 2020). Without a clear problem formulation, research will be futile, as the results will lack clarity regarding their purpose and objectives. (Kamil Hafidzi et al., 2023).

An employee's level of discipline and motivation will also be influential, as this will affect their compliance and enthusiasm in helping the company achieve its stated goals. Discipline can be assessed by how well employees comply with all existing regulations, while motivation can be measured by their desire to develop and generate ideas to make their work easier. (Putrial, 2024). This is reinforced by research. Mardhatila (2025) This shows that work discipline influences work loyalty. This means that an

employee's level of discipline, such as adherence to work hours, company rules, or operational standards, determines their level of loyalty to their job.

Based on the existing background, several problems can be identified in this study. First, it is still necessary to determine the extent to which the work environment at Konveksi SZA Sukoharjo influences employee work loyalty. Second, employee work motivation, both intrinsic and extrinsic, is suspected to play an important role in building loyalty, but its influence has not been clearly measured. Third, employee work discipline such as punctuality, compliance with rules, and responsibility also need to be studied in relation to work loyalty. In addition, it is important to understand how the work environment, motivation, and discipline simultaneously influence employee work loyalty at Konveksi SZA Sukoharjo.

A new phenomenon that occurs in Convection SZA Sukoharjo is behavioral changes and **employee work motivation** Post-pandemic. Employees now demand a comfortable work environment, harmonious relationships, and rewards for performance, not just salary alone. Furthermore, there is a growing trend declining loyalty. Due to the abundance of job opportunities in the home-based and online garment manufacturing sectors, SZA has made various adjustments to address this, such as improve the comfort of the work environment, give incentives and skills training, and implement responsibility-based discipline system. This effort aims to build employee loyalty through more sustainable work satisfaction and motivation.

There are not many studies that comprehensively examine the influence of these three variables simultaneously on employee loyalty in the garment industry, particularly at Konveksi SZA Sukoharjo, which has its own characteristics and work dynamics. Therefore, this study is important to determine how the work environment, motivation, and discipline contribute to employee loyalty at Konveksi SZA Sukoharjo, so that it can be used as a basis for managerial decision-making to improve the company's performance and business sustainability. Based on the description above, the researcher took the title "The Influence of Work Environment, Motivation and Discipline on Employee Work Loyalty at SZA Sukoharjo Convection

## RESEARCH METHODS

This study uses a quantitative descriptive approach. The research location was conducted at the SZA Sukoharjo convection company with a research period of 3 months, from September to November 2025. The population in this study were all 40 SZA Convection employees. The sampling technique used was the census technique (saturated sampling), where all members of the population were sampled. Data Analysis

Techniques Data were collected through questionnaires with a Likert scale, observation, and interviews. Instrument testing was carried out using validity and reliability tests. The variables used in this study consist of two variables, namely the independent variable (X) and the dependent variable (Y). The independent variables consist of the Work Environment (X1), Motivation (X2), and Discipline. The dependent variable is Work Loyalty (Y). The regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

- Y : Work Loyalty Variable
- X1 : Work Environment Variables
- X2 : Motivation Variables
- X3 : Discipline Variable
- a : constant
- b1, b2, b3, : correlation coefficient
- e : *error term* nuisance error

## RESULTS AND DISCUSSION

Table 1

Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	0.146	Positive
2	Work environment	0.221	Positive
3	Motivation	0.678	Positive
4	Discipline	0.097	Positive

Source: processed data

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 0.146 + 0.221X_1 + 0.678X_2 + 0.097X_3$$

From this equation it can be explained that:

- a. Constant (a)  
This means that if the work environment, motivation and discipline are considered constant, then work loyalty is positive.
- b. Work Environment Coefficient (b1)  
This means that if the work environment improves, work loyalty will increase.
- c. Motivation Coefficient (b2)  
This means that if motivation increases, work loyalty will increase.

d. Discipline Coefficient (b3)

This means that if discipline increases, work loyalty will increase.

### Model Feasibility Test

Table 2  
Model Testing Results

Model	F count	Ftable	Sig.	Standard	Information
Regression	114,717	2.88	0,000	0.05	Eligible Model

Source: processed data

From the results of SPSS data processing, the F-count value was obtained at 114.717 with a significance level of 0.000. Because  $F = \text{count } 114.717 > F\text{-table } 2.88$ , and the significance value was  $0.000 < 0.05$ , then together the independent variables namely Work Environment (X1), Motivation (X2), Discipline (X3) have an effect on Work Loyalty at SZA Sukoharjo Company (Y).

