

THE INFLUENCE OF WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE WORK SPIRIT AT THE MINISTRY OF RELIGION OFFICE IN CENTRAL JAKARTA CITY

Rahma Nofida Chamami¹, Budi Permana Jusuf², Adityo Ari Wibowo^{3*}

¹Universitas Muhammadiyah Prof. DR. HAMKA

²Universitas Muhammadiyah Prof. DR. HAMKA

³Universitas Muhammadiyah Prof. DR. HAMKA

Corresponden email: *adityaariwibowo@uhamka.ac.id

ABSTRACT

This research aims to examine the impact of work environment and organizational culture on employee work spirit at the Ministry of Religious Office in Central Jakarta. The methodology applied in this study is a quantitative approach, involving 52 employees as respondents. Data analysis was conducted using SPSS Version 25.0 with multiple linear regression models. The result show that work environment and organizational culture have a significant influence on employee work spirit. Based on the "t" test, it was found that work environment ($p=0,036$) and organizational culture ($p=0,000$) affect employee work spirit. Through the "f" test, it was proven that work environment and organizational culture together have an influence on employee work spirit ($p=0,000$).

Keywords: Employee Work Spirit; Work Environment; Organizational Culture.

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INTRODUCTION

The current state of the industrial revolution is developing rapidly in line with advancements in human resources and technology, enabling organizations to compete in the global market. Within the industry, prospective assets require knowledge, skills, and rational thinking. The continuous advancement of sophisticated technology over time has shifted paradigms across various sectors, requiring human resources to adapt to new working systems. It is crucial for employees to possess work morale when performing their duties, as morale is a psychological activity that motivates an individual to work harder to achieve specific goals.

Driven by strong work morale, tasks can be executed more effectively and efficiently, meaning that work can be completed in a shorter timeframe. Work morale directly influences how effectively and efficiently an organization can achieve its objectives. Consequently, an organization must be able to foster the morale of its employees. According to Nitisemito (as cited in Fajar Chairudin, 2022), there are seven elements that can influence work morale: (a) motivation, (b) leadership, (c) interpersonal relationships, (d) communication, (e) job placement, (f) the work environment, and (g) compensation.

The work environment aspect can influence the physical and psychological condition of employees at work; a favorable working environment will create comfort and motivate employees to perform their duties. The workplace atmosphere within a company is an element that requires serious attention from management; management must consider the company's work environment even if they do not directly oversee the production process. Furthermore, organizational culture stands as another element that can impact work morale. A positive organizational culture will foster the morale needed to achieve the company's vision and mission. Accountability, a disciplined attitude, compliance with regulations, good communication and relationships, as well as minimal complaints or delays in executing tasks are several indicators of a successful organizational culture.

When an individual's work environment leaves a positive impression and features adequate supporting facilities, they tend to be more enthusiastic about working. Core values must be aligned with organizational growth because an organization develops through interactions with both its internal and external environments. Every organization, whether consciously or unconsciously, has established a unique organizational culture foundation.

A current issue at the Office of the Ministry of Religious Affairs in Central Jakarta is the lack of encouragement from leaders and a lack of concentration among employees during work. An effective government organization is rooted in leadership management regarding employee expectations and employee satisfaction. An organization is a collection of individuals united within a team who share a common vision regarding the identity, goals, and mutual dependence of the team in achieving organizational success (Asep Sutarman, 2022).

Therefore, enhancing the organizational culture within an institution will have a positive impact on employee work morale; in other words, organizational culture can optimize employee morale. The failure or success of a project is inextricably linked to the function of the employees, who also serve as the driving force of morale toward public awareness of governance frameworks in regional development.

2. Theoretical Framework

In this study, the grand theory serving as the conceptual foundation is McClelland's Theory. The assumption underlying McClelland's Theory is that work morale is influenced by the work environment and organizational culture, including opportunities for development and recognition, which carry implications for the development of employee morale programs. McClelland's Theory explains how individual needs and emotional involvement can influence work behavior; it can be said that this theory focuses primarily on the individual level. McClelland believes that every individual possesses potential and can even surpass the achievements of others, provided they are driven by the appropriate work morale.

