

The Effect of Work Climate Work Environment and Work Motivation on the Morale of Contract Employees at the Environmental Service of Gianyar Regency

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Abstract

The aim of this research is: To determine the influence of work climate, work environment and work motivation simultaneously and partially on work morale at the Gianyar Regency Environmental Service. Sampling was carried out using the census method or saturated sample, namely 48 contract employees. The data sources used are primary data and secondary data, the nature of the data is quantitative data and qualitative data. Data collection techniques include observation, interviews, questionnaires and documentation studies. The research results show that work climate, work environment and work motivation have a positive and significant effect simultaneously and partially on the work morale of contract employees at the Gianyar Regency Environmental Service.

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INTRODUCTION

Environmental problems, both in urban and rural areas, are a common issue that has become a national problem. At present, environmental conditions are increasingly alarming, caused by human actions that exploit natural resources and the environment without limits. One of the significant causes of environmental damage is waste, which is a cross-geographic problem with global impacts. Indonesia, as the second largest producer of plastic waste in the world after China, faces major challenges in managing waste. Bali, as a major tourist destination, briefly took first place in Trip Advisor's Traveler Choice Award list in 2021, but was knocked out of the top 10 the following year. This is largely due to the unaddressed waste problem, which impacts tourism. Therefore, adequate infrastructure and support from all

parties are needed to address this issue (Berlin, 2023).

Gianyar Regency, as one of the regencies in Bali Province that cares about the environment, has made various efforts to maintain the cleanliness and beauty of the environment, as well as supporting existing tourism, through tree planting and environmental cleanup activities simultaneously in all villages in the region. In this case, the Gianyar Regency Environment Agency has an important task in counseling and managing environmental impacts, including waste management.

Human resources (HR) play a very important role in a government agency because HR is the planner, doer, and determinant of the realization of agency goals (Hasibuan, 2017). Agency goals will not be achieved without the active role of employees, even though agencies have sophisticated technology. Therefore, potential human resources, both leaders and employees, are needed to make good contributions and carry out tasks optimally to achieve agency goals (Pratiwi and Wahyono, 2015). Employee morale is very influential on the achievement of organizational goals, and high morale will have an impact on low absenteeism, small turnover rates, and increased labor productivity (Bowless and Cooper, 2009). Low morale, on the other hand, can be seen in employee dissatisfaction, irritability, and pessimism towards work (Widodo, 2015).

This research is focused on the Gianyar Regency Environmental Agency, which has a strategic role in environmental management and waste control. The Department is led by the Head of Department who is tasked with assisting the Regent's duties in the environmental field. Employee morale in the Environmental Service of Gianyar Regency greatly affects the effectiveness of environmental and waste management activities. Based on observations, it was found that most contract employees have low morale, as evidenced by late arrivals to work, frequent truancy, and not completing tasks on time. The data shows fluctuations in the tardiness of contract employees in the period January to December 2023, which indicates a decline in work discipline. This lack of morale can be caused by problems in the work climate, work environment, and work motivation.

Organizational climate in management science is considered as part of the strategy applied in planning, organizing, directing, and supervising by managers to influence staff to work together to achieve organizational goals (Grojean et al., 2004). At the Environmental Agency of Gianyar Regency, there are issues related to work climate, where some contract employees do not clearly understand their responsibilities, especially those with less than two years of service. In addition, there is a lack of support from coworkers in completing tasks. The

working environment at the Gianyar Regency Environmental Agency is also uncomfortable, with inadequate lighting, low air temperature, and noise disturbing concentration. Unharmonious relationships between superiors and subordinates, as well as between coworkers, also worsen morale in the agency. The creation of a good organizational climate has an influence, both directly and indirectly, on work motivation, sense of responsibility, job satisfaction, work discipline, and employee productivity. A harmonious organizational climate strongly supports employee performance and morale (Robbins & Judge, 2016).

