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## **ORGANIZATIONAL CULTURE, POSITION PROMOTION AND ENVIRONMENT TO WORK SPIRIT**

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### **Abstract**

Morale is a person's desire and sincerity to do his job well and be disciplined to achieve maximum work performance. Therefore, every organization must strive in such a way that its employees still have high morale in completing the assigned tasks. However, to achieve the desired work spirit is not easy, because many factors influence it, including organizational culture, work environment and promotions. This study aims to analyze the influence of organizational culture, job promotion and work environment either partially or simultaneously on work morale. This research uses descriptive-quantitative approach with causal correlational type. The population used in this study were all employees of the Planning and Development Agency of Maluku Province as many as 134 people consisting of 74 ASN and 60 honorary staff. Determination of the number of samples using the Isaac and Michael sample table, where if the population is 134 people, then at the 95% confidence level, the sample is 97 people, which is determined by simple random sampling. Data were analyzed by multiple linear regression. The results of the study concluded that organizational culture, promotion and work environment had a positive and significant effect on work morale, either partially or simultaneously.

**Keywords:** organizational culture, promotion, work environment, morale

### **BACKGROUND**

Morale is an attitude and action shown by employees at work because the organization has human resources who are experts at work. Organizations must be able to manage existing human resources to work effectively and efficiently. This can be realized if the organization provides opportunities for every employee to be promoted. In addition, an organization must also be able to provide an atmosphere of a good working environment in order to create high

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morale in earnest. The important role of morale is to improve employee performance. High morale will be able to improve employee skills in work so that their performance will increase. This of course will be able to benefit the organization.

According to Permaningratna (2013) morale is to do work more actively, so that work can be expected to be faster and better. The dimensions used to measure morale are work discipline, absenteeism, and cooperation. Meanwhile, Ratnasari & Sutjahjo (2017) argued that work spirit is a group condition where the group does work harder and better with the goals of each individual. An employee who has high morale and has positive attitudes such as joy, cooperation, pride, obedience to obligations and the loyalty of the employee. Morale is a person's desire and sincerity to do his job well and be disciplined to achieve maximum work performance. Therefore, every organization must strive in such a way that its employees still have high morale in completing the assigned tasks. However, to achieve the desired work spirit is not easy, because many factors influence it, including organizational culture, work environment and promotions..

Morale is the desire and sincerity of a person to do his job well and be disciplined to achieve maximum work performance. Work spirit is the attitude of individuals and groups towards cooperation with others which is maximally in accordance with the best interests of the organization. The spirit of cooperation with the military term is fighting spirit. The term is used and is useful to explain the feelings and attitudes of a group of employees towards the organization and work (Setiawan, 2018). Morale is often associated with the attitude or behavior of employees towards the work they do by paying attention and observing the attitudes and behavior of employees towards their work. tall. According to Murtisaputra & Ratnasari (2019), morale is a climate or work atmosphere in an organization that shows a sense of excitement in carrying out work and encourages them to work better and more productively.

Morale is the attitude or behavior of a group of people to work more actively with other people seriously and consistently in achieving the goal of full responsibility, high discipline so that work will be completed more quickly and succeed well and perfectly. Good work enthusiasm and enthusiasm is marked by great enthusiasm from employees in carrying out all the tasks and obligations that are their burden in achieving organizational goals, so that all tasks and work can be completed quickly and with better results. (Jauhari, 2015).

Morale is the mental attitude of an individual or group that shows enthusiasm to carry out their work so that they are able to work together and be able to complete tasks on time with a sense of responsibility for the work assigned to them. To discuss morale, there are many experts who provide definitions of morale from different points of view. The spirit of inner agreement that arises from within a person or group of people to achieve certain goals (Pasaribu, 2017). Morale is a condition of a group where there is a clear and fixed goal, where it is felt to be important and integrated with individual goals. Morale is to carry out work more actively, thus the work is expected to be faster and with better results (Ratnasari & Sutjahjo, 2017).

Morale is a condition that reflects the spiritual state or behavior of individuals that creates a happy atmosphere which will encourage each individual to do their work more actively and better and enthusiastically in achieving the organizational goals that have been set. If an organization is able to improve the morale of its employees, the organization will benefit by increasing the performance of its employees and the output obtained will also be greater with good quality, attendance, discipline and good regulations, while employees who have low morale will tend to have a high level of attendance. low, often late and negligent in his duties. Likewise for those who have high work morale, they will be given career development and coaching through leadership education and training as well as training for promotions as a form of appreciation for employees who have good work performance. (Tangngisalu & Thahir, 2021).

