



Analysis of Employee Morale at the Mojokerto City Communication and Informatics Office

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ABSTRACT

This study aims to determine the effect of work stress and work environment on the morale of all employees at the Mojokerto City Communication and Information Service. The total sample is 73 employees taken by the saturated sampling method. Data collection by conducting interviews and distributing questionnaires to all employees. The variables used by researchers include the variable Work Stress (X1) and the Physical Work Environment (X2) and the Work Spirit variable (Y). Using an analytical model in the form of Partial Least Square (PLS) to examine whether there is influence between constructs in order to assess prediction correlations between them. The outcomes of the study show that work stress does not contribute and the physical work environment contributes to employee morale.

INTRODUCTION

Achieving organizational goals is reflected in employee productivity. At work, productivity depends on employees' willingness to produce, their ability to see and see improved performance and achievement of organizational goals. Employees need encouragement to do well. One of these encouragements can be seen in improved employee morale. According to Yusmiaty (in Sugara et al., 2020) morale is "the pleasure of employees or workers to carry out the work given to employees so that the work can be completed on time". Mangkunegara, (2016) states that employee morale can be affected by work stress.

Chaudhry (in Anis, 2021) states that work stress is a feeling or sign that arises within employees that can affect an organization, which can affect employee happiness and affect employee skills or abilities. Another factor besides work stress that can also affect employee morale is the physical work environment. Armida (in Devika, 2019) argues that the physical work environment is everything that is around employees so that it can influence individuals in carrying out assigned tasks, such as lighting, space for movement, security, cleanliness, and so on.

The first indication is work stress based on the results of interviews, problems that cause stress, among others, feeling pressured by the many demands of the tasks assigned, equipment that is not qualified to support work, such as there are still devices that are below general specifications which results in being slow, causing work to be delayed. The second indication is the physical work environment related to the facilities around employees such as the air temperature which is still not good enough and hot because there is no air conditioner (AC), lack of devices, lack of printers and scanners, lack of seats, and spatial arrangement which is less tidy and still coincides with another employee's desk. In addition, some employees feel disturbed by the sound of work partners so they become unfocused.

Based on previous research conducted by Candra Pranata Manihuruk (2020) shows that work stress has a significant effect on morale. And Ketut Gusadi Pranata, et al (2022) shows that work stress hurts morale. Work stress experienced by individuals involved in the organization can have a significant impact on the parties concerned. In addition, Hasanah (2016) and Riyanto et al. (2017) said that having a good and supportive Employee morale can be raised by the workplace. That is consistent with previous research conducted by Devika and Sarianti (2019) which showed that the physical work environment has a significant positive effect on employee morale.

From the several indications described above, such working conditions can lead to a decrease in morale. If this condition persists and is constantly felt by employees, it will certainly be detrimental to the organization itself. With that, researchers interested in researching are interested in knowing and conducting deeper research on "The Influence of Work Stress and Physical Work Environment on Employee Work Morale at the Mojokerto City Communication and Information Service".

THEORETICAL REVIEW

Work stress

Chaudhry (in Anis, 2021) states that work stress is a feeling or sign that arises within employees that can affect an organization, which can affect employee happiness and affect employee skills or abilities. According to Noor (2016) said that one of the effects of psychological stress is that it can reduce employee job satisfaction where job satisfaction is a pleasant emotional attitude and loving his job.

Physical Work Environment

Armida (in Devika, 2019) Armida (in Devika, 2019) it argues that the physical workplace is everything that surrounds an employee and can affect how they carry out their given tasks. tasks, such as lighting, space for movement, security, cleanliness, and so on. Sedarmayanti (Sugara et al., 2020) suggests that the physical work environment is all physical conditions that exist around the workplace that can affect employees both directly and indirectly.

Spirit at work

According to Yusmiaty (in Sugara et al., 2020) morale is "employee or workforce pleasure to carry out the work given to employees so that the work can be completed on time". Alwi (2016) suggests that "High employee morale will ultimately affect the achievement of organizational goals effectively.

Hypothesis Development

Effects of work stress on morale

The work stress gap is a serious problem that befalls every employee who is at work. According to Luthans (in Manihuruk, 2020) states that many managers report stress related to work, and the new environment worsens the atmosphere. Work stress experienced by individuals involved in the organization can have a significant impact on the parties concerned.

H1: Work stress hurts employee morale

Impact of physical work environment on morale

Armida (in Devika, 2019) expressed the opinion that the physical work environment revolves around the employee and therefore influences individuals in how they perform their jobs that have been given, such as lighting, space for movement, security, cleanliness, and so on. Employee morale is higher when the physical working environment is better. morale.

