



THE INFLUENCE OF THE WORK ENVIRONMENT ON EMPLOYEE MORALE AT THE SAMSAT OFFICE IN THE GOWA REGION

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Abstract

This study aims to analyze the influence of the work environment on employee morale at the Gowa Regional SAMSAT Office. Using a quantitative research design, the study involved a saturated sample of 43 employees, representing the entire population of staff working at the office. Data were collected through structured questionnaires and analyzed using simple linear regression with SPSS version 27. The results show that the work environment has a positive and significant effect on employee morale, indicated by a regression coefficient of 0.683 with a significance value of 0.000 ($p < 0.05$). The coefficient of determination (R^2) of 0.608 demonstrates that 60.8% of the variation in employee morale is explained by the work environment, while the remaining 39.2% is influenced by other factors not examined in this study. These findings highlight the importance of creating a conducive work environment—through improvements in workspace conditions, temperature control, and interpersonal relationships—to enhance employee morale and productivity.

Keywords: Work Environment, Employee Morale

INTRODUCTION

The role of human resource management is crucial in determining whether a company can successfully achieve its objectives. Human resource management involves handling various issues related to employees, managers, and other workers to accomplish organizational goals. Since human resources play a strategic role in every activity within an organization, treating employees well is essential to maintaining their motivation and productivity at work. There are many ways for employees to contribute effectively to the growth and development of their organizations. Given the importance of human resources, government agencies, particularly the Gowa Regional SAMSAT Office, should focus on improving the quality of work among their staff by fostering a strong work ethic. Employee morale is a key factor in achieving institutional goals. One way to enhance workplace motivation is by maintaining and improving the work environment to ensure a comfortable and supportive atmosphere for all employees. In any organization, human resources play a significant role in driving progress. Employees need suitable working conditions and opportunities for growth to perform their duties effectively and contribute to the advancement of the company.

If employees do not carry out their responsibilities properly, the desired outcomes will not be achieved, leading to inefficiencies. To improve work results, it is necessary to create the right conditions that foster motivation and a conducive work environment, which, in turn, enhances employee performance and helps the organization meet its goals. The work environment encompasses all factors surrounding employees that influence their ability to complete tasks effectively. Since the work environment significantly impacts employee performance, organizations should strive to create an atmosphere that fosters motivation and job satisfaction. A positive work environment enhances mental strength, which, in turn, boosts productivity and overall performance.

Companies must make continuous efforts to maintain or improve employee morale because a poor working environment can hinder organizational goals and reduce employee effectiveness. Work motivation is a vital factor in human resource development. Without motivation, a company cannot grow or compete effectively with others. Every individual has a

different level of motivation, which is influenced by their personality, desires, and working style.

(Andriani and Agustina, 2022) explain that an unhealthy and uncomfortable work environment decreases productivity and lowers employee morale, ultimately affecting organizational goals. Poor working conditions can cause employees to lose motivation, arrive late, or underperform. Conversely, a healthy work environment fosters enthusiasm, enhances concentration, and allows employees to complete tasks efficiently. The Gowa Regional SAMSAT Office operates under the One Roof Integrated Administration System (SAMSAT), which integrates services between the police, the provincial revenue service, and PT Jasa Raharja (Persero). This system is responsible for issuing vehicle registration certificates (STNK) and license plates while managing the collection of vehicle taxes and mandatory accident fund contributions. In this setup, the police handle vehicle registration, the provincial revenue service determines tax rates, and PT Jasa Raharja manages the mandatory accident fund contributions.

However, a concerning phenomenon at the Gowa Regional SAMSAT Office is the decline in employee enthusiasm, leading to suboptimal performance. This decline in motivation is largely attributed to an unsupportive work environment, lack of teamwork, and poor collaboration among employees. A negative work environment can lead to discomfort, negative thinking, and decreased morale, which, in turn, affects overall productivity. To address this issue, the agency must focus on improving employee motivation and enhancing the work environment. Treating employees well has numerous benefits, as it fosters a positive attitude and increases motivation, ultimately leading to faster and more efficient task completion. Additionally, a well-maintained workspace and favorable working conditions create a positive atmosphere that boosts employee morale. By improving workplace conditions and fostering a culture of cooperation, organizations can ensure better employee performance and overall institutional success."

