The Influence of Work Environment, Rewards and Punishments on Work Loyalty of J&T Express Jemundo Expedition Employees, Taman District, Sidoarjo Regency

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Article Info	Abstract
	This study aims to determine and measure how much influence the work environment, rewards and punishments have on work loyalty of J&T Express Jemundo Expedition Employees, Taman District, Sidoarjo Regency. This study is a quantitative study using an explanatory research approach. The population of the study includes all employees of the J&T Express Jemundo expedition company, with a total of 123 employees. The sampling process was carried out using probability sampling techniques. Data collection in this study was carried out by means of observation and distributing questionnaires measured using a Likert scale. This study uses the SPSS analysis method. Based on the results of data analysis carried out on the four hypotheses in this study, it can be concluded that the variables of the Work Environment, Rewards, and Punishment partially and simultaneously have a positive and significant influence on employee work loyalty.

INTRODUCTION

Superior human resources provide a vital contribution to the success of a company or organization in achieving its goals. In line with other resources such as materials, capital, and machines, human resources have an essential role in supporting the running of the company [1]. Human resources with high loyalty are the spearhead and assets of the company that need to be maintained and cared for properly by the company. Work loyalty in a company is very necessary because it determines the development of a company [2]. Employee work loyalty is a person's general attitude as a form of loyalty to the company [3].

Based on observations at the J&T express Jemundo expedition company, the loyalty carried out by employees by maintaining the company's good name and working outside working hours that are not counted as overtime, this will make the company grow even more if employees have a high sense of loyalty. The better the relationship between employees and the company, the greater the employee's loyalty to the company, so that it will encourage employees

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to be more active in working so as to minimize the level of absenteeism. The J&T express Jemundo employee absence data recorded up to 2024 is as follows:

Table 1 J&T Express Jemundo employee absence in 2024

Name of the month	Number of employees	Number of Working Days	Number of Working Days should be	Number of Employees absent	Absenteeism Rate
A	B	C	D=bxc	E	F=e/d*100%
January	95	26	2470	8	**0.32**
February	95	26	2470	4	**0.16**
March	95	26	2470	3	**0.12**
April	95	26	2470	4	**0.16**
May	95	26	2470	8	**0.32**
June	95	26	2470	7	**0.28**
July	95	26	2470	11	**0.44**
August	95	26	2470	5	**0.20**
September	95	26	2470	9	**0.36**
October	95	26	2470	14	**0.56**
November	95	26	2470	10	**0.40**
December	95	26	2470	8	**0.32**

Source: J&T Express Jemundo employee attendance data

Based on table 1 above, it is the level of absence of J&T Express Jemundo employees in 2024, employees who have a high sense of loyalty will be responsible for their work and reduce absences without clear reasons, employees will be present more often or rarely absent if the work environment is supportive and makes employees feel appreciated, in the data above, the level of absence carried out by J&T Express Jemundo employees is still high.

The success of a company is highly dependent on its Work Loyalty, by having loyal employees, the company will very easily achieve its goals. Employees with high loyalty have a high sense of responsibility in doing their jobs, conversely employees who do not have loyalty tend not to have a sense of responsibility for their work. In the J&T express Jemundo expedition company, there are several factors that influence Work Loyalty, namely the work environment, Rewards and Punishments.

Employee loyalty is greatly influenced by the work environment. A supportive and conducive environment creates a sense of comfort, which in turn optimizes employee performance and impacts their mood.[4]. At the J&T Express Jemundo expedition company, the work environment in the working relationship between employees and management is good,

but in the relationship between employees and other employees, misunderstandings or problems still occur, this can reduce Work Loyalty.

