Interdisciplinary Social Studies
P-ISSN: 2808-0467
E-ISSN: 2808-5051
Volume 5
Number 2, 2026

The Influence of Work Environment, Organizational Justice, and Internal Communication on Employee Loyalty of Security Personnel at PT. Karunia Security Service

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Keywords:
Work environment; Organizational justice; Internal communication; Employee loyalty; Security personnel.

ABSTRACT

This research aims to analyze the influence of the work environment, organizational justice, and internal communication on the loyalty of security personnel at PT. Karuni Security Service Balikpapan. The research method used was quantitative with a sample of 166 respondents obtained through census techniques. Data analysis was carried out through validity, reliability, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient determination. The results of the study showed that partially, the work environment had a significant positive effect on loyalty, organizational justice had a significant positive effect on loyalty, and internal communication had a significant positive effect with the most dominant influence on the loyalty of security personnel. Simultaneously, all three variables had a significant effect on loyalty, with a contribution of 61.1% ($R^2 = 0.611$). These findings underscore the importance of good working conditions, fairness in organizational policies, and effective internal communication in increasing employee loyalty.

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INTRODUCTION

The security service industry is a vital sector that supports the smooth operational activities of various organizations, both private companies, banks, retail, and public facilities. Security personnel have a strategic role in maintaining asset security, ensuring the creation of order in the work environment, and minimizing security risks for the organization (Lee, 2023; Menggang & Fenfei, 2016; Seo, 2023; Sin, 2024). Given the nature of their work that demands discipline, high vigilance, and direct interaction with various parties, the loyalty of security personnel is a key factor for the sustainability and effectiveness of security services.

PT. Karunia Security Service Balikpapan is one of the security service providers in Balikpapan City that employs security personnel at various client locations. In a service industry that relies heavily on the quality of human resources, the loyalty of security personnel is an aspect that cannot be ignored (Feng et al., 2019; NASIKHIN et al., 2023; Shahrasbi et al., 2017; Zhao et al., 2022). Loyal security personnel tend to show commitment to duty, adhere to standard operating procedures, maintain the company's image, and provide consistent service. On the other hand, low loyalty can have an impact on increased turnover, decreased service quality, high recruitment costs, and decreased customer trust (Chin et al., 2023).

Various factors are suspected to affect the loyalty of security personnel. Previous studies have shown the importance of several key factors. Amelia (2020) found that organizational fairness significantly influences employee loyalty, where perceptions of distributive and procedural justice enhance emotional attachment to the organization.

Similarly, Greenberg (2020) emphasized that fairness in organizational policies and treatment strengthens employee trust and commitment.

In addition, the work environment has also been identified as a critical determinant. Robbins (2019) argues that a conducive physical and social work environment supports employee engagement and reduces turnover intention. This is particularly relevant for security personnel who often work in challenging and high-risk conditions. Research by Serendipity (2017) further supports that both physical safety and supportive interpersonal relationships at work significantly contribute to employee loyalty.

Another important factor is internal communication. Studies by Pace & Faules (2018) and Hartono & Prasetyo (2021) indicate that effective communication within an organization—characterized by clarity, consistency, and responsiveness—strengthens trust, reduces misunderstandings, and enhances employees' sense of belonging. Pratama & Yuliani (2021) also highlight that transparent and open communication is strongly linked to higher levels of employee loyalty, especially in service-oriented sectors.

Despite these established relationships, most existing studies have focused on general employee populations in corporate or manufacturing settings. Research specifically addressing security personnel who operate under unique conditions such as dispersed placements, shift-based work, and high-stress environments remains limited. Moreover, the combined influence of work environment, organizational justice, and internal communication on loyalty in this specific context has not been thoroughly examined, particularly in Indonesia's security service industry.

This research aims to fill this gap by analyzing the influence of the work environment, organizational justice, and internal communication on the loyalty of security personnel at PT. Karunia Security Service Balikpapan. The findings are expected to contribute practically to organizational policy-making and theoretically to human resource management literature, especially in the security service sector.

