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**THE INFLUENCE OF WORK ENVIRONMENT, WORK DISCIPLINE, AND  
WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE SALT  
PRODUCTION AREA IN SUMENEP, PT. GARAM**

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**Abstract**

One important factor in an organization is human resources. These human resources can activate and move all components in the organization. Without people, organizations will not be able to operate and run. This study aims to examine the influence of the work environment on employee performance at the salt production area in Sumenep, PT. Garam, as well as to assess the effect of work discipline and work motivation on employee performance in the same location. In addition, the study aims to examine the joint influence of the work environment, work discipline, and work motivation on employee performance at the Pegaraman Area Sumenep PT Salt. A quantitative research approach was employed, with data collected through observation and a questionnaire. The study population consisted of all employees working in the Pegaraman Area Sumenep PT Salt. The data were analyzed using multiple linear regression analysis, hypothesis testing, and the determination coefficient analysis. The results indicate that the work environment, work discipline, and work motivation each have a partial influence on employee performance.

**Keywords:** Work Environment, Work Discipline, Work Motivation, Employee Performance



## INTRODUCTION

According to (Hulu, 2021) companies must create human resources who have optimal performance. Employee performance prioritizes several factors, namely the importance of maintaining good performance in the company and finding ways to maximize or improve performance.

According to (Sedarmayanti, 2013) a work environment is a location where there are various groups within which there are various kinds of supporting facilities to achieve the expected goals. (Heizer & Render, 2015) believes that the work environment that is physically and mentally safe and comfortable enables employees to carry out their tasks in a way that positively impacts their performance, ensures their safety, and produces satisfying results. The work environment is one of the elements that should be monitored. With this monitoring, the quality of worker performance can be evaluated so that worker performance improves. Humans and the environment have a very close relationship. Humans always try to adapt to different environmental conditions. Therefore, work environment factors are important things that must be observed and monitored by an organization. The work environment is the social, physical, and psychological environment that greatly influences workers in perfecting their work. Humans cannot be separated from their surrounding area or environment. This means that the work environment can influence worker performance.

Meanwhile, Sedarmayanti (2011) believes that working environmental conditions have a significant impact on changing the physical and non-physical conditions of employees. A good work environment will make the workforce feel prosperous, peaceful, and at ease; with these conditions, employees will do their work efficiently and can produce satisfactory performance. However, a bad work environment can create conditions for employees to decline, and if this situation

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is ignored and left without any action from the company, it will result in employee performance being inefficient and decreasing. Therefore, companies need to establish a positive and high-quality work environment to enhance employees' motivation and enthusiasm in performing their duties.

Work discipline (Afandi, 2021) is a discipline as well as rules that are formed by the management of an agency, mutually agreed upon by people who are integrated in the organization to comply with applicable regulations happily so that they are formed or created through the progress of all attitudes that express the values of order, obedience and politeness. (Afandi, 2021) also believes that work discipline is a method to convert a character as well as a way to foster understanding, vigilance, and awareness of employees so that they comply with all policies that have been made by the organization. The previous explanation shows that discipline is an instrument for a company to strengthen and preserve its existence. This is because there is maximum discipline, employees or subordinates can automatically comply with all applicable regulations or policies, so that work can be carried out according to the specified plan.

According to (Farisi et al., 2020), motivation is an ambition and dream that grows from within a motivated individual, inspired to do work enthusiastically, happily, and seriously so that the work they have done produces quality and satisfying results. Motivation is a positive effort to guide or direct employees to be more productive. Motivation can be called a driving force that moves individuals to behave, and this behavior has a specific goal. Motivation has a good goal to improve workforce competence

A work environment that is neat and free of dirt can foster a comfortable situation so that employees complete their responsibilities properly and are more



enthusiastic in completing their tasks. However, if the work environment is inadequate and uncomfortable, employees will be less comfortable and will reduce employee enthusiasm for carrying out and completing their work. After the researcher made observations, the researcher found that the work environment in the Pegaraman Area, Sumenep, PT. Garam is still uncomfortable because there are several rooms where the air circulation is not optimal, and the air conditioning is not comprehensive. In terms of the neatness of spatial layout, there are several rooms that are not optimal because they are still found in untidy printing rooms.