Apart from the work environment, other factors that influence work loyalty are:*Rewards*given by the company to employees. Rewards, appreciation, or gifts given with the intention of motivating employees, increasing their enthusiasm, and encouraging more productive performance in the company environment are called Rewards. This provision is expected to foster employee loyalty [5]. The implementation of an effective Reward system in a company has great potential to increase employee work motivation. The same thing applies in the J&T Express Jemundo expedition company, where an optimal Reward system is expected to encourage employees to work more productively and foster high employee loyalty. However, at J&T Express Jemundo, the effectiveness of the Reward system is considered not to have reached its maximum potential. This is due to the lack of comprehensive employee performance measurement, which can ultimately affect the level of employee loyalty.

In addition to Rewards, another element that influences employee loyalty is Punishment. Punishment is a deliberate and unpleasant action, in the form of a penalty or sanction, given to employees when they commit a violation with the aim of preventing the error from recurring [5]. Corrective action in an organization should be applied proportionally, not too soft so that it fails to provide a lesson, but also not excessive so that it is counterproductive. The purpose of giving appropriate Punishment is to instill awareness of the importance of responsibility and work discipline, so that employees do not underestimate the tasks they are entrusted with.. OnJ&T Express Jemundo expedition company still found employees who made mistakes such as being late for attendance, late income deposits, this will be subject to Punishment such as salary deductions to pay fines and when employees make fatal mistakes they will be given a warning letter (SP), but even though there is already Punishment there are still employees who still make mistakes so that the Punishment given is not optimal.

Study [6] shows that the workplace atmosphere has a significant impact on employee loyalty levels, indicating that a positive work environment is correlated with increased loyalty. In contrast, study [7] found that the work environment did not show a significant effect on employee loyalty. Reward provision was proven to significantly affect employee loyalty according to [8], although findings [9] presented a different view where Reward had no significant impact. Similarly, punishment was found to have a significant effect on employee loyalty in study [10], contrary to the results of study [11] which stated that Punishment did not significantly affect employee loyalty.

RESEARCH METHODS

This study adopts a quantitative approach, a research method based on the philosophy of positivism. This approach is applied to research predetermined populations and samples [22]. The goal is to test specific samples from a population or collect data through research instruments. Furthermore, quantitative or statistical data are analyzed to test the hypotheses that have been designed. The location of this study is the J&T Express Jemundo expedition

company in Taman District, Sidoarjo Regency. The research method used is explanatory research, which focuses on identifying the relationship between variables and testing the formulated hypotheses. The population in this study is defined as the entire generalization area consisting of objects or subjects with certain characteristics and values. It is from this population that researchers make decisions and draw conclusions for their research [22]. In this context, the research population includes all employees of the J&T Express Jemundo expedition company, with a total of 123 employees. The sampling process was carried out using the probability sampling technique. This technique provides an equal opportunity for each element or member of the population to be selected as part of the sample [22].

The sample in this study uses the Slovin formula

Slovin's formula is as follows:

$$n = \frac{N}{1 + (N \times e^2)}$$

information:
n : Sample size
N : Population
e2 : Percentage of sampling error that is still desired.

$$n = \frac{123}{1 + (123 \times 0{,}05^2)}$$

$$n = \frac{123}{1{,}3}$$

n = 94.6

Rounded to 95 employees who will be the sample in this study. In this study using parametric statistical analysis techniques, Data Quality Test consisting of: Validity Test, Reliability Test and Classical Assumption Test consisting of: Normality Test, Autocorrelation Test, Heteroscedasticity Test, Multicollinearity Test. Proof of the hypothesis in this study using Multiple Linear Regression Analysis, t-test, F-test statistically with SPSS 25 software (statistical program for the social sciences).