2.1. Work Morale

The baseline of work morale, according to Nitisemito as quoted in Meisa (2023), is completing activities with greater diligence in the expectation of producing faster and more successful results. Work morale refers to an inner or psychological condition manifested through emotions and mental reactions filled with discipline, earnestness, fighting spirit, perseverance, and courage in completing tasks in an extraordinary manner to achieve goals.

Moekijat, in Dadang A.M. (2020: 32), states that work morale is defined as the capacity of a group to consistently and successfully collaborate toward a common goal. Conversely, tasks tend to be poorly executed when morale is low. When work morale is high, tasks can be completed optimally, thereby generating superior output.

Furthermore, work morale can be defined as earnestness in achieving organizational goals with full discipline and hard work (Khamri and Heryanto, as cited in Merta Kusuma et al., 2021). In other words, work morale is a positive sentiment experienced while performing tasks. Realistically, work

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morale consists of hard work, diligent behavior, and conscientiousness, which yield effectiveness in fulfilling obligations.

The researcher concludes from the explanations above that work morale is a condition in which employees possess the desire and earnestness to execute assigned tasks in a timely manner without procrastination. In the research conducted by Nitisemito in Meisa (2023), several dimensions of work morale were identified. Employees with high work morale tend to complete tasks on schedule. An increase in employee productivity can be measured by implementing the following three elements: Professionalism in work; Refraining from stalling or delaying tasks. A low employee absenteeism rate indicates an increase in employee work morale. The indicators used to measure employee absenteeism are: Punctuality in arriving at the workplace; Annual leave or time off taken; Working overtime.

Work morale tends to increase when employees do not experience anxiety while working. To measure an employee's peace of mind, the following indicators can be utilized: Job satisfaction, evidenced by a low frequency of workplace grievances; Comfort and security while working; Effective collaboration in the workplace. The percentage of employees who leave the organization, whether voluntarily or through termination. The indicators to measure employee turnover are: Loyalty to the institution; Feeling satisfied working within the institution.

According to Herlinda et al. (2021: 122), the term "work environment" refers to all aspects surrounding employees that possess the capacity to impact their ability to execute specific activities. Considering that the workplace functions as a second home for an individual after their residence, this aspect requires serious attention.

The definition of "work environment" in one study refers to the location and conditions that affect people at the workplace, both explicitly and implicitly, particularly relating to their emotions. The equipment, supplies, and surroundings in which an individual works, alongside their methods and configurations for working either independently or in groups, constitute their work environment (Sedarmayanti, as cited in Manihuruk and Tirtayasa, 2020).

Ekawati (2022) defines the work environment as the conditions under which workers perform their duties. These conditions can influence how well employees execute their work to run a business or organization successfully and efficiently. Enjoying the workplace makes an individual feel comfortable, which facilitates the efficient use of working time and ultimately yields strong performance from employees.

From the explanations presented, the researcher concludes that the work environment encompasses various components related to an institution that are inextricably linked to the surrounding environment where the institution resides. A pleasant and productive work environment can enhance motivation and morale, whereas an unfavorable work environment can diminish the drive and spirit to work. According to Herlinda et al. (2021), there are two types of work environment dimensions: Describes all external physical aspects of the workplace that can impact workers. Several indicators of physical workplace conditions include: The structure and work area, which should be designed with safety in mind in addition to aesthetic appeal; The organization of the workspace in terms of spatial arrangement, ventilation, and lighting; The cleanliness of the institution's environment and work areas; The availability of adequate work equipment necessary for staff members to complete tasks assigned by the institution; The provision of facilities to assist in completing the work being done. Institutions can also consider ways to humanize their workforce, such as providing restrooms, prayer rooms, and rest facilities.

Describes the atmosphere in the work environment established by friendly interpersonal and group dynamics. The indicators are: Relationships among co-workers; Relationships between employees and superiors.

2.3. Organizational Culture

Menurut Nyamin Sucipto et al. (2020), organizational culture consists of the habits and norms implemented by an organization to serve as guidelines for employees in their work and activities. Customs or standards are rules established and expected to be followed by all employees within a company or organization. The way an employee works will depend on whether they adhere to specific procedures or standards.