Work discipline must be applied and enforced so that whatever is done is following predetermined regulations. Work discipline prevents employees from doing things that can cause trouble and harm the organization. In accordance with observations made by researchers, there are several employees who come to work and leave work not on time. Apart from that, the work motivation of employees at Pegaraman Area Sumenep PT. Salt is still not good because there are still some employees who waste time joking and sometimes there are still those who look at their smartphones, which can delay and slow down completing work.

Researchers reviewed several existing variables; the first variable was the work environment. The researchers took and chose this variable because of the lack of clarity and certainty regarding whether the work environment has an impact on employee performance. (Gita Putri et al., 2024) it was stated that the work environment does not exert a positive or significant effect on employee performance, whereas (Agustin & Wijayanti, 2023) argued that the work environment indeed exerts a positive and significant influence on employee



performance. The second variable, work discipline, was selected and examined by researchers as part of the study because of the lack of determination and certainty regarding whether work discipline can influence employee performance. (Pradani & Ahsani, 2024) stated that work discipline does not significantly affect employee performance, while (Soejarminto & Hidayat, 2022) argue that work discipline has a positive and significant impact on employee performance. The third variable is work motivation. Researchers picked and chose this variable because of the lack of determination and certainty regarding whether motivation can influence employee performance. (Ismaylia Nila Affanti & Asih Handayani, 2024) argued that work motivation does not have a significant influence on employee performance, whereas (Amelia Putri & Syarif, 2024) stated that work motivation can have a significant impact on employee performance. Based on the issues described and the findings from several journal studies related to variable selection, the researcher is interested in examining whether the work environment, work discipline, and work motivation influence employee performance.

This research has several objectives, namely to understand the work environment, work discipline, and work motivation in influencing employee performance in Pegaraman Area Sumenep PT. Garam both partially and simultaneously.

## **LITERATURE REVIEW**

### **Human Resources**

Human resources (Rivai, 2004) are individuals who possess the ability and readiness to contribute and provide support through efforts aimed at achieving



organizational goals. In addition, human resources are also one of the input components, along with other elements such as materials, machines, capital, and methods/technology, which are processed through a management process into outputs in the form of goods or services as part of achieving organizational objectives. Human resources (Nawawi, 2003) are defined in two ways: macro and micro. On a macro level, human resources refer to all individuals or citizens within a specific country or region who are of working age, regardless of whether they are currently employed or not. On a micro level, human resources refers to individuals who work for or are members of an organization, commonly referred to as employees, staff, workers, and similar terms.

### **Work Environment**

According to (Siagian & Khair, 2018) argue that the work environment or workplace is something that is fully owned by the worker and can influence employees' performance towards the obligations assigned by the company. Meanwhile, Nitisemito in (Fahmy et al., 2021), explains that the work environment directs or refers to all factors that surround employees and have the possibility or potential to influence employee performance in doing their work.

The work environment indicators, according to (Putra et al., 2022), are as follows :

- a. Working environment conditions
- b. Interaction or relationship between employees
- c. Readiness and availability of work facility equipment

According to (Afandi, 2018), there are several work environment indicators, namely :



- a. Lighting. If lighting is illuminated or emitted brightly and sufficiently, employees will be able to work more quickly and efficiently with less eye strain.
- b. Color. Using good and appropriate colors for the room can help employees work comfortably, peacefully, happily and enthusiastically in carrying out their duties.
- c. Voice. To overcome noise, there needs to be a special place for equipment that makes loud noises, such as telephones, motorbike parking, and so on. With this, employees can focus on doing their work.
- d. Air. This air is related to air temperature, air circulation.