Data collection technique

This data collection technique is through primary data sources, namely filling out a questionnaire using a Likert scale arranged in the form of questions and respondents are asked to fill in the questionnaire answers on the list of questions. The Likert scale has a gradation from positive to negative, including:

1. Strongly disagree (STS) =   Score1
2. Disagree (TS) =   Score2
3. Hesitation (R) =   Score3
4. Agree (S) =   Score4
5. Strongly agree (ST) =   Score5

RESULTS AND DISCUSSION

Descriptive Statistical Analysis

Data Quality Testing Through Outer Model
(Measurement Model)
Table 3. Results of Discriminant Validity Test

Variable	Item	Sig. Value	Limit	Note
Work Environment (X1)	X1.1	0.000	0.05	Valid
	X1.2	0.000	0.05	Valid
	X1.3	0.000	0.05	Valid
	X1.4	0.000	0.05	Valid
	X1.5	0.000	0.05	Valid
Rewards(X2)	X2.1	0.000	0.05	Valid
	X2.2	0.000	0.05	Valid
	X2.3	0.000	0.05	Valid
	X2.4	0.000	0.05	Valid
	X2.5	0.000	0.05	Valid
Punishment (X3)	X3.1	0.000	0.05	Valid
	X3.2	0.000	0.05	Valid
	X3.3	0.000	0.05	Valid
	X3.4	0.000	0.05	Valid
Loyalty Work (Y)	Y.1	0.000	0.05	Valid
	Y.2	0.000	0.05	Valid
	Y.3	0.000	0.05	Valid
	Y.4	0.000	0.05	Valid

Source: SPSS 25 processed 2025

As seen in Table 3, the significance value is less than 0.5, so it can be stated that all indicators are valid because they meet the correlation.

Reliability Test

The feasibility of a measuring instrument in data collection is indicated by its reliability, which means that the instrument meets the applicable standards. Reliability testing is carried out to measure the level of measurement accuracy without any bias or error. Specifically, the purpose of this test is to evaluate how consistent a person's answers are to the questions in the questionnaire.

Table 4. Reliability Test Results

Variables	Cronbach's Value	Information

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Work Environment (X1)	0.908	Reliable
Rewards(X2)	0.906	Reliable
Punishment (X3)	0.917	Reliable
Work Loyalty (Y)	0.879	Reliable

Source: SPSS 25 processed 2025

Classical Assumption Test
Normality Test

In this study, the assumption of data normality was tested through the One Sample Kolmogorov-Smirnov approach. The decision-making criteria are if the significance value of the Asymp Monte Carlo (2-tailed) obtained is greater than 0.05, then it can be concluded that the data for the variable*Rewards*, work environment, punishment, and employee loyalty are normally distributed.

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	1.15097808
Most Extreme Differences	Absolute	.190
	Positive	.190
	Negative	-.094
Test Statistics		.190
Asymp. Sig. (2-tailed)		.200c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: SPSS 25 processed 2025

Multicollinearity Test

Table 6. Multicollinearity Test Results

Coefficientsa

Model	Collinearity Statistics

	Tolerance	VIF
1 Work Environment (X1)	.316	3.165
Rewards(X2)	.172	5,812
Punishment (X3)	.239	4.192

a. Dependent Variable: Work Loyalty
Source: SPSS 25 processed 2025

Based on the results of the multicollinearity test in the coefficient table, it can be seen that the Collinearity Tolerance value for the Reward variable is 0.316 (greater than the limit of 0.10); for the work environment variable is 0.172 (exceeding the value of 0.10); and for the Punishment variable is 0.239 (above the threshold of 0.10). Thus, it can be concluded that there is no multicollinearity problem in the data, so that all variables are worthy of further analysis.

Furthermore, the tolerance value recorded above 0.1 and the Variance Inflation Factor (VIF) value below 10, as shown in the table, indicate that this regression model is free from indications of multicollinearity. This confirms that there is no significant correlation between the independent variables, namely Reward, work environment, and Punishment.