The work environment is one of the most influential factors in generating employee morale and morale for work (Wang & Brower, 2019). The work environment can be divided into two types, namely physical and non-physical. The physical work environment includes conditions that are directly visible in the workplace that are physical in nature and are faced by employees every day (Savavibool et al., 2016), while the non-physical work environment relates to interactions and relationships between individuals in the workplace, both between superiors and subordinates and between peers (Hallo & Wahyanti, 2022). A conducive work environment can create a sense of comfort and morale at work, while an unsupportive work environment can actually cause anxiety and prevent employees from working optimally (Gadeyne et al., 2018). All facilities and the atmosphere created in the workplace will affect the morale of employees in carrying out the tasks given by the company (Jonathan & Dewi, 2023). At the Environmental Service of Gianyar Regency, the working environment conditions still show deficiencies, such as insufficient lighting, air temperature that is not cool in some rooms due to an ineffective air conditioning system, and noise generated by the sound of vehicles. The results of interviews with 20 contract employees also revealed the existence of a less harmonious relationship between superiors and subordinates, where superiors are considered to give less appreciation for the hard work of their subordinates. Not only that, relationships between coworkers are often characterized by differences of opinion that lead to conflict. This shows that the work environment has a very important role in improving employee morale.

Work morale can also arise from motivation, both from within the employee himself and from superiors who provide encouragement and appreciation to encourage employee morale (Widodo et al., 2019; Busro, 2018). Because every employee must meet their daily needs, they need to work optimally, and work motivation plays an important role in achieving this (Sutedjo & Mangkunegara, 2013). Motivation is very important in organizations because if employee motivation is high, then employee performance will increase, and vice versa, if motivation is

low, employee performance will decrease. Company leaders must be able to motivate in a persuasive way so that each employee can work together and feel enthusiastic in completing work, so that company goals can be achieved (Erita et al., 2021). However, in reality, the problem of declining work motivation often occurs due to a lack of attention and appreciation from leaders, especially for contract employees. Lack of feedback such as praise or appreciation when work is done well can make employees feel unappreciated, which in turn reduces their morale to complete tasks on time. Without sufficient encouragement from superiors, employees may feel less motivated and reluctant to work optimally, so their performance decreases and organizational goals are difficult to achieve.

This study aims to examine the effect of work climate, work environment, and work motivation on employee morale at the Environmental Service of Gianyar Regency. Research related to the influence of these factors on morale has been conducted previously by several researchers, but there are still differences in research results that need to be explored further. For example, Chandra (2018) and Pritama et al. (2019) and Soetjipto et al. (2021) found that organizational climate affects morale, while research by Yudatama (2018) showed different results. Similarly, research on the effect of work environment by Khakim and Rachman (2020), Melvani and Utami (2022) and Jonathan and Dewi (2023) showed positive results, while Rozi (2021) and Nugroho and Wahjoedi (2024) found insignificant results. Research related to motivation also shows mixed results, as found by Iqbal et al. (2021), Octaviani and Suana (2019) and Jonathan and Dewi (2023) who showed a positive effect on morale, while Zulhelmi and Jadmiko (2022) found a negative effect.

Based on the problems that exist in the Environmental Service of Gianyar Regency, as well as the differences in findings in previous studies, this study raises the title "The Effect of Work Climate, Work Environment, and Work Motivation on Morale at the Environmental Service of Gianyar Regency".

METHOD

Research Design

This research was conducted at the Environmental Service of Gianyar Regency which is located on Jalan Astina Selatan, Gianyar, Gianyar District, Gianyar Regency, Bali. The object of this research is about work climate, work environment, work motivation and work morale of contract employees at the Environmental Service of Gianyar Regency. The population in this research is a contract employee at the Environmental Service of Gianyar Regency which

amounted to 48 people. In this study the population of respondents who were used as research samples were 48 contract employees at the Environmental Service of Gianyar Regency. Determination of the number of samples is determined by the census method or saturated samples. Based on the nature of the data used are quantitative data and qualitative data. In this study, qualitative data refers to data presented in the form of descriptions, explanations, or non-numerical information obtained from interviews, observations, and document analysis. The quantitative data is derived from data collected through questionnaires that contain closed statements with structured answer options, utilizing a Likert scale. This data will subsequently yield quantifiable data that can be measured and calculated statistically. The data analysis technique used is Multiple Linear Regression Analysis.