Referring to the book *Health Administration and Policy* (2020) by Purwaningsih Erni, Robbins describes that when individuals accept an institution's culture as a shared structure of meaning, it distinguishes the organization from its competitors. An organization can form when a group of people is influenced by a shared vision, mission, and objectives that reflect their position in society.

Furthermore, Schein, as cited in Sumandi's book *Diagnostic Reading Skills of Change Leaders* (2022), states that organizational culture is a set of basic assumptions identified, generated, and discovered within a group to help the organization confront both internal and external challenges. The development of an organization will also benefit from the creation of a positive organizational culture.

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The researcher concludes that organizational culture is a set of rules used as a guide within an organization, which subsequently regulates the behavior patterns of the organization to achieve its institutional goals. In addition, organizational culture is capable of guiding groups within the organization. According to Nyamin Sucipto et al. (2020), there are several dimensions of organizational culture: Every employee will remain alert to problems that could jeopardize the company's profitability, thanks to innovative risk assessments. The indicators are: Proposing new ideas for organizational success; Readiness to take risks to generate new concepts. Concern for structural problems while completing tasks will be demonstrated through attention to detail and accuracy when working on projects. The indicators are: Completion of tasks with diligence; Accuracy of work output; Willingness to provide and receive feedback.

One method to guide and empower employees is by providing supervision from superiors to their subordinates. The goals of the group, organization, and its members can be clarified through this supervision. The indicators are: Setting goals or targets that must be achieved by the organization; Evaluating the completed work; Recognizing that the work performed serves both institutional and individual interests. High productivity can be achieved when workers execute tasks at the level required to complete their work. Good performance is defined as having the qualifications and ability to achieve productivity targets, accompanied by a high level of discipline and meticulousness. The indicators are as follows: Employee compliance with directives originating from leadership; Maintaining and preserving job stability.

RESEARCH METHOD

This study implemented quantitative methods, which means applying mathematical or statistical analysis. The population in this study was 52 civil servants employed by the Ministry of Religious Affairs Office in Central Jakarta, using a saturated sampling technique. The instruments implemented in this study to collect primary data were interviews, observations, and questionnaires. Respondents' answers were then measured using a Likert Scale, and the data were processed using SPSS version 25.0.

3.1. Validity Test

Sugiyono (2022: 267) states that validity is the degree of accuracy between the data provided by the researcher and the actual data applicable to the research object. Therefore, data provided by the researcher does not vary with what actually occurs in the research object and is considered valid.

3.2. Reliability Test

Sugiyono (2022: 268) stated, "Reliability relates to a measure of consistency. Therefore, if another author repeats the research on a similar object and using similar methods, the results obtained tend to be consistent."

3.3. Descriptive Statistical Analysis

Sugiyono (2022) states that although descriptive statistics are used to explain sample data, they cannot draw relevant conclusions about the population. In this study, descriptive analysis was used to provide insight into the distribution and characteristics of the sample data. Tables, graphs, pie charts, and other methods can be used to present the data.

3.4. Classical Assumption Test

The classical assumption test aims to confirm that the data implemented in the writing is valid, impartial, efficient, consistent, and in accordance with the basic assumptions of data regression, according to Basuki in Jumadi & Hayati (2022: 108). The following are some classical assumption tests:

3.4.1. Normality Test

Implemented using the One-Sample Kolmogorov-Smirnov test and the Normal Probability Plot approach.

3.4.2. Multicollinearity Test

Multicollinearity in data can be detected by analyzing the Variance Inflation Factor for each independent variable.

3.4.3. Heteroscedasticity Test

Implemented using the Park test and a scatter plot.

3.4.4. Autocorrelation Test

Implemented using the Durbin-Watson test.

3.5. Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical approach applied to analyze the impact of independent variables on the dependent variable.

3.6. Partial Correlation Coefficient Analysis

One approach to measuring the correlation between two variables is partial correlation analysis.

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3.7. Hypothesis Testing

A hypothesis, according to Sugiyono (2022: 159), is a temporary solution to a problem formulation.

3.7.1. Partial Test (t-test)

According to Faturrahman et al., (2020: 55), the significance of the partial impact of all independent variables on the dependent variable is determined using a t-test. The comparison of the calculated t-score with the table t-score is the calculation used in the t-test.