Heteroscedasticity Test

Scatterplot
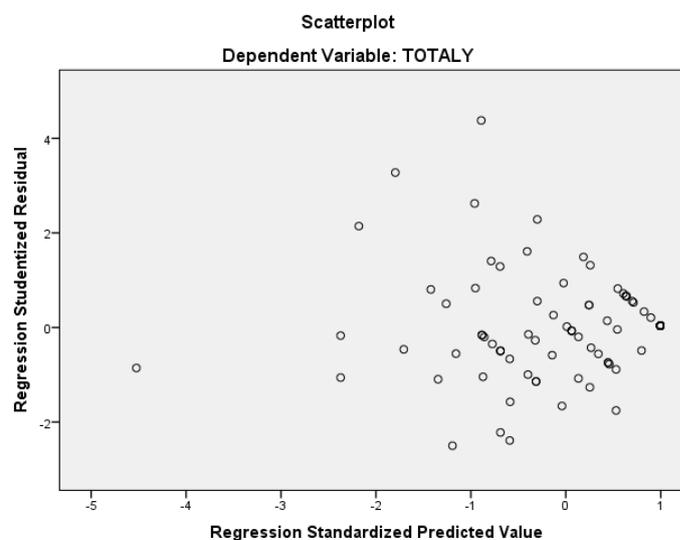Dependent Variable: TOTALY

Figure 1. Results of Heteroscedasticity Test

Source: SPSS 25 processed 2025

Based on the scatterplot graph shown, the distribution of data points does not form a clear or grouped pattern, but rather appears random. The points on the graph are evenly distributed around the zero value on the Y-axis. This finding indicates that there is no indication of heteroscedasticity in the relationship between the Reward, work environment, and Punishment variables on employee loyalty.

Autocorrelation Test

The autocorrelation statistical approach is used in this study as a way to determine whether there is a correlative relationship between variables in the prediction model that fluctuates over time. If such a correlation is detected, it indicates the presence of an autocorrelation issue, which often arises in regression analysis involving time series data, such as data collected periodically (such as weekly or monthly data). To evaluate autocorrelation, this study implements the Durbin-Watson test; a Durbin-Watson value smaller than 5 implies no autocorrelation.

Table 6. Autocorrelation Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.868a	.753	.745	1,170	2,029

a. Predictors: (Constant), TOTALX3, TOTALX1, TOTALX2

b. Dependent Variable: TOTAL

Source: SPSS 25 processed 2025

Based on the results of the autocorrelation test, the Durbin-Watson (DW) value was obtained as 2.029 to test the relationship between organizational culture, employee engagement, and job satisfaction on Work Loyalty. This study involved 95 respondents and analyzed a total of 3 independent variables. With the lower limit value of Durbin-Watson (dL) of 1.6015 and the upper limit (dU) of 1.7316, and the value of 4 - dU of 2.2684, it can be observed that the DW value (2.029) is between dL and 4 - dU (1.6015 <2.029 <2.2684). Therefore, it can be concluded that there is no autocorrelation problem in the data of this study.

Multiple Linear Regression Test

Table 9. Multiple Linear Regression Test Results

	Unstandardized Coefficients		Standardized Coefficients
Model	B	Std. Error	Beta

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Constant	3,050	.913	
Work Environment (X1)	.197	.069	.267
Rewards(X2)	.171	.091	.235
Punishment (X3)	.385	.097	.424
Dependent Variable: Work Loyalty			

Source: SPSS 25 processed 2025

The results of the study show the following regression model: $Y = 3.050 + 0.197X1 + 0.171X2 + 0.385X3 + e$]

a. The Work Environment Coefficient (X1) of 0.197 implies that a one unit increase in the Work Environment variable (X1) will be positively correlated with an increase in Work Loyalty of 0.197.
b. The magnitude of the Reward coefficient (X2) is 0.171, indicating that if the Reward value (X2) increases by one unit, then Work Loyalty tends to increase by 0.171.
c. The Punishment Coefficient (X3) recorded at 0.385 indicates that every additional unit in Punishment (X3) will be followed by an increase in Work Loyalty of 0.385.