Based on the background description that has been explained, the formulation of the problem in this study is as follows: first, does the work environment affect the loyalty of security personnel at PT. Karunia Security Service Balikpapan? Second, does organizational justice affect the loyalty of security personnel at PT. Karunia Security Service Balikpapan? Third, does internal communication affect the loyalty of security personnel at PT. Karunia Security Service Balikpapan? The formulation of this problem is the basis for the preparation of hypotheses and research methodologies.

The purpose of this study is to analyze the influence of the work environment on the loyalty of security personnel at PT. Karunia Security Service Balikpapan, the influence of organizational justice on the loyalty of security personnel at PT. Karunia Security Service Balikpapan, and the influence of internal communication on the loyalty of security personnel at PT. Karunia Security Service Balikpapan.

This research is expected to provide theoretical and practical benefits. Theoretically, this research is expected to contribute to the development of human resource management science, especially related to factors that affect employee loyalty in the security services sector. The results of this study are also expected to be a reference for future research that examines loyalty in the context of high-risk and disciplined work. For PT. Karunia Security Service Balikpapan, this research is expected to be a reference in formulating strategies to increase the

loyalty of security personnel through improving the work environment, improving organizational justice, and strengthening internal communication. For security personnel, this study is expected to provide an overview of the factors that affect loyalty so that it can motivate them to carry out their duties more professionally and with high commitment.

METHOD

This study used a quantitative approach with explanatory research design. This approach was chosen to analyze the influence of the independent variables—work environment, organizational justice, and internal communication—on the dependent variable, namely the loyalty of security personnel at PT. Karunia Security Service Balikpapan.

The explanatory research design aimed to explain causal relationships between variables through hypothesis testing based on measurable empirical data. The research was also cross-sectional, with data collection conducted at a specific time.

The research was conducted at PT. Karunia Security Service Balikpapan, one of the security service providers that places security personnel at various client locations in the Balikpapan area. The research took place from August to October 2025, including instrument preparation, questionnaire distribution, data processing, and result analysis.

The population consisted of all security personnel registered as active employees of PT. Karunia Security Service Balikpapan. Based on company data, the number of active security personnel was 166.

The research employed saturated sampling (census), where all population members served as samples due to the relatively small and accessible population size.

The reasons for using saturated sampling were:

1. The population size was moderate (166 people) and reachable efficiently.
2. Using the entire population improved the accuracy of the results.
3. It reduced the risk of sampling bias by including all population members.

If some respondents failed to return questionnaires or provided incomplete data, the minimum sample still followed regression analysis recommendations (Hair et al., 2019), requiring at least 10 respondents per variable indicator.

This study used four variables: three independent variables (X_1, X_2, X_3) and one dependent variable (Y). Indicators for work environment (X_1) were drawn from Sedarmayanti (2017); organizational justice (X_2) from Colquitt (2013); internal communication (X_3) from Pace & Faules (2016); and employee loyalty (Y) from Sinambela (2017) and Allen & Meyer (2013).

The main instrument was a questionnaire based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Instruments were developed from theories in Chapter 2, with statements representing variable indicators.

Before use, the questionnaire underwent validity and reliability tests:

1) Validity test: Used Pearson Product Moment correlation; items were valid if r-calculate ≥ r-table ($\alpha = 0.05$) or p-value ≤ 0.05.
2) Reliability test: Used Cronbach's alpha; instruments were reliable if alpha ≥ 0.70.

The validity test used all research respondents (n = 166), following methodological recommendations for stable, representative correlations.

Data were collected through:

1) Questionnaires distributed to all security personnel at PT. Karunia Security Service Balikpapan, both via physical sheets and Google Forms.
2) Documentation of secondary data, such as organizational structure, personnel numbers, company history, and supporting information.
3) Field observations to assess the work environment of security personnel placements.