### **Work Discipline**

According to (Setyaji & Rijanti, 2022), discipline is a part of managerial activities aimed at encouraging employees to comply with and adhere to established regulations. (Muslimat & Wahid, 2021) also argue that work discipline refers to individual behavior and attitudes commensurate with established organizational regulations, policies, and procedures. According to (Sutrisno, 2019) work discipline is fundamental in disciplining employees because organizational goals cannot be achieved without work discipline. (Fauzia, 2019) believes that work discipline is obedient behavior and obeying all regulations and policies that apply in the workplace to keep employees close to existing company plans.

According to (Fauzia, 2019) there are 5 indicators of employee work discipline, namely :

- a. Obedience and obedience to leaders or superiors. Obey and follow what is advised and directed by the leadership to obtain satisfactory results.



- b. The attendance rate is the number of all employees who are present to do their work in a company that has been identified as having a low level of employee absenteeism.
- c. Working procedures. Regulations and policies that all employees in the company must obey and adhere to.
- d. Work awareness is the behavior of individuals who sincerely and voluntarily carry out their duties and work well without any coercion.
- e. Responsibility. The ability and willingness of employees to carry out their obligations towards their work, the facilities and infrastructure they have used, and their work attitudes.

According to (Sutrisno, 2017) work discipline has 4 indicators, namely :

- a. Adhere to time regulations
- b. Comply with company policies or regulations.
- c. Adhere to attitudes at work
- d. Comply with other regulations.

### **Work Motivation**

Motivation (Situmorang et al., 2021) is the will and determination that can make individuals work. For the most part, people work for only one reason, namely to achieve their desired goals. Work motivation aims to grow or arouse individual work enthusiasm or motivation in order to achieve the set goals. (M. Hasibuan, 2019) explains that work motivation is anything that can encourage, channel and encourage an individual's attitude so that they can carry out their duties with enthusiasm, seriously in order to produce maximum results. (Sutrisno, 2019) stated that if humans need and want something, they will be moved and encouraged to carry out certain activities to get what they want.



Work motivation has 8 indicators (Saripuddin & Handayani, 2019) including:

- a. Perseverance
- b. Time utilization
- c. Work colleague
- d. Efforts to move forward
- e. Have high aspirations
- f. Future orientation
- g. Work hard
- h. Goal or task orientation

Meanwhile, (Hasibuan, 2017) said that work motivation has 4 indicators, namely :

- a. The need for authority or power
- b. Ability requirements
- c. The need for achievement
- d. Association or affiliation requirements

### **Employee Performance**

The competence that a worker has in completing their work at a company is called employee performance. (Rosalina & Wati, 2020) stated that performance is important in achieving a company's goals. If an agency or company has good employee performance, then the company will achieve its desired goals. According to (Hustia, 2020) performance is the output of a job obtained from the tasks carried out by the employee, which is based on ability, competence, experience, and perseverance. If employee performance decreases, it will directly



affect and reduce organizational performance, and the desired goals will be difficult to achieve.

Meanwhile, (Rivai, 2019) defines employee performance as a person's skills and ambitions in carrying out their work, completing it, and being responsible for obtaining the desired results. (Handoko, 2020) believes that employee performance is the activities carried out by workers in completing their responsibilities obtained from the company.

According to (Afandi, 2018) there are five employee performance indicators:

- a. Work quantity is the duration or length of time an employee works in one day. Work quantity is observed from the individual's dexterity and responsiveness at work.
- b. Work quality is how capable the employee is of carrying out his work well and correctly.
- c. Collaboration means employees are willing and able to participate and participate with other employees both outside and inside work so that they can produce excellent work.
- d. Responsibility for work means that employees have full awareness of carrying out the obligations and work assigned to them.
- e. Initiative. Worker have their initiative to carry out work and overcome problems in their work without waiting for instructions from leaders or showing a sense of responsibility in their work, which is an obligation for employees.