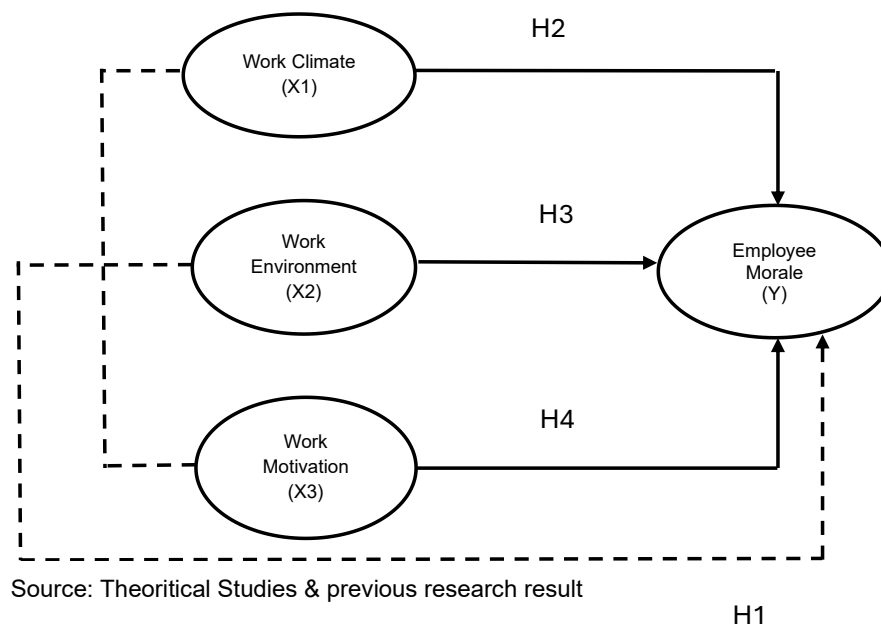


Figure 1. Research conceptual framework

Measurements

This study uses 4 variables, consisting of one dependent variable, three independent variables. The dependent variable is morale, while the independent variables consist of work climate, work environment, and work motivation. The questionnaire was prepared using a five-point Likert scale (1 strongly disagree - 5 strongly agree) containing statements about the variables used in this study.

Work morale (Y) is the psychological state of contract employees of the Environmental

Service of Gianyar Regency in the form of seriousness and a strong desire to work harder so that the desired goals can be achieved. According to Tenggara (2012: 18-19), indicators that show someone has a high work morale, namely excitement or antuciasm, strength to fight frustration (resistance of frustration), quality to survive (staying quality), and team spirit.

Work climate (X1) is a series of feelings and perceptions on the part of contract employees at the Environmental Service of Gianyar Regency that can change from time to time and from one job to another. An optimal work climate can be measured by indicators according to Butarbutar, et al. (2022), namely structure, standards, responsibility, recognition, support, and commitment.

The work environment (X2) is an internal and external condition that can affect the performance of contract employees at the Gianyar Regency Environmental Service so that work can be expected to be completed faster and better. The indicators of the work environment according to Sedarmayanti (2017: 45) are lighting, air temperature, noise, use of color, necessary space, security, and work relationships.

Work motivation (X3) is the spirit of work that exists in contract employees at the Gianyar Regency Environmental Service which makes these contract employees able to work to achieve the goals set by the organization. The indicators that affect work motivation according to Hasibuan (2013: 162), among others: the need for achievement, the need for affiliation, and the need for power.