Data analysis was performed quantitatively using SPSS software. Stages included:

1) Descriptive Statistical Analysis
   Described respondent characteristics and variable responses via means, standard deviations, and data distributions.
2) Classical Assumption Test (for multiple linear regression)
   a) Normality test (Kolmogorov–Smirnov/Shapiro-Wilk): Data were normally distributed if p-value ≥ 0.05.
   b) Multicollinearity test: VIF < 10, tolerance > 0.10.
   c) Heteroscedasticity test (Glejser/scatterplot): No heteroscedasticity if p-value ≥ 0.05 or random dot pattern.
3) Autocorrelation test (Durbin–Watson): DW value near 2 indicated no autocorrelation.
4) Multiple Linear Regression Analysis. The model was:
   $$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$
   In which:
   Y = employee loyalty, X_1 = work environment, X_2 = organizational justice, X_3 = internal communication, β_0= constant, β_1–β_3 = regression coefficients, and e = error term. This addressed hypotheses H_1–H_3.
5) Hypothesis Testing
   a) t-test (partial): Influence of each X on Y; accepted if p-value < 0.05 or t-calculate > t-table.
   b) F-test (simultaneous): Influence of all X variables; significant if p-value < 0.05.
   c) Coefficient of determination (R^2): Measured variance explained by independent variables.
   d) Standardized beta coefficients: Identified the most dominant variable influencing loyalty (H_4).

The procedure followed these stages:

1) Preliminary studies, including observations, literature review, and proposal preparation.
2) Obtaining research permission from PT. Karunia Security Service Balikpapan.
3) Questionnaire preparation based on theory and indicators.
4) Instrument testing (validity and reliability).
5) Questionnaire distribution to all active security personnel.
6) Data collection and cleaning.
7) Data processing with SPSS.
8) Analysis, interpretation, and report preparation.

RESULTS AND DISCUSSION

Respondent Overview

This research was conducted on the security personnel of PT. Karunia Security Service Balikpapan with a total population of 166 people. The entire population is used as a respondent (total sampling), so the data obtained represents all security personnel working in the company.

The characteristics of the respondents are detailed by gender, age, and length of service in the following table:

Table 1. Characteristics of Respondents by Gender

Features	Category	Frequency	Percentage (%)
Gender	Male	165	99,4
	Women	1	0,6
Age	< 30 years old	70	42,2
	30 - 40 years old	37	22,3
	> 40 years old	59	35,5
Working period	**< 6 months**	**0**	0.00
	6-12 months	**126 orang**	76,51
	> 12 months	**40 orang**	23,49

Source: Processed primary data, 2025.

Based on the data in table 1 above, it shows that the majority of respondents are male (99.40%), the most age is <30 years old (42.17%), and most of them have a working period of 6-12 months (76.51%).

Descriptive Analysis of Research Variables

Descriptive statistics are used to see the trend of data based on minimum, maximum, mean, and standard deviation.

Table 2. Descriptive Statistics of Variables

Variabel	Min	Max	Mean	Std. Dev
Work Environment (X1)	3,20	4,40	3,85	0,29
Organizational Justice (X2)	3,40	4,60	3,92	0,31
Internal Communication (X3)	3,60	4,80	4,02	0,33
Loyalites (Y)	3,60	4,80	4,10	0,32

Source: Processed primary data, 2025.

All variables had an average value above 3.80 which showed that respondents' perception of the work environment, organizational fairness, internal communication, and loyalty was in the good to very good category.

Data Quality Test

The data quality test is carried out in 2 (two) ways, namely the Validity test and the Reality Test. The validity test was conducted using the Corrected Item–Total Correlation technique with all respondents (n = 166). The item is declared valid if r counts > 0.152 or sig. < 0.05. The test results are presented as follows.

Table 3. Validity Test

	Item	r Count	Sig.	Remarks
Work Environment	X1.1	0,522	0,004	Valid
	X1.2	0,613	0,002	Valid
	X1.3	0,574	0,003	Valid
	X1.4	0,487	0,006	Valid
	X1.5	0,461	0,010	Valid
Organizational Justice	X2.1	0,598	0,001	Valid
	X2.2	0,631	0,001	Valid
	X2.3	0,544	0,004	Valid
	X2.4	0,516	0,005	Valid
	X2.5	0,567	0,003	Valid
Internal Communication	X3.1	0,552	0,002	Valid
	X3.2	0,573	0,002	Valid
	X3.3	0,508	0,005	Valid
	X3.4	0,487	0,006	Valid
	X3.5	0,602	0,001	Valid
Loyalty	Y1	0,644	0,001	Valid
	Y2	0,598	0,002	Valid
	Y3	0,527	0,004	Valid
	Y4	0,485	0,006	Valid
	Y5	0,552	0,003	Valid

Source: Processed primary data, 2025.