Meanwhile, (Mangkunegara, 2019) stated that employee performance indicators are :



- a. Work quantity is the length of time a worker can carry out their work within a predetermined time. This work quantity is seen by the speed or responsiveness of each employee in carrying out their respective jobs.
- b. Work quality is how well a worker does their job
- c. Task implementation is the skill of the workforce in completing their responsibilities carefully and precisely.
- d. Responsibility for work means that employees have full awareness of fulfilling their obligations and carrying out the work assigned to them.

## RESEARCH METHOD

This study adopts a qualitative approach as its primary research method. Quantitative research methods involve data that defines, formulates, and interprets data into various numbers and analyzes by applying statistics. (Sugiyono, 2013) suggests that quantitative methods are defined as research methods applied to test a population or sample, combining data by applying research instruments, and examining data in order to be able to analyze established hypotheses. This research uses a population of all workers who work in the salting area of Sumenep PT. Salt. Data was collected using several techniques, namely by using observation, questionnaires, and literature. Validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, and hypothesis tests are instruments in testing the validity of data. Questionnaire answers from respondents were calculated using a Likert scale.



## RESULTS AND DISCUSSION

### Respondent Characteristics

No.	Gender	Respondent	Percentage
1.	Man	39	92,9%
2.	Woman	3	7,1%
	Total	42	100%

The following table shows that there were 39 male respondents with a percentage 92,9% and 3 female respondents with a percentage of 7,1%. Thus, it is stated that the employees of Pegaraman Area Sumenep PT. Garam, the majority of employees are male.

### Validity Test

The purpose of the validity test is to assess the accuracy of each questionnaire item for every variable. The testing method applied is the product-moment correlation, where the calculated  $r_{count} > r_{table}$ , indicating that the data is valid.

Indicator	Rcount	rtable
X1.1	0,689	0,304
X1.2	0,664	0,304
X1.3	0,701	0,304
X1.4	0,747	0,304
X1.5	0,742	0,304
X1.6	0,619	0,304
X2.1	0,384	0,304
X2.2	0,732	0,304
X2.3	0,757	0,304
X2.4	0,603	0,304
X2.5	0,764	0,304
X2.6	0,612	0,304
X3.1	0,911	0,304
X3.2	0,835	0,304
X3.3	0,843	0,304
X3.4	0,949	0,304



X3.5	0,949	0,304
X3.6	0,728	0,304
Y.1	0,819	0,304
Y.2	0,819	0,304
Y.3	0,819	0,304
Y.4	0,853	0,304
Y.5	0,828	0,304
Y.6	0,484	0,304

The table below indicates that each statement’s Pearson correlation value is deemed valid, as the calculated r values exceed the r table 0,304.

**Reliability Test**

To confirm the validity of the research questionnaire, a reliability test must also be conducted using the Cronbach’s Alpha metric. The data is deemed reliable if the computed Alpha value exceeds the standard threshold of 0,60.

Variable	Cronbach’s Alpha	N of items
Work Environment (X1)	0.710	6
Work Discipline (X2)	0.618	6
Work Motivation (X3)	0,928	6
Employee Performance (Y)	0,842	6

After testing the data, each variable gets a value of > 0,60, with this all data being said to be reliable.

**Normality Test**

		Unstandardized Residual
N		42
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.95695811
Most Extreme Differences	Absolute	.098
	Positive	.084
	Negative	.098
Test Statistic		.098



Asymp. Sig. (2-tailed)	200 <sup>c,d</sup>
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The table below indicates that all variables have a sig. 0,200 > 0,05, suggesting that the variables are normally distributed.

**Multicollinearity Test**

Model		Unstard. Coeff.		Stand. Coeff.	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Const)	18.710	2.233		8.379	.000		
	X1	.153	.067	.317	2.277	.028	.976	1.350
	X2		.074			.549	.741	1.350
	X3	.185	.067	.437	2.746	.009	.748	1.337

The table above explains that the VIF value is 0,976 from the work environment and tolerance 1.024, work discipline gets a VIF value of 0,741 with a tolerance 1.350 and the VIF value for work motivation 0,748 and tolerance value of 1.337, then each variable get a VIF value below 10 and tolerance value > 0,01, then it is said that there are no indications of multicollinearity among the variables of work environment, work discipline and work motivation in relation to employee performance at the Pegaraman Area of PT. Garam in Sumenep.