3.7.2. Simultaneous Test (f-test)

According to Faturrahman et al., (2020: 55), the f-test refers to a statistical tool implemented to determine the simultaneous impact of independent variables on the dependent variable shown in the ANOVA table.

3.8. Coefficient of Determination (R²) Test

According to Slamet & Aglis (2020: 141), the coefficient of determination assesses the model's ability to describe variations in the dependent variable.

RESULTS AND DISCUSSION

4.1. Results

4.1.1. Validity Test

Table 1. Validity Test Results

Variable Statement	Variable Statement	r _{hitung}	r _{tabel}	Keterangan
Work Morale (Y)	Item 1	0,537	0,2732	Valid
	Item 2	0,492	0,2732	Valid
	Item 3	0,487	0,2732	Valid
	Item 4	0,565	0,2732	Valid
	Item 5	0,397	0,2732	Valid
	Item 6	0,615	0,2732	Valid
	Item 7	0,364	0,2732	Valid
	Item 8	0,793	0,2732	Valid
	Item 9	0,740	0,2732	Valid
	Item 10	0,799	0,2732	Valid
Work Environment (X1)	Item 1	0,615	0,2732	Valid
	Item 2	0,738	0,2732	Valid
	Item 3	0,479	0,2732	Valid
	Item 4	0,425	0,2732	Valid
	Item 5	0,659	0,2732	Valid
	Item 6	0,753	0,2732	Valid
	Item 7	0,653	0,2732	Valid
	Item 8	0,869	0,2732	Valid
	Item 9	0,748	0,2732	Valid
	Item 10	0,433	0,2732	Valid
Organizational Culture (X2)	Item 1	0,577	0,2732	Valid
	Item 2	0,622	0,2732	Valid
	Item 3	0,551	0,2732	Valid
	Item 4	0,590	0,2732	Valid
	Item 5	0,796	0,2732	Valid
	Item 6	0,784	0,2732	Valid
	Item 7	0,703	0,2732	Valid
	Item 8	0,838	0,2732	Valid
	Item 9	0,499	0,2732	Valid
	Item 10	0,764	0,2732	Valid

Source: SPSS version 25.0 output data processed by researchers (2024)

Based on the attached table, it is known that the results of the validity test for the 10 statement items for each variable can be said to be valid. This is because each statement has a calculated r value > r table (0.2732), so all statements can meet the validity test.

4.1.2. Reliability Test

Table 2. Reliability Test Results

Variabel	Cronbach Alpha	Standar Reliabilitas	Information
Work Morale (Y)	0,782	0,6 – 1,00	Reliabel

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Work Environment (X1)	0,815	0,6 – 1,00	Reliabel
Organizational Culture (X2)	0,861	0,6 – 1,00	Reliabel

Source: SPSS version 25.0 output data processed by researchers (2024)

The reliability of all items in this study's questionnaire is demonstrated by the results in the attached reliability test table, which indicates that each variable has a Cronbach's Alpha score exceeding 0.6. Therefore, it can be concluded that the data in this study is reliable.

4.1.3. Analisis Statistik Deskriptif

Table 3. Descriptive Statistical Analysis Results

	N	Descriptive Statistics			
		Minimum	Maximum	Mean	Std. Deviation
Work Spirit	52	24	50	36.50	5.741
Work Environment	52	12	48	37.87	5.746
Organizational Culture	52	28	48	38.98	5.074
Valid N (listwise)	52				

Source: SPSS version 25.0 output data processed by researchers (2024)

The average response value for each variable is as follows: work spirit variable (Y) is 36.50, work environment variable (X1) is 37.87, and organizational culture variable (X2) is 38.98 based on data shown in the attached descriptive statistical analysis table. Therefore, it can be concluded that each statement indicator in the survey has a large or positive value.

4.1.4. Test Asumsi Klasik

1) Test Normalitas

Table 4. Descriptive Statistical Analysis Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		52
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.96628372
Most Extreme Differences	Absolute	.083
	Positive	.083
	Negative	-.065
Test Statistic		.083
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS version 25.0 output data processed by researchers (2024)

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From the table data above, it can be concluded that the score in Asymp. Sig. (2-tailed) is $0.200 > 0.05$, which indicates that the data is normally distributed in line with the evaluation classification.