### Hypothesis Testing

Table 3  
Hypothesis Testing Results

Hypothesis	thitung	table	Sig.	Standard	Information
H1	3,966	>2,028	0,000	0.05	H0 Rejected
H2	10,392	>2,028	0,000	0.05	H0 Rejected
H3	2,260	>2,028	0.030	0.05	H0 Rejected

Source: processed data

Based on the results of the t-test in the table above, it can be explained in the following form:

a. The Influence of Work Environment on Work Loyalty

From the results of the calculation, the results obtained were  $t \text{ count} = 3.966 > t \text{ table} = 2.028$ , so  $H_0$  was rejected, meaning there was an influence between the Work Environment (X1) on Work Loyalty at the SZA Sukoharjo Company (Y).

b. The Influence of Motivation on Work Loyalty

The result obtained was  $t \text{ count} = 10.392 > t \text{ table} = 2.028$ , so  $H_0$  was rejected, meaning there was an influence between Motivation (X2) on Work Loyalty at SZA Sukoharjo Company (Y).

c. The Influence of Discipline on Work Loyalty

From the results of the calculation, the results obtained were  $t \text{ count} = 2.260 > t \text{ table} = 2.028$ , so  $H_0$  was rejected, meaning there was an influence between Discipline (X1) on Work Loyalty at SZA Sukoharjo Company (Y).

## Coefficient of Determination Test (R<sup>2</sup>)

Table 4  
Results of the Coefficient of Determination

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Standard Error of the Estimate</i>
1	0.951	0.905	0.897	0.767

Source: processed data

Based on the calculation results obtained for R<sup>2</sup> of 0.897 or 89.7%, meaning that together there is an influence between the independent variables, namely Work Environment (X1), Motivation (X2), Discipline (X3) on Work Loyalty at SZA Sukoharjo Company (Y) of 89.7%, while the remaining 10.3% is influenced by other factors, which were not studied, such as place, technology, facilities and infrastructure, etc.

## Discussion

From the results of the data analysis, it can be explained that answering the hypothesis is as follows:

### 1. The Influence of Work Environment on Work Loyalty

Based on the results of the SPSS calculations in table IV.10, the calculated  $t$  result =  $3.966 > t \text{ table} = 2.028$  with a significance level of  $0.000 < 0.05$ , so there is a positive and significant influence between the Work Environment on Employee Loyalty at SZA Sukoharjo Company. So the hypothesis is proven to be true. This is supported by research by Safrida (2023), Suyoto (2019), Anjeli (2022), Vorontono (2022), and Salwa (2022) that the work environment has a positive and significant effect on work loyalty.

The work environment plays a crucial role in shaping employee loyalty at SZA Sukoharjo Company. The work environment encompasses not only physical conditions such as cleanliness, comfort, safety, and the suitability of work facilities, but also non-physical conditions such as employee relationships, communication with superiors, work culture, and a harmonious work atmosphere. If the company is able to create a conducive, comfortable, and supportive work environment for employee well-being, employees will feel valued and at home. This sense of comfort and satisfaction will foster a sense of commitment, a sense of belonging, and a willingness to stay and contribute their

best to the company. Therefore, it can be concluded that the better the work environment implemented at SZA Sukoharjo Company, the higher the level of employee loyalty to the company.

## 2. The Influence of Motivation on Work Loyalty

Based on the results of SPSS calculations in table IV.10 the result of t count = 10.392 > t table = 2.028 with a significance level of  $0.000 < 0.05$ . Therefore, there is an influence between motivation and employee loyalty at SZA Sukoharjo Company. This is supported by research. Veronika (2025), Winarto (2020) stated in his research, he found that motivation has a positive and significant effect on work loyalty. Therefore, the hypothesis was proven correct.

Work motivation has a significant influence on employee loyalty. High motivation, whether originating from within the employee (intrinsic motivation) or provided by the company (extrinsic motivation), can encourage employees to work with enthusiasm, full responsibility, and commitment to their jobs. When employees feel their needs and expectations are met through rewards, recognition, development opportunities, and attention from the company, they will grow a sense of satisfaction and emotional attachment to the organization. This condition creates a strong desire for employees to stay, be loyal, and contribute optimally to the company's progress. Therefore, the higher the level of employee work motivation, the higher their loyalty to the company.

## 3. The Influence of Discipline on Work Loyalty

Based on the results of SPSS calculations in table IV.10 the result obtained is t count = 2.260 > t table = 2.028 with a significance level of  $0.003 < 0.05$ . Therefore, there is an influence between the work environment and employee loyalty at SZA Sukoharjo Company. Therefore, the hypothesis is proven true. This is supported by research. Princess Carolina (2024), Mardhatila (2025) that Discipline influences Work Loyalty.

Work discipline influences employee loyalty because it reflects a sense of responsibility and adherence to company rules and values. Employees with strong work discipline tend to carry out their duties in an orderly, timely, and consistent manner, in accordance with established regulations. This not only improves individual performance but also fosters a sense of attachment and commitment to the company. Furthermore, fair and consistent implementation of discipline by management creates an orderly and comfortable work environment, allowing employees to feel valued and treated professionally. This feeling encourages employees to remain loyal to the company. Therefore, the better the employee's work discipline, the higher their loyalty to the company.

## CONCLUSION AND SUGGESTIONS

The research was conducted to determine the influence of the work environment, motivation and discipline on the work loyalty of SZA convection employees in Sukoharjo.. Using the census method, a sample of 40 respondents was obtained, and the data analysis used was multiple linear regression. Based on the results of the hypothesis testing and the discussion that has been conducted, it can be concluded Work environment, motivation and discipline have a positive and significant influence on the work loyalty of SZA convection employees in Sukoharjo.

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