**Heteroscedasticity Test**

Model		Unst. Coeff.		Stand. Coef.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.699	3.207		-.218	.829
	X1	-.039	.062	-.100	-.633	.530
	X2	.082	.072	.182	1.148	.258
	X3	.045	.086	.084	.527	.601

The following table shows the work environment with sig. value 0,530, work discipline 0,258, and work motivation 0,601, since all variables have sig.



value >0,05, hereby stating that no symptom of heteroscedasticity was found in the data.

**Multiple Linear Regression Test**

Model	Unstand. Coeffi.		Stand. Coeff.	t.	Sig.
	B	Std. Error	Beta		
1 (Const)	18.710	2.233		8.379	.000
X1	.153	0.67	.317	2.277	.028
X2	-.045	0.74	-.097	-.604	.549
X2	.185	0.67	.437	2.746	.009

The table above explains that the equation for the three variabels that are influenced by employee performance:  $Y = 18.750 + 0,153X1 + -0,045X2 + 0,185X3 + e$ , thus the const. value is 18.710, the value is referred to as a constant, this mean that if the work environment, work discipline and work motivation remain constant value (0), thus employee performance can increase by 18.710. The work environment gets a coefficient. 0,153, which shows that if every 1 unit is added to the work environment variable, employee performance increases, with other assumptions that have constant or fixed values. The work discipline gets a coefficient of 0,045, thus showing that if every 1 unit is added to the work discipline, employee performance can increase with other assumptions that have constant or fixed value. Work motivation gets a coefficient of 0,185 so that it is stated that if every additional 1 unit is added to the work motivation variable, employee performance can increase, with other assumptions which have a constant or fixed value.

**t Test (Partial)**

Model	Unstandardized Coeff.		Stand. Coeff.	t.	Sig.
	B	Std. Error	Beta		



1	(Const)	18.710	2.233		8.379	.000
	X1	.153	0.67	.317	2.277	.028
	X2	-.045	0.74	.097	-.604	.549
	X3	.185	0.67	.437	2.746	.009

Source: SPSS 23 Data Processing Results

The following table says that the work environment gets a  $t_{count} > t_{table}$  ( $2.277 > 2.024$ ) and a sig. value ( $0.028 < 0.05$ ) thus H1 is accepted. Thus, partially, the work environment has a significant influence on determining employee performance at Pegaraman Area Sumenep PT. Garam. Work discipline gets a  $t_{count} < t_{table}$  value ( $-0.604 < 2.204$ ) and a sig. ( $0.549 > 0.05$ ). Thus, H2 is rejected, indicating that, individually, work discipline does not significantly impact employee performance at Pegaraman Area Sumenep PT. Garam. Work motivation gets a  $t_{count} > t_{table}$  ( $2.746 > 2.024$ ) and a sig. value ( $0.009 < 0.05$ ) thus H3 is accepted. Furthermore, work motivation has been shown to significantly affect employee performance at the same location.

**F Test**

Model		Sum of Squares	Df	Mean Square	F.	Sig.
1	Regression	4.891	4	1.630	11.969	.000 <sup>b</sup>
	Residual	5.176	38	.136		
	Total	10.066	42			

The following table states that  $F_{count}$  is 11,969 and the  $F_{table}$  value in this study is 2,92, so  $F_{count} > F_{table}$  ( $11,969 > 2,92$ ) with significance ( $0,000 < 0,05$ ). Thus, the factors of work environment, work discipline, and work motivation contribute positively and significantly to the improvement of employee performance at Pegaraman Area PT. Garam then H4 is accepted.