Data Analysis

In this research, data analysis is carried out using a quantitative approach, where data collected through questionnaires will be processed using a Likert scale. Before conducting further analysis, the research instrument is tested for validity and reliability to ensure that the measuring instrument can provide accurate and consistent results. The classical assumption test is conducted to ensure that the data meets the requirements of the regression model, involving normality, multicollinearity, and heteroscedasticity tests. The normality test is used to ensure appropriate data distribution, while the multicollinearity test checks whether there are unwanted correlations between the independent variables. The heteroscedasticity test detects the presence of inequality of residual variances. Furthermore, to determine the relationship between variables, multiple linear regression analysis was used to see the effect of work climate, work environment, and work motivation on morale. The coefficient of determination

(Adjusted R Square) is used to measure how much the independent variables contribute to morale. Finally, the F-test and t-test were used to test the significance of the regression model as a whole and the influence of each independent variable on the dependent variable.

RESULTS AND DISCUSSION

Results of Validity and Reliability Test of Instruments

The data instrument test in this study includes validity and reliability tests. The results can be explained in Table 1 as follows:

Table 1. Analysis Instruments

Variable s	Validity		Reliability	
	Coefficient Correlation	Ket.	<i>Cronbach Alpha</i>	Ket.
Work climate (X1)	>0,30	Valid	0,911	<i>Reliabel</i>
Work environment (X2)	>0,30	Valid	0,937	<i>Reliabel</i>
Work motivation (X3)	>0,30	Valid	0,907	<i>Reliabel</i>
Work morale (Y)	>0,30	Valid	0,946	<i>Reliabel</i>

Source: Dat analysis

Based on Table 1 above, it shows that the statement items in the research instrument are valid and reliable for use as a research instrument.

Classical Assumption Test

Classical assumption testing is carried out to ensure that the data meets the requirements of the regression model. The normality test results show that the research data is normally distributed, which means that the data distribution does not deviate significantly from the normal distribution. Furthermore, the multicollinearity test results show that there is no multicollinearity, which means that the independent variables do not have a high correlation with each other. Finally, the heteroscedasticity test shows that there is no heteroscedasticity problem, which means that the residual variance is homogeneous between observations. Thus, the data used in this study meet the classical assumptions and are ready for further analysis.

Hypothesis Testing

This study applied multiple linear regression analysis to test the proposed hypothesis. This analysis uses data obtained through questionnaires as the main input. The results of data processing using the SPSS program can be seen in Table 2 and Table 3.

Table 2. Simultaneous Significance Test Results

		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	249.181	3	83.060	20.270	.000 ^b
	Residual	180.298	44	4.098		
	Total	429.479	47			

Source: Data analysis

Based on the results of the analysis obtained F-count value of 20.270, which is greater than the F-table value of 2.82. This indicates a simultaneous significant influence between the work climate, work environment, and work motivation on the morale of contract employees at the Environmental Service of Gianyar Regency.

Table 3. Hypothesis Testing

Mode		Unstandardize		Standardize	t	Sig.
		B	Std. Error	d Coefficients		
1	(Constant)	.818	1.914		.428	.671
	X1	.209	.093	.233	2.256	.029
	X2	.176	.069	.265	2.550	.014
	X3	.626	.131	.521	4.766	.000

Source: Analysis data

The results of the analysis show that work climate has a positive and significant effect on the morale of contract employees at the Environmental Service of Gianyar Regency. This can be seen from the t-count value of 2.256 which is greater than the t-table of 1.680, which means H2 is supported. This means that a good work climate can increase the morale of contract employees there. Likewise, the work environment is also proven to have a positive and significant influence on the morale of contract employees, with a t-count of 2.550 which is higher than the t-table of 1.680, meaning H3 is supported. Work motivation, in turn, is also shown to have a positive and significant influence on the morale of contract employees. . The t-count value of 4.766 which is greater than the t-table of 1.680 shows that work motivation plays an important role in improving the morale of contract employees at the Environmental Agency of Gianyar Regency, so H4 is also supported.