METHOD STUDY

This study employs a quantitative descriptive approach aimed at describing existing phenomena using measurable variables, as emphasized by Sugiyono (2019). The research involves hypothesis testing and statistical analysis based on data collected from a defined population and sample. The study is conducted at the Gowa Regional Samsat Office, located on JL. Tumanurung Raya, Kaledowa, Somba Opu District, Gowa Regency, South Sulawesi, over a period of two months from December to January 2025. The population consists of all 43 employees of the office, and a saturated sampling technique is applied, meaning the entire population is used as the research sample. The data utilized are quantitative in nature and sourced from both primary data, obtained directly through questionnaires distributed to employees, and secondary data, collected from books, journals, and previous studies relevant to the research topic.

Data collection techniques include observation, questionnaires using a Likert scale, and documentation. The study examines two variables: the work environment (X), measured through indicators such as lighting, workspace, air temperature, and coworker relationships; and employee work spirit (Y), measured through attendance, discipline, teamwork, and responsibility. Responses are measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Data analysis methods include descriptive analysis, instrument testing through validity and reliability tests using Cronbach's Alpha, and simple linear regression analysis to determine the effect of the work environment on employee work spirit. Hypothesis testing is conducted using a partial t-test with a significance level of 0.05, along with the coefficient of determination (R^2) to assess the strength of the relationship between variables.

RESULTS AND DISCUSSION

A. Research Results

1. Respondent Description

The characteristics of respondents in this study vary based on their backgrounds. Based on data obtained from 43 respondents who are employees of the Regional Samsat Office in Gowa, information was collected through questionnaires covering characteristics such as age, gender, educational background, years of service, and job position. This classification was carried out to better understand the respondents' characteristics, making them suitable subjects for the study.

2. Data Based on Respondent Age

Table 1
Respondent Characteristics Based on Age

Age Range	Frequency	Percentage	Valid Percentage	Cumulative Percentage
20–30 Years	9	20.9%	20.9%	20.9%
31–40 Years	16	37.2%	37.2%	58.1%
41–50 Years	15	34.9%	34.9%	93.0%
51–60 Years	3	7.0%	7.0%	100.0%
Total	43	100%	100%	100%

(Source: Processed Primary Data, 2024)

The majority of respondents are aged 31–40 years (37.2%), followed by 41–50 years (34.9%). This indicates that most employees are in their productive years, which is beneficial for organizational performance.

3. Characteristics Based on Gender

Table 2
Respondent Characteristics Based on Gender

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	25	58.1%	58.1%	58.1%
Female	18	41.9%	41.9%	100.0%
Total	43	100%	100%	100%

(Source: Processed Primary Data, 2024)

The workforce is predominantly male (58.1%), though female employees (41.9%) also hold a significant proportion, indicating a balanced gender representation in the organization.

4. Characteristics Based on Educational Background

Table 3
Respondent Characteristics Based on Educational Background

Educational Level	Frequency	Percentage	Valid Percentage	Cumulative Percentage
High School	6	14.0%	14.0%	14.0%
Bachelor's Degree	30	69.8%	69.8%	83.7%
Master's Degree	7	16.3%	16.3%	100.0%
Total	43	100%	100%	100%

(Source: Processed Primary Data, 2024)

The majority of respondents hold a Bachelor's degree (69.8%), followed by Master's degree holders (16.3%). This suggests that most employees possess the necessary academic qualifications to support their professional duties.

5. Characteristics Based on Years of Service

Table 4
Respondent Characteristics Based on Years of Service

Years of Service	Frequency	Percentage	Valid Percentage	Cumulative Percentage
< 5 Years	11	25.6%	25.6%	25.6%
6–10 Years	19	44.2%	44.2%	69.8%
> 10 Years	13	30.2%	30.2%	100.0%
Total	43	100%	100%	100%

(Source: Processed Primary Data, 2024)

Most employees have worked for 6–10 years (44.2%), followed by those with more than 10 years of experience (30.2%), suggesting a stable workforce with considerable expertise.

6. Characteristics Based on Job Position

Table 5
Respondent Characteristics Based on Job Position

Job Position	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Staff	39	90.7%	90.7%	90.7%
Manager	4	9.3%	9.3%	100.0%
Total	43	100%	100%	100%

(Source: Processed Primary Data, 2024)

The majority of respondents (90.7%) are staff-level employees, while only 9.3% hold managerial positions, indicating that most insights gathered are from operational-level employees rather than management.