H2: The physical work environment has a positive impact on employee morale

METHODOLOGY

This research was conducted at a government agency, namely the Mojokerto City Communication and Informatics Office. This research is a research using a quantitative method. The data collection technique of this research was through the results of respondents' answers to filling out questionnaires in the form of ordinal scale questionnaires, which fulfilled Likert scale statements to all employees of the Mojokerto City Communication and Informatics Office. The population in this study were all employees with a total of 73 people. Obtained a sample of 73 respondents who were taken by the saturated sampling method. The variables determined by the researchers include The independent variable, namely Work Stress (X1) while the indicators include Excessive workload (X1.1) is a series of tasks that have been given by the company which must be completed within a certain period if the workload or tasks given excessively will result in the period of completion of the task. Working time (X1.2) is an employee limit in doing the work that has been given by the leader. Inadequate equipment (X1.3) is a facility used to support the activities of the work that has been given. Physical Work Environment Variables (X2) The indicators include temperature (X2.1), noise (X2.2), and layout (X2.3). The dependent variable is Morale (Y) while the indicators include absence or presence (Y1.1) this means that employees are disciplined in carrying out their duties and responsibilities. Satisfaction (Y1.2) is employee satisfaction or dissatisfaction in doing the work he is doing because it is appropriate or not by the expertise he has. Responsibility (Y1.3) is carrying out the duties and obligations as well as possible and being responsible for the implementation of the obligations that are owned.

Data Analysis

The analysis method used in this study is the Model using partial least squares (PLS). When unique issues with the data arise, such as limited research sample sizes, missing values, and multicollinearity, PLS is a variant-based SEM statistical method created to address multiple regression. In order to study potential predictive correlations between these constructs, PLS-SEM seeks to ascertain whether there is a connection or influence between them. The following are the structural equation modeling-related and not hypothesis-testing-related PLS assumptions: Latent variables in the inner model are related to one another in a linear and additive way, and the structural model is recursive. Geisser and Stone's resampling with bootstrapping method serves as the foundation for PLS's hypothesis testing methodology. The PLS sample size is as follows: 1. Ten times as many formative indicators were used in a constructed construct study as there were internal model paths, and 2. directly connected to structures created by the internal model. 3. Small samples 30-50 or large samples >200.

RESULTS AND DISCUSSION

Validity and Reliability Test

Table 2. Construct Reliability and Validity

| | Composite Reliability | Average Variance Extracted (AVE) |
|-----------------------------|-----------------------|----------------------------------|
| LINGKUNGAN KERJA FISIK (X2) | 0.884 | 0.717 |
| SEMANGAT KERJA PEGAWAI (Y) | 0.945 | 0.850 |
| STRESS KERJA (X1) | 0.930 | 0.816 |

Source: Data Processing Results

Based on Table 2. The independent variable with reflective indicators in this study uses work stress and the physical work environment with the dependent variable being morale. AVE results, namely The value displays how much indicator variance the latent variable may hold. Greater than 0.5 convergent AVE values also signify adequate validity for latent variables. Overall, the variables in this study can be regarded to have strong validity because the AVE test findings for the Physical Work Environment (X2) variable, Employee Work Spirit (Y) variable, and Work Stress variable (X1) variable all showed values of more than 0.5.

The composite reliability value is used to quantify construct dependability. If the composite reliability value is more than 0.70, the indicator is said to be consistent in measuring its hidden variables. Results of the combined reliability tests were 0.884 for the physical work environment variable, 0.945 for the employee mentality variable, and 0.930 for the work stress variable. All three variables in this study were trustworthy, as evidenced by the Composite Reliability value, which was over 0.70.

Structural Model Test Results (Inner Model)

Table 3. R-Square

| | R Square |
|----------------------------|----------|
| SEMANGAT KERJA PEGAWAI (Y) | 0.568 |

Source: Data Processing Results

Based on Table 3. Structural models are checked against the R-squared value, which is the model suitability test. A test of the inner model can be seen from the R-squared value of the equation between the latent variables. The

value of $R^2 = 0.568$ can be interpreted as the model explains the phenomenon that employee morale is 56.80% influenced by job stress and physical work environment, and 43.20% by variables other than job stress and physical work environment.

Hypothesis Test

Table 4. Inner Weight

| Path Coefficients | | | | | |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Mean, STDEV, T-Values, P-Values | | | | | |
| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
| LINGKUNGAN KERJA FISIK (X2) -> SEMANGAT KERJA PEGAWAI (Y) | 0.730 | 0.742 | 0.114 | 6.410 | 0.000 |
| STRESS KERJA (X1) -> SEMANGAT KERJA PEGAWAI (Y) | 0.030 | 0.019 | 0.144 | 0.209 | 0.835 |

Source: Data Processing Results

Based on Table 4. it is concluded that:

1. With a path coefficient of 0.030, work stress has a non-significant impact on employee morale. Since the p-value in this case is bigger than the significance threshold of 0.05 (5%), it is not significant.
2. The physical work environment has a significant (positive) impact on employee morale, with a path coefficient of 0.730 and a p-value of 0.000, which is smaller than the value of = 0.05 (5%).