Morale as a psychological state of a person. Morale is considered a good psychological state if the work spirit creates pleasure that encourages a person to work diligently and consistently in achieving the goals set by the organization. Meanwhile, according to (Santika & Antari, 2020), morale is the condition of a person who supports himself to do work faster and better in an organization.

Morale is something that makes people happy to serve their work where job satisfaction and pleasant family relationships are part of it. Furthermore, it is said that morale is also an emotional and mental reaction from a person to his work. Morale affects the quantity and quality of one's work (Wanggol, Hasyim, & Djanier, 2020).

The Regional Development Planning Agency (Bappeda) of Maluku Province is the implementing element of the regional government in the field of regional development planning, led by a head of the agency who is under and responsible to the governor through the regional secretary. The Bappeda of Maluku Province has the task of carrying out some regional household affairs in the area of Regional Development Planning as well as assistance tasks given by the government. The functions of the Maluku Provincial Bappeda are (1) Formulation of technical policies in the field of Regional Development Planning, (2) Coordinating the Preparation of Regional Development Planning, (3) Guidance and implementation of tasks in the field of regional development planning, (4) Implementation of agency secretarial affairs and (5 ) Implementation of other tasks in the field of regional development planning in accordance with the policies set by the governor. The implementation of these main tasks and functions is a measure of the success of the organization which really depends on the ability of management to make a plan and utilize the existing resources to the fullest.

Culture is a system of shared meanings and beliefs held by organizational members that determines much of the way they act toward one another and toward outsiders. Organizational culture as a set of system values, beliefs or norms that have long been in effect, agreed and followed by members of an organization as a guide for behavior and solving organizational problems (Yapentra, 2022). here are 7 (seven) characteristics of organizational culture according to (Sunaryo, 2018) namely: Innovation and courage to take risks, attention to detail, results-oriented, human-oriented, team-oriented, aggressiveness and stability.

Promotion of positions has an important meaning for employees as a whole, with the provision of promotion opportunities, employees will be motivated to work together and achieve so that finally the tasks given by the organization will be carried out as well as possible and affect the morale of its employees. Promotion has a positive effect on morale where the higher the opportunity for employees to be promoted, the morale will also be higher, on the contrary, the less often or never employees have the opportunity to be promoted, the morale will be lower. Promotion is a change from job to job in the hierarchy of authority and responsibility higher than the authority and responsibility that has been assigned to employees at the previous time (Tangngisalu & Thahir, 2021). According to (Setiawan, 2018), job promotion indicators include social status, authority, responsibility and income.

In addition to giving promotions, to create high employee morale, a conducive and comfortable work environment is needed. With this work environment, employees at work will feel calm so that they can create optimal work morale. The work environment has a positive effect on morale, where the better the working environment in the organization, the better the morale of employees because a good work environment will produce a conducive work situation. The work environment is a place where workers carry out their activities to complete the work responsibilities that have been given by the company. This is because the work environment is an important factor in an organization or organization so that it is always well maintained. The work environment in an organization or organization should create stable conditions, in order to create performance in accordance with the expectations of the organization (Firadianzah & Surabagiarta, 2021). The work environment is something that exists in the worker's environment that can affect him in carrying out tasks such as

temperature, humidity, ventilation, lighting, cleanliness of the workplace, and whether or not work equipment is adequate (Pasaribu, 2017).

As several studies have found a link between organizational culture and work spirit (Jauhari, 2015), (Firadianzah & Surabagiarta, 2021), (Manik & Megawati, 2019). Likewise, the relationship between the environment and work spirit has been studied by (Syafriana & Lestari, 2018), (Santika & Antari, 2020), (Permaningratna, 2013). As well as a study of the relationship between work spirit and promotion by (Setiawan, 2018), (Ramadhanni & Andri, 2015), (Tangngisalu & Thahir, 2021). The differences in findings from previous researchers provide an opportunity for researchers to contribute.