Partial T Test

Table 10. Partial t-Test Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,050	.913		3.340	.001
	Work environment	.197	.069	.267	2.875	.002
	Rewards	.171	.091	.235	2,871	.004
	Punishment	.385	.097	.424	3.978	.000

a. Dependent Variable: Work Loyalty

Source: SPSS 25 processed 2025

Based on the results presented in the table above, if the significance level is less than 0.05, it can be ascertained that these variables have a significant partial effect on Work Loyalty.

a Partial test (t-test) shows that the significance of the influence of Work Environment (X1) on Work Loyalty (Y) is 0.002, which is smaller than the significance limit of 0.05.

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The calculated t value obtained of 2.857 also exceeds the t-table value of 1.661. Thus, it can be concluded that the second hypothesis (H2) is supported, indicating a positive influence of Work Environment on Employee Loyalty.

b   Based on the results of the partial test (t-test), the level of significance of the influence of Reward (X2) on Work Loyalty (Y) was recorded at 0.000, below the threshold of 0.05. In addition, the calculated t value of 2.871 is also higher than the t-table value of 1.661. This confirms the acceptance of the first hypothesis (H1), which states that Reward has a positive influence on Work Loyalty.

c   Partial test (t-test) shows that the significance of the influence of Punishment (X3) on Work Loyalty (Y) is 0.000, which is below 0.05. The significant t-value, which is 3.978, also exceeds the t-table value of 1.661. Therefore, the third hypothesis (H3) is accepted, which means that Punishment has a positive influence on Work Loyalty.

ANOVA test

Table 10. Partial t-Test Results
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	379,305	3	126,435	92,395	.000b
	Residual	124,527	91	1,368		
	Total	503,832	94			

a. Dependent Variable: Work Loyalty

b. Predictors: (Constant), Punishment, Work Environment, Reward

Source: SPSS 25 processed 2025

Based on the table above, the results of the F test (simultaneous) show that the significance value of Punishment, Work Environment, Reward on Employee Loyalty (Y) is 0.000, which is less than 0.05. In addition, the calculated F value of 77.052 exceeds the F table value of 2.85. This means that the independent variables together have a significant influence on the dependent variable, namely Employee Loyalty.

DISCUSSION
H1: Work environment has a positive and significant influence on work loyalty.

Based on the results of the T-test analysis, it shows that the significance of the influence of the Work Environment (X1) on Work Loyalty (Y) is 0.002, which is smaller than the significance limit of 0.05, this indicates that the Work Environment has a positive and significant influence on employee performance. The results of this study indicate that there is a strong relationship between the quality of the work environment, especially in terms of cleanliness, and the level of employee work loyalty. The better and more maintained the cleanliness of the work environment, the greater the positive influence felt by employees on their comfort in working. A clean work environment not only gives a positive impression physically, but also psychologically is able to create a pleasant and conducive atmosphere. This can ultimately encourage higher work enthusiasm and increase employee loyalty to the company. In this study, the majority of respondents chose the cleanliness indicator as the main factor influencing their work comfort. A clean environment is considered to be able to foster feelings of comfort and pleasure, which in turn makes employees feel more at home and motivated to continue to give their best performance. Thus, it can be concluded that the cleanliness of the work environment is one of the important aspects that needs to be considered by companies in an effort to create a productive work atmosphere and increase the loyalty of their human resources. The results of this study are in line with research from [12], [13] which states that the work environment has a positive and significant effect on work loyalty. However, this study is in contrast to research from[1]which states that the work environment has a negative influence on work loyalty.

H2: Rewards have a positive and significant effect on work loyalty.