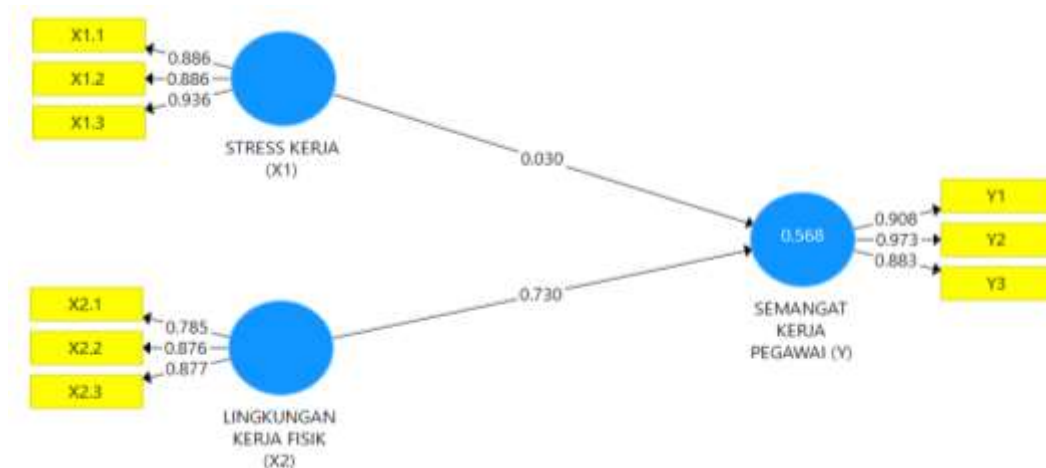


Figure 1. Outer Model
(Source: Data Processing Results)

From Figure 1. From the PLS output above, we can see that the magnitude of the factor loading value for each indicator is above the arrow between the variable and the indicator. In addition, we can also see that the

path coefficient is above the arrow line between the exogenous and variable variables. endogenous. Furthermore, we can see that the magnitude of the R-squared falls just inside the circle of endogenous (moral) variables.

Effects of work stress on morale

According to data processing results, employee stress at work has no discernible impact. morale at the Mojokerto City Communication and Informatics Office, so hypothesis 1 is rejected. This contrasts with previous work by Candra Pranata Manihuruk (2020) which shows that work stress has a big impact on employee morale. Along with earlier studies done by I Ketut Gusadi Pranata, et al (2022) showed that work stress hurts morale.

The reason why work stress has a non-significant effect on employee morale at the Mojokerto City Communication and Information Service is that is used to the work being done and employees continue to work to achieve their targets, even though the workload given is excessive and the equipment used is inadequate or there is no the equipment provided by the office does not hinder the work of employees too much. Because the majority of employees at these agencies are non-PNS employees, law No. 5 of 2014 on National Civil Equipment which includes types of staffing other than PNS, namely Government Regulations for Government Employee Management with Work Agreements (PP Management PPPK, 2018) there are regulations concerning termination of employment agreements with respect not at their request, in which there is one regulation which states that if the performance targets are not met by the employment agreement, termination of the employment agreement will be enforced. With the demands of targets that must be achieved, employees must always have the enthusiasm to complete the work. Therefore work stress does not affect employee morale.

Impact of physical work environment on morale

Resulting from data processing, the physical work environment has been shown to have a positive and significant impact on employee morale of the Mojokerto City Communication and Informatics Office, so hypothesis 2 is accepted. Conditions in the agency show that the physical work environment greatly influences morale, such as uncomfortable air temperatures, the voices of work partners that sound quite loud, and office layouts that are less flexible. Of these three factors can affect employee morale. So a good work environment will have a direct impact on the results of employee work. In a work environment, if the actual working conditions are favorable, the higher the employee's morale.

The findings of this study are consistent with earlier research by Devika and Sarianti (2019), which demonstrated that the physical work environment has a significant positive effect on employee morale. Thus stating that the work environment is designed in such a way as to create a working relationship that binds work to the environment. By creating a good and pleasant environment,

it can make employees feel at home in completing work and being able to achieve optimal results.

CONCLUSIONS AND RECOMMENDATIONS

Calculate the degree of impact based on test results from PLS analysis that occurs on the variable of morale It can be deduced at the Mojokerto City Communication and Informatics Office that high and low work stress does not contribute to employee morale because employees are used to and keep working to reach the target. This shows that employees always have the enthusiasm to finish the job. Then, the existence of a good work environment will have a direct impact on employee work results. The better the physical work environment, the higher the employee morale.

As for some suggestions that can be considered or used as material in decision making that even though work stress does not have a significant effect, the agency should pay more attention to the equipment or facilities needed by employees to support their work. Regarding the physical work environment, it is recommended to always create a comfortable working environment, agencies to pay more attention to the air temperature in each workroom, work privacy between employees so that they can work more focused and arrange spatial arrangements so that they are not close together or coincide with other employee's desks. With this, it is hoped that employee morale will increase and be able to do work optimally.

FURTHER STUDY

Researchers still have limitations in conducting research on job stress on morale. In future research, researchers suggest conducting further research on this topic so that it can add reference or insight for readers.

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