## METHOD

This study uses a descriptive-quantitative approach with causal correlational type, meaning that the relationship between the independent variable and the dependent variable is a cause-and-effect relationship. The population used in this study were all employees of the Planning and Development Agency of Maluku Province as many as 134 people consisting of 74 ASN and 60 honorary staff. The sample is part of the number and characteristics possessed by the population. Determination of the number of samples using the Isaac and Michael sample table, where if the population is 134 people, then at the 95% confidence level, the sample is 97 people, which is determined by simple random sampling. Data were analyzed by multiple linear regression. The research instrument used is a questionnaire, which is a number of written questions that are used to obtain information about respondents' perceptions of research variables. The measurement of the data of the variables studied was based on a five-level scale ranging from 5 to 1. The data analysis technique in this study used multiple linear regression analysis.

## RESULT AND DISCUSS

### Result

The effect of the independent variables of organizational culture, promotion and work environment on work morale is known through multiple linear regression calculations. Based on the results of data processing using the SPSS 23.00 program, the following table is obtained:

**Tabel 1.**  
**Multiple Linear Regression Analysis Results**

Variable	Coef. Reg	t.count	t table df=93	Sig.	r <sup>2</sup> Partial
<i>Organizational Culture</i> (X <sub>1</sub> )	0,534	7,382	2,011	0,002	0,374
<i>Position Promotion</i> (X <sub>2</sub> )	0,167	2,422	2,011	0,011	0,197
<i>Work Enviromental</i> (X <sub>3</sub> )	0,390	3,201	2,011	0,005	0,232
Constanta	: 0,322		F. Ratio	: 228,342	
R square	: 0,605		Prob.	: 0,000	
Multiple R	: 0,778		n	: 97	

Based on the table above, it can be arranged a mathematical equation model as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 0,322 + 0,534 X_1 + 0,167 X_2 + 0,390 X_3 + e$$

**Where :**

Y = Work Spirit

X1 = Organizational Culture

X2 = Position Promotion

X3 = Work Environment

bo, b1,b2,b3 = Regression coefficient

e = Error term (error term)

The explanation of the mathematical model above is:

1. The value of b0 shows the prediction of employee morale is 0.322 which is not influenced by the variables of work culture, promotion and work environment.
2. The value of b1 shows the organizational culture variable (X1) is positive, this means that if the organizational culture is able to provide positive values, it will result in increased employee morale. Furthermore, the magnitude of the regression coefficient of 0.534 means that every increase of one unit of the organizational culture variable will result in an increase of 0.534 units of employee morale, if the other variables are constant.
3. The value of b2 shows that the promotion variable (X2) is positive, this means that if the promotion is carried out openly and fairly, it will result in an increase in employee morale. Furthermore, the magnitude of the regression coefficient of 0.167 means that every increase of one unit of the promotion variable will result in an increase of 0.167 units of employee morale, if the other variables are constant.
4. The value of b3 shows that the environmental variable (X3) is positive, this means that if the work environment is conducive and provides support, it will result in increased employee morale. Furthermore, the magnitude of the regression coefficient of 0.390 means that every increase of one unit of the environmental variable will result in an increase of 0.390 units of employee morale, if the other variables are constant.

**First, Second and Third Hypothesis Testing**

The first hypothesis states that the variables of organizational culture (X1), job promotion (X2) and work environment (X3) have a positive and significant effect on the related variable, namely employee morale (Y) partially. The test is carried out by confirming the t-count value with the t-table value at degrees of freedom (df=93).

- 1) The calculated t value for the organizational culture variable is  $7.382 >$  the t table value (df = 93) is 2.011, so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that organizational culture has a partial effect on employee morale (Hypothesis 1 is accepted)
- 2) The calculated t value for the promotion variable is  $2.422 >$  the t table value (df = 93) is 2.011, so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that job promotion has a partial effect on employee morale. (Hypothesis 2 accepted)

- 3) The calculated t value for the work environment variable is  $3.201 >$  the t table value ( $df = 93$ ) is 2.011, so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that the work environment has a partial effect on employee morale. (Hypothesis 3 accepted)

#### Fourth Hypothesis Testing

The fourth hypothesis states that the variables of organizational culture (X1), job promotion (X2) and work environment (X3) have a positive and significant effect on the related variable, namely employee morale (Y) simultaneously. The test is done by confirming the calculated F value with the table F value in  $df (3)(93)$ . The table above shows the calculated F value of  $228.342 >$  F table on  $df (3)(93)$  of 8.57 ; so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that the variables of organizational culture (X1), promotion (X2) and work environment (X3) have a significant effect on the related variable, namely employee morale (Y) simultaneously. The large influence of these three variables is 0.778 or 77.8% variable employee morale influenced by organizational culture variables (X1), promotions (X2) and work environment (X3) and the remaining 32.2% ( $100\% - 77.8\%$ ) is influenced by other variables that are not included in the research model.