**Coefficient of Determination (R2)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.801 <sup>a</sup>	.641	.613	.268
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The table below shows that the adjusted R Square is 0,641 or 64,1%, indicating that the regression model involving the variables of work environment, work discipline, and work motivation explains 64,1% of the variation in employee performance. Meanwhile, the remaining 35,9% is influenced by other factors outside the model used.

**The Influence of the Work Environment on Employee Performance**

The work environment affects employee performance at the salt farming site in the Sumenep Area of PT. Garam. By getting a t-count of 2,227, which gets a sig.  $0,028 < 0,05$ . Following research (Kusbiyanto, 2024), which has the results that the work environment has a positive and significant impact on employee performance at Dr Mohamad Soewandhie Hospital, Surabaya. According to the opinion (Mangkunegara, 2008), the work environment is related to employee performance. Motivation must be possessed and must be instilled from within the individual and the work environment from the first time the employee starts working. The achievement motive that is instilled within the individual will create individual strength, and it will be easier to implement if the work environment can help and support this situation.

**The Influence of Work Discipline on Employee Performance**

Work discipline cannot affect on performance of employees of Pegaraman Area Sumenep PT. Garam. With a t count of -0,604 which gets sig.  $0,549 > 0,05$ . In contrast, a prior study (Pradani & Ahsani, 2024) it was discovered that work discipline does not influence employee performance at PT Bahagia Rejeki Utama (Baru Toserba). This is in line with Singodimedjo’s theory quoted (Sutrisno, 2016) that polite and correct discipline reflects the worker’s responsibilities in carrying



out their work, and this can raise enthusiasm, passion in work, and create company, employee, and community goals. However, based on that perspective (Wahyuni & Karneli, 2021), employees' indiscipline can have highly detrimental effects. (Robot, 2021) also said that undisciplined employees will cause losses and the downfall of the organization. If many employees violate discipline, it will have an impact on the workforce, slowing them down in completing their work on time.

### **The Influence of Work Motivation on Employee Performance**

Work motivation positively affects employee performance at Pegaraman Area Sumenep PT. Garam. This is in accordance with the t-value of 2,746, which produces a sig.  $0,009 < 0,05$ . This aligns with the findings of (Ernanda, 2024), which concluded that work motivation significantly influences employees' performance at PT Uni Djaja. According to the statement from (Hamzah.B., 2011) that motivation is an important thing and must be paid attention to because motivation is part of the factors that determine an individual's performance. Without good motivation, a company will experience difficulty in producing satisfactory results. Therefore, motivation is one of the brilliant ways for an organization to achieve its desired goals.

### **The Influence of Work Environment, Work Discipline, and Work Motivation on Employee Performance**

Based on the data analysis results showed that the work environment, work discipline, and work motivation have a significant impact on employee performance at the Pegaraman Area Sumenep PT. Garam. This is in line with the fact that the calculated F value  $> F$  table ( $11.969 > 2,92$ ), which has significance ( $0,000 < 0,05$ ), indicating that all three variables significantly impact employee



performance, which means H4 is accepted. This findings align with the research by (Lestari & Budiarmo, 2018) this finding is consistent with a study conducted at PT Sari Warna Asli unit V Kudus (Case Study of employees in the production department), which concluded that the three factors discipline, motivation, and the work environment positively and significantly influence employee performance.

## CONCLUSION

This research provides meaningful guidance and knowledge for business practitioners on how to improve the work environment, reinforce work discipline, increase work motivation, and enhance overall employee performance. It highlights the importance of creating a comfortable and harmonious workplace, work environment can enable workers to do their work properly and thus produce satisfactory work results. By implementing clear and consistent regulations and policies, a fair and orderly work environment will be fostered. This can improve employee work discipline. Motivation is a positive effort to guide or direct employees to be more productive. In implementing these practical implications, a company is able to bring about a contributive work environment, increase work discipline, and provide motivation to its employees. Moreover, this research also contributes to companies by enabling them to improve the surrounding environment, discipline, and offer appropriate motivation to support the gradual improvement of employee performance.

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