Coefficient of Determination Analysis

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.580	.552	2.02427

Source: Analysis data

Based on Table 4 the amount of contribution/contribution of work climate, work environment and motivation to the work morale of contract employees at the Environmental Service of Gianyar Regency is 55.2% while the remaining 44.8% is influenced by other factors not discussed in this study. This result shows the opportunity for further research to test the effect of other independent variables on employee morale.

Discussion

The discussion on the influence of work climate, work environment, and motivation on employee morale shows that these three factors have a very important role in improving employee morale and performance. A conducive work climate, as described by Agustini (2019), can create a good working atmosphere and support maximum employee morale. Every company has objectives, but how management explains those objectives to employees will influence the work environment. The clearer the objectives to be achieved, the clearer the work process for employees will be, resulting in an improved work climate. It is hoped that there will be no more complaints regarding the lack of understanding from contract employees at the Gianyar Regency Environmental Agency about the company's objectives and their responsibilities to achieve those goals as stated in the introduction. A good work climate also reflects different individual characteristics, which influence responses to assigned tasks and responsibilities. However, if there are differences in perceptions among members regarding the work climate, this can reduce morale and performance, even leading to abuse of rights and obligations (Rahman, 2021). Previous research conducted by Chandra (2018), Pritama, et al. (2019), and Iqbal, et al. (2021) supports these results by showing that a good work climate has a significant effect on employee morale.

In addition, the work environment also has a big influence on employee morale. Nitisemito (2014) explains that the work environment is everything around workers that can affect the way they carry out their duties. A supportive work environment will create good

cooperation between employees and increase their morale. Research conducted by Khakim and Rachman (2020), and Melvani and Utami (2022), also shows that a conducive work environment has a positive effect on employee morale in various companies. The practical implications of this good work environment are very important for employees' achievement of company targets. A supportive work environment, including harmonious relationships among employees as well as between superiors and subordinates, can enhance employees' motivation and productivity everyday.

Work motivation is no less important, because it is the main driver for employees to carry out tasks well and make a positive contribution to the organization. Motivation at work is one of the most crucial aspects that influences the success of an organization. The ability to understand and effectively utilize motivation will determine how far a team can achieve outstanding performance. If this is present, then there will be no unfinished work, employee delays, or frequent absences without a clear reason. Without motivation, even though an employee has good abilities, his work results will not be maximized (Mulya, et al., 2019). Research by Iqbal, et al. (2021) and Octaviani and Suana (2019) shows that motivation has a significant effect on morale, which in turn will improve performance and achievement of organizational goals. Overall, these three factors support each other and make a major contribution in creating high morale among employees.

CONCLUSION

Based on the results of the study, it can be concluded that the work climate, work environment, and work motivation have a positive and significant influence on the work morale of contract employees at the Environmental Service of Gianyar Regency, both simultaneously and partially. This shows that the better the work climate, work environment, and work motivation, the more employee morale will increase. A conducive work climate creates a supportive atmosphere for employees in carrying out their duties, while a good work environment has a positive influence on work effectiveness and cooperation between employees. In addition, high motivation serves as the main driver for employees to give their best contribution. Thus, the three factors support each other in improving morale, which in turn will improve performance and the achievement of overall organizational goals. Therefore, greater attention to improving the work climate, work environment, and work motivation is essential to create high morale among employees at the Environmental Agency of Gianyar

Regency

The limitations in this study include that the sample used was limited to contract employees at the Environmental Service of Gianyar Regency, so the results of this study may not be fully generalizable to other agencies with different characteristics. In addition, this study only measures the effect of work climate, work environment, and work motivation on morale, without considering other factors that may also affect employee morale. This research also uses a survey method that relies on respondents' perceptions, so the results can be influenced by individual subjectivity. In the future, further research can involve a wider sample and consider other factors that can affect employee morale.

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