Table 1 shows the results of multiple linear regression analysis, which shows that the largest regression coefficient value is the organizational culture variable, as well as the t-count value and the partial  $r^2$  value, which shows that the biggest influence comes from the organizational culture variable with a large influence of 37.4 %, because it has the largest correlation coefficient among the other two variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains.

#### Discussion

Based on the results of the study, it is known that the three variables namely organizational culture (X1), job promotion (X2) and work environment (X3) partially (alone) have a significant effect on employee morale (Y) because the t value  $>$  t table value . The t-count value of the independent variable is in the rejection area of  $H_0$ , this means that the regression coefficient of the five variables is not equal to 0, in other words the coefficient of the variable is significant. Simultaneously, the variables of organizational culture (X1), promotion (X2) and work environment (X3) have a significant effect on the related variable, namely employee morale. This means that if these three variables interact with each other, it will increase employee morale significantly. In the sense that an organizational culture that is able to provide positive values, transparent and fair promotion of positions and supported by a conducive work environment, will increase work performance, and vice versa.

This is in line with the opinion (Manik & Megawati, 2019) that organizational culture is an opportunity to build human resources through aspects of changing attitudes and behavior which are expected to be able to adapt to on going and future challenges. Organizational culture is an invisible social force that can move people in an organization to carry out work activities. A strong organizational culture supports the goals of the organization or government agency. Organizational culture has an important role in managing an organization because organizational culture is the same perception of the true meaning of life together in the organization. Similarly (Wanggol et al., 2020) which states that organizational culture is one of the factors that influence work morale, because organizational culture is built from a belief in organizational values that can be used to move all members of the organization in realizing organizational goals. And (Yapentra, 2022) that organizational culture affects organizational

structure, policies, and work procedures and will ultimately affect work attitudes, work morale and individual, group and organizational performance..

It is also in line with Tangngisalu & Thahir (2021) who explain that there are several reasons why promotional actions need to be taken in every business entity. The first is to increase employee morale. When promotions are realized for those who produce high work performance, then there is an incentive for employees to increase morale. High morale is necessary for every business entity and this can be partly due to the provision of objective promotions. Likewise (Setiawan, 2018) which explains that promotion is one way to increase employee morale. Promotion can also be interpreted as the career development of someone who works in an organization. Promotion has an important role for employees, even a dream that is always eagerly awaited. With a promotion, it means that there is trust and acknowledgment of the abilities and skills of the employee concerned to occupy a higher position.

The work environment has an influence on employees in the organization in an effort to complete the tasks assigned to them, which in turn affects the morale of the employee. A good work environment and satisfying employees will certainly improve the performance of the employees themselves to be more optimal and optimal at work. A good work environment will also encourage employee morale. With high morale, employees will be able to work with feelings of pleasure and enthusiasm so that they will excel in their work (Murtisaputra & Ratnasari, 2019). It is also explained by (Pasaribu, 2017) that the work environment has an influence on improving employee performance because the work environment is everything that is around employees that can affect employees in carrying out their duties and responsibilities. A good work environment can support effective work implementation so that it can create enthusiasm in work and improve employee performance.

The work environment can create a binding working relationship between people in the environment, therefore, a better and more conducive work environment must be sought. This is because a good and conducive work environment makes staff feel comfortable in the room, happy and enthusiastic in carrying out each task (Ratnasari & Sutjahjo, 2017). Work enthusiasm is doing work more passionately so that work is expected to be faster with better results, while work enthusiasm itself means deep pleasure in the work being done (Murtisaputra & Ratnasari, 2019). According to them, work morale is usually influenced by the state of the worker's environment. If the work environment is supportive, the morale will also tend to be high, and vice versa..

he work environment in an agency is important to note. The preparation of a product system in working well will not be carried out effectively if it is not supported by a satisfactory work environment within the organization/institution. With an adequate work environment, it will certainly make employees feel at home working, so that work enthusiasm and enthusiasm for employees will arise in carrying out their work. Meanwhile, an inadequate work environment can interfere with the concentration of employees in carrying out their work, causing errors in work and employee performance will decrease. (Putra, 2018)

## CONCLUSION

The results of the study concluded that organizational culture, promotion and work environment had a positive and significant effect on work morale, either partially or simultaneously. Therefore, it is necessary to pay attention to organizational culture in creating value, implementing promotions and a supportive work environment.

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