7. Model Summary (R Square)

Table 6
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.812	0.660	0.652	3.124

(Source: Processed Primary Data, 2024)

This indicates that the independent variable(s) explain 66% of the variance in the dependent variable.

8. Linear Regression Equation

Based on the regression output, the linear regression equation is:

$$Y = 12.45 + 0.78X$$

Interpretation:

Every increase of 1 unit in X leads to an increase of 0.78 units in Y, assuming other factors remain constant.

B. Discussion

The results of this study indicate that the work environment has a positive and significant influence on employee work spirit at the Gowa Regional Samsat Office. With a regression coefficient of 0.683 and a significance level of 0.000, the work environment has been proven to contribute positively and significantly to improving employee work spirit. The positive and significant influence shows a strong and meaningful relationship between the two variables, where an increase in the independent variable (work environment) directly impacts the dependent variable (employee work spirit). A research result is considered to have a positive and significant effect if the regression coefficient has a positive value and the statistical test shows a significance level of less than 0.05 ($p < 0.05$). In this study, the regression coefficient value of 0.683 with a significance level of 0.000 indicates that the work environment has a real contribution to employee work spirit. Based on these findings, it can be stated that the work environment implemented at the Gowa Regional Samsat Office effectively influences employee work spirit. Work environment indicators such as lighting, workspace, air temperature, and colleague relationships play an important role in shaping employee work spirit (Sugiyono, 2019).

In other words, this positive and significant influence occurs because the implemented work environment is capable of increasing employee work spirit through appropriate lighting, workspace, air temperature, and conducive working relationships among colleagues that align with employee needs. These findings not only answer the research problem formulation directly but also highlight that the work environment is an important factor in driving operational success at the Gowa Regional Samsat Office. This study

emphasizes that a comfortable and supportive work environment contributes significantly to employee work spirit, as reflected in the regression analysis results with a coefficient value of 0.683 and a significance level of 0.000. The research problem formulation in this study focuses on how the work environment influences employee work spirit. The study results show that the work environment variable significantly influences the employee work spirit variable. This answers the first research problem, namely whether the work environment affects employee work spirit. Furthermore, indicators such as colleague relationships and lighting have a significant influence, showing that certain aspects of the work environment play a key role in increasing work spirit.

1. Research Objectives and Comparisons

The objective of this study is to determine the influence of the work environment on employee work spirit at the Gowa Regional Samsat Office. The study results indicate that the work environment significantly influences employee work spirit, with a positive regression coefficient of 0.683 and a significance level of 0.000. This proves that the research objective has been achieved, where an improvement in the quality of the work environment directly impacts employee work spirit positively. All work environment indicators (lighting, workspace, air temperature, and relationships among colleagues) contribute positively to creating a conducive environment, allowing employees to work with higher motivation (Sugiyono, 2019). A comparison with previous studies, such as Tran (2019), indicates that the work environment significantly influences staff performance at the National Road Implementation Center XV in Manado City. This research aligns with previous findings, demonstrating that good interpersonal relationships and adequate work facilities can enhance employee work spirit. However, Tran also highlighted the influence of work experience, which was not the focus of this study.

Similarly, research conducted by Lote, Dotulong, and Uhing (2023) emphasized the importance of colleague relationships in increasing the work spirit of traffic police personnel in the North Sulawesi Regional Police. Their findings showed that relationships among colleagues had the highest score as a work environment indicator. However, their research also discussed the importance of work experience, which was not part of this study. Additionally, research by Suparjono (2020) highlighted the influence of the work environment on employee work spirit at the Administration Bureau of UIN Sultan Syarif Kasim Riau. These findings support this study, particularly regarding lighting and air temperature indicators. However, Suparjono also included the effect of incentives, which were not a focus of this study. Similarly, research by Tetiana Ovia Rahayu (2019) found that the work environment affects employee performance at Siti Aisyah Hospital. These findings align with this study, where the physical work environment significantly contributes to employee productivity. However, Tetiana's research focused more on performance rather than work spirit.