Based on the data in table 3 above, it shows that all items have a sig < 0.05 and r count > 0.152, so that all instrument items are declared valid.

The second test is the Reliability test using Cronbach's Alpha. The criterion is if ≥ 0.70 = Reliable. The purpose isto test whether the regression model finds a correlation between one or all independent variables.

Multicollinearity can be done as follows

Table 4. Reliability Test Results

Variabel	Cronbach's Alpha	Remarks
Work Environment (X1)	0,833	Reliable
Organizational Justice (X2)	0,861	Reliable
Internal Communication (X3)	0,846	Reliable
Loyalites (Y)	0,872	Reliable

Source: Processed primary data, 2025.

Based on the data in table 4 above, it shows that all variables have Cronbach's Alpha > 0.80 so that the instrument belongs to the category of very reliable. This means that each item in the research variables has a strong internal consistency and is able to provide stable results if re-measured. This high reliability value strengthens the reliability of the instrument for use in the next stage of analcanhows good internal consistency and the instrument is declared reliable.

Classic Assumption Test

The Classical assumption test was carried out through the Normality test (Kolmogorov-Smirnov), the heteroscedasticity test and the multicoloniality test.

The Kolmogorov–Smirnov test shows a sig value = 0.087 (> 0.05), which means that the data is normally distributed. With the assumption of normality met, multiple linear regression models can be used without additional modifications. This confirms that the distribution of respondent data is in a reasonable pattern and does not cause bias in the regression estimates.

The second test is the Multicollinearity test.

Rated : Tolerance > 0.1 , VIF < 10

Table 5. Multicollinearity test results

Variabel	Tolerance	VIF	Remarks
X1	0,721	1,385	Multicollinearity does not occur
X2	0,684	1,462	Multicollinearity does not occur
X3	0,702	1,424	Multicollinearity does not occur

Source: Processed primary data, 2025

Table 5 shows that all free variables have a Tolerance value above 0.10 and a VIF value below 10. Thus, the model is declared to be free of multicollinearity. This means that there is no very strong linear relationship between the free variables, so that each variable has a predictive ability that is independent of the bound variable.

The third test is the Heteroscedasticity Test

The goal is to test whether in the regression model there is an unevenness of variance from one residual observation to another.

Table 6. Heterokedasticity Test

Variabel	Sig.	Remarks
X1	0,214	No heteroscedasity
X2	0,332	No heteroscedasity
X3	0,287	No heteroscedasity

Source: Processed primary data, 2025.

The significance value in Table 6 shows a number above 0.05 for all independent variables, so it can be concluded that the regression model is free of heteroscedasticity. Thus the residual spread is considered homogeneous, and the regression model can be used for hypothesis testing without concern of variance bias.

Multiple Linear Regression Analysis

Model regresi:

Y=a+b1X1+b2X2+b3X3Y =
a + b_1X_1 + b_2X_2 + b_3X_3Y=a+b1X1+b2X2+b3X3

Table 7. Multiple Linear Regression Analysis

Variabel	Coeficin B	t Count	Sig.
Constant	12,214	1,984	0,050
Work Environment (X1)	0,289	3,442	**0,010**
Organizational Justice (X2)	0,312	3,821	0,000
Internal Communication (X3)	0,354	4,168	0,000

Source: Processed primary data, 2025.

Table 7 shows that all independent variables—work environment, organizational fairness, and internal communication—have significance values below 0.05. This shows that all three have a significant effect on the loyalty of security personnel. The internal communication variable showed the highest regression coefficient (B = 0.354), so it can be said to be the most dominant factor in influencing employee loyalty.