Based on the results of the partial test, the level of significance of the influence of Reward (X2) on Work Loyalty (Y) was recorded at 0.000, below the threshold of 0.05, indicating that Reward has a positive and significant influence on work loyalty. The results of this study reveal that there is a significant and unidirectional relationship between the provision of Rewards and the level of employee work loyalty. This means that the better the quality of the Rewards given by the company, the higher the level of loyalty shown by employees towards their work and the organization where they work. The rewards referred to in this context include various forms of awards given by the company as a form of appreciation for employee contributions in carrying out tasks and achieving company targets. Of the various Reward indicators used in the study, financial rewards, such as salary, allowances, and bonuses, are the forms of Rewards that are most often chosen and considered the most influential by respondents. Salary is considered one of the main elements in motivating employees because it directly reflects the value of the energy, time, and thoughts they have devoted to the success of the company. Thus, companies that are able to provide fair and appropriate rewards, especially in the form of financial compensation, tend to be more successful in maintaining employee loyalty and increasing their enthusiasm and performance in the long term. The results of this study are in line with research from [15], [16] which states that rewards have a positive and significant effect on work loyalty. However, the results of this study are inversely proportional to research from[2]which states that rewards have a negative influence on work loyalty.

H3: Punishment has a positive and significant effect on Work Loyalty

Partial test (t-test) shows that the significance of the influence of Punishment (X3) on Work Loyalty (Y) is 0.000, which is below 0.05. Based on the results of data analysis, it shows that Punishment has a positive and significant influence on employee work loyalty. The results of this study indicate that the level of firmness in giving punishment or Punishment has a significant influence on employee compliance and loyalty to their work. The stricter the form of Punishment applied by the company to violations that occur, the more employees tend to show a more obedient attitude towards the rules that have been set. They become more careful in carrying out their duties and obligations, and try to maintain performance so as not to make mistakes that can result in sanctions. This finding is reinforced by data from respondents showing that the main indicator chosen as a form of response to the implementation of Punishment is an effort to minimize errors. This shows that employees are aware of the importance of complying with company procedures and regulations in order to avoid negative consequences. Thus, a Punishment system that is implemented properly and firmly can be an effective strategy to improve employee discipline and loyalty in the work environment. The results of this study are in line with research from [5], [18] which states that Punishment has a positive and significant influence on employee work loyalty. However, the results of this study are inversely proportional to research from[3]which states that Punishment does not have a positive and significant influence on work loyalty.

H4: Work Environment, Rewards, and Punishment simultaneously influence Work Loyalty.

Based on the results of the data analysis that has been carried out, it was found that the variables of Work Environment, Reward, and Punishment simultaneously have a significant effect on employee Work Loyalty. This finding indicates that the three variables have complementary roles in forming and maintaining the level of employee loyalty to the organization. A supportive work environment, both physically and psychosocially, contributes to the creation of a comfortable and productive work atmosphere, which in turn can increase employees' emotional attachment to their workplace. On the other hand, a Reward system that is implemented fairly and transparently can motivate employees to achieve optimal performance, while strengthening their perception of the rewards given by the organization. Meanwhile, the Punishment mechanism that is implemented proportionally and consistently functions as a behavioral control instrument that supports the creation of work discipline. Thus, the synergy between a conducive work environment, the provision of appropriate Rewards, and the implementation of effective Punishment can collectively encourage increased employee work loyalty in the long term.

CONCLUSION AND SUGGESTIONS

Based on the results of data analysis conducted on the four hypotheses in this study, it can be concluded that the variables of Work Environment, Reward, and Punishment partially and simultaneously have a positive and significant influence on employee Work Loyalty. A clean and comfortable work environment has proven to be an important factor in creating a sense of security and comfort for employees, which ultimately has an impact on increasing their loyalty

to the company. Providing appropriate Rewards, especially in the form of financial rewards such as salary and benefits, also contributes greatly to increasing work enthusiasm and strengthening employee commitment to the organization. On the other hand, the application of strict but proportional Punishment has also proven effective in forming disciplined behavior and increasing compliance with company rules, which indirectly supports the creation of work loyalty. These three variables interact with each other and form a complete system in an effort to maintain and increase the loyalty of human resources in the organization. This finding is also supported by several previous research results which state that there is a positive and significant relationship between the three variables and work loyalty, although there are several results that show different views. Therefore, companies need to pay attention to these three aspects in a balanced way in designing a sustainable and effective employee management strategy.

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