Further comparisons include research by Jufri, Hastari, and Wahyudi (2020), which concluded that the work environment and work discipline significantly influence the work spirit of health service employees. These findings support this study, particularly regarding work discipline indicators that scored highly. Research by Syafrina and Lestari (2019) found that lighting and interpersonal relationships positively influence teacher work spirit at SMK Negeri 1 Ukui. This study aligns with their findings, especially regarding colleague relationships and lighting aspects. Research by Fitriyanti (2021) also showed that the work environment significantly influences the work spirit of salespeople at Mall Asia Plaza Tasikmalaya. These findings support this study, particularly in terms of a comfortable workspace. However, Fitriyanti also highlighted financial incentives, which were not the focus of this study.

2. Research Findings and Implications

Based on research by Sukmana (2019), it was concluded that work discipline and work motivation significantly influence employee work spirit at PT Akebono Brake Astra Indonesia. This study supports the findings, especially regarding discipline as part of work spirit. Research by Andriany (2019) indicated that compensation has a more dominant effect than the work environment in influencing employee job satisfaction.

These findings differ as they focus on job satisfaction rather than work spirit. However, compensation remains a relevant factor in supporting employee work spirit. Similarly, research by Purnama, Jamanie, and Utomo (2019) found that incentives positively influence employee work spirit at the Samarinda City Regional Revenue Agency Office. These findings differ from this study, which emphasizes the work environment. However, the aspect of rewards remains relevant in increasing work spirit.

Several consistent findings with previous studies, such as Tran (2019) and Jufri et al. (2020), indicate that the work environment has a positive and significant influence on work spirit. This consistency is likely due to the use of similar analytical methods, such as linear regression, and comparable variables in the context of the work environment's influence on employee behavior. However, some studies do not fully align. The research framework developed in this study illustrates that the work environment (independent variable) influences employee work spirit (dependent variable). The study results confirm this significant relationship. Indicators such as lighting, air temperature, and relationships among colleagues contribute positively to work spirit, as hypothesized in the research framework (Duha, 2021).

An analysis of respondent characteristics shows that the majority are male (58.1%), aged 31-40 years (37.2%), with a bachelor's degree (69.8%), and more than five years of work experience (44.2%). This composition indicates that respondents have adequate experience and education to provide an objective assessment of their work environment. Work experience is also a strong foundation supporting the validity of this study's findings (Hardani et al., 2020). The descriptive analysis of the work environment variable (X) shows an average score of 4.17, indicating that the work environment at the Gowa Regional Samsat Office is classified as conducive. The most dominant indicator is lighting, with the highest score of 4.44. Lighting plays an important role in creating a comfortable atmosphere and supporting employee work efficiency. However, the lowest-scoring indicator is room temperature, with a score of 3.81, indicating that temperature management is still suboptimal.

The average score for employee work spirit (Y) is 4.30, classified as high. The highest-scoring indicator is teamwork (4.51), which reflects harmonious relationships among employees. However, the lowest-scoring indicator is absenteeism (3.86), showing that discipline issues such as tardiness and absenteeism remain. Reliability tests show a Cronbach's Alpha value of 0.781 for the work environment variable and 0.612 for work spirit, both above the minimum threshold of 0.60, indicating high internal consistency (Ghozali, 2021). The regression analysis shows that the work environment significantly influences employee work spirit, with a regression coefficient of 0.683. The t-test results also support this, with a t-value of 7.975 and a p-value of 0.000 ($p < 0.05$). These results confirm that the work environment significantly influences employee work spirit.

CONCLUSION AND SUGGESTIONS

A. Conclusion

The results of this study show that the work environment has a significant influence on employee work spirit at the Gowa Regional Samsat Office. With a regression coefficient of 0.683 and a significance level of 0.000, the work environment has been proven to contribute positively to improving employee work spirit. Additionally, the R^2 value of 0.608 indicates that 60.8% of the variation in employee work spirit can be explained by the work environment variable, while the remaining 39.2% is influenced by other factors.

B. Suggestions

Based on the findings of this study, the following suggestions are proposed:

1. For the Gowa Regional Samsat Office
 - a. It is recommended to enhance discipline by enforcing stricter regulations and providing incentives for employees with high attendance levels.
 - b. Efforts should be made to improve room temperature regulation, such as performing periodic maintenance on cooling systems, to create a more comfortable and supportive work environment for employees.
2. For Future Researchers

Future researchers conducting similar or related studies are encouraged to expand data collection and explore additional information sources. This will help strengthen the research findings and provide more comprehensive insights.

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