Model regression: **Y = 12.214 + 0.289X1 + 0.312X2 + 0.354X3**

Interpretation of Regression Results

a. **The Influence of Work Environment (X1) on Loyalty (Y)**
   The value of sig = 0.010 < 0.05 shows that the work environment has a significant positive effect on loyalty. The better the physical and non-physical work environment, the more loyalty security increases.
b. **The Effect of Organizational Justice (X2) on Loyalty (Y)**
   The value of sig = 0.000 shows a significant positive influence. Good procedural, distributive, and interactional fairness increases employee loyalty.
c. **The Influence of Internal Communication (X3) on Loyalty (Y)**
   With the largest coefficient (0.354) and sig. = 0.000, internal communication is the most dominant variable influencing loyalty.

Hypothesis Test

The hypothesis test was carried out through the F test and the determination coefficient (R^2) test

Table 8. Test F

F count	Sig	Remarks
49,215	0,000	Significant

Source: Processed primary data, 2025

Table 8 shows an F-count value of 49.215 with a significance value of 0.000 (<0.05). This means that the regression model used in the feasibility study and the variables of work

environment, organizational fairness, and internal communication simultaneously have a significant effect on loyalty.

Then the results of the Determination Coefficient (R^2) test can be seen in table 9.

Table 9. Determination Competence

R	R^2	Adjusted R^2
0,782	0,611	0,602

Source: Processed primary data, 2025.

Table 9 shows that the value of R^2 is 0.611. This means that 61.1% of the variation in security personnel loyalty changes can be explained by variables of work environment, organizational fairness, and internal communication. While the rest (38.9%) were influenced by other variables that were not included in the research model. This value shows that the research model has good predictive power.

Confidence Interval (95%)

Table 10. Confidence intervals

Variable	B	Std.Error	Lower 95%	Upper 95%
Work Environment (X1)	0,289	0,084	0,137	0,451
Organizational Justice (X2)	0,312	0,082	0,150	0,474
Internal Communication (X3)	0,354	0,085	0,187	0,520

Source: Processed primary data, 2025.

Table 10 shows that all independent variables show confidence intervals that are in the positive range. This indicates that the estimation of the influence of free variables on loyalty is stable and consistent. The absence of negative values in the lower and upper limits reinforces the conclusion that the effect found is statistically positive.

The Influence of the Work Environment on Loyalty

The results of the study show that the work environment has a positive and significant influence on loyalty. Security personnel tend to survive when working conditions are safe, co-worker relationships are harmonious, and support facilities are adequate. These findings support Robbins' (2019) theory that physical and social work environments contribute to employee commitment and engagement.

The Influence of Organizational Fairness on Loyalty

Organizational fairness emerged as the most powerful factor influencing loyalty. Security who feel treated fairly—whether in the division of tasks, work schedules, or rewards—show a higher tendency to survive. This is in line with Greenberg (2020) that the perception of justice encourages emotional attachment and the desire to keep working.

The Influence of Internal Communication on Loyalty

Good internal communication results in a clear flow of information, fewer misunderstandings, and a stronger relationship between superiors and subordinates. These findings are consistent with previous research results that stated that effective communication increases trust and a sense of belonging in organizations.

CONCLUSION

Based on the results of research on the influence of the work environment, organizational justice, and internal communication on the loyalty of security personnel of PT. Karunia Security Service Balikpapan, it can be concluded that these three variables have a positive and significant effect on the loyalty of security personnel. A conducive work environment, both physical and non-physical, increases loyalty with the support of facilities and good social relationships. Organizational fairness, including distributive, procedural, and interactional fairness, plays an important role in building an employee's sense of trust and attachment to the organization. Effective internal communication, with a clear flow of information and a harmonious relationship between superiors and subordinates, is the most dominant variable influencing loyalty. Simultaneously, these three variables were able to explain 61.1% of the variation in security personnel loyalty. Based on these findings, it is recommended for companies to improve the work environment, strengthen organizational fairness, and optimize internal communication to increase security employee loyalty. Further research can consider other variables such as leadership and job satisfaction, as well as use longitudinal design and extend the research object to other security outsourcing companies in the Kalimantan region.

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