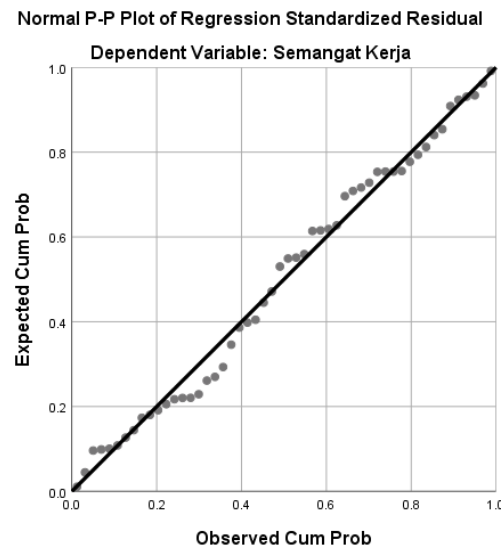


Figure 2. Normal Probability Plot Graph

Source: SPSS version 25.0 output data processed by researchers (2024)

The attached figure indicates that the data distribution in this study is near the diagonal line and approximates a straight line, indicating that the residual scores are standardized. Therefore, the regression model conforms to the normality hypothesis.

2) Test Multikolinearitas

Table 5. Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.465	4.872		.301	.765		
Work Environment	.234	.108	.234	2.157	.036	0.827	1.209
Organizational Culture	.672	.123	.594	5.468	.000	0.827	1.209

a. Dependent Variable: Semangat Kerja

Source: SPSS version 25.0 output data processed by researchers (2024)

The tolerance value is 0.805 (close to 1 and greater than 0.1), and the VIF score is 1.209, based on the information in the previous table. Therefore, the findings indicate that the independent variables do not exhibit multicollinearity.

3) Test Heteroskedastisitas

Table 6. Park Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.155	1.153		.135	0.893
Work Environment	-.002	.024	-.015	-.089	0.929
Organizational Culture	.014	.028	.084	.509	0.613

a. Dependent Variable: LN_RES1

Source: SPSS version 25.0 output data processed by researchers (2024)

From the data in the attached table, variable X1 has a significance score of $0.929 > 0.05$, and variable X2 has a significance score of $0.613 > 0.05$. Therefore, it can be concluded that heteroscedasticity is not present in the regression model.

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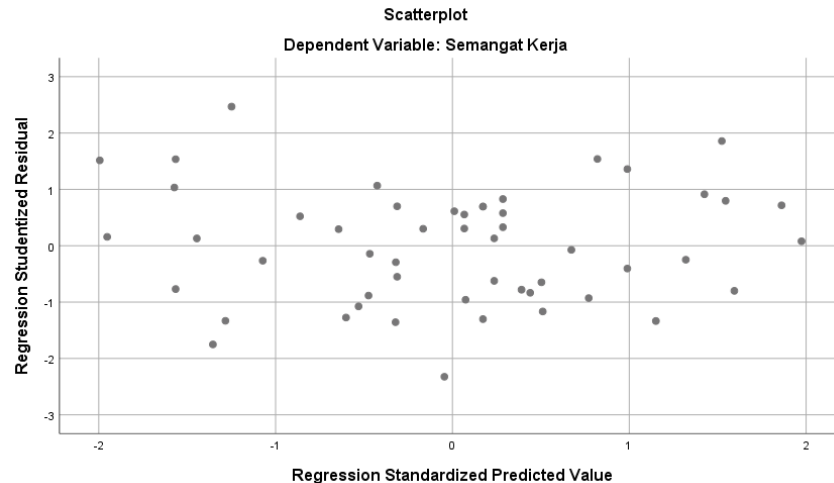


Figure 3. Grafik Scatter Plot

Source: SPSS version 25.0 output data processed by researchers (2024)

It is clear from the attached image data that it can be said that it does not indicate symptoms of heteroscedasticity and the similarity of multiple regression is not affected by the suspicion of heteroscedasticity.

4) Uji Autokorelasi

Table 7. Durbin-Watson Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.723 ^a	.523	.503	4.046	2.212

a. Predictors: (Constant), Budaya Organisasi, Lingkungan Kerja

b. Dependent Variable: Semangat Kerja

Sumber: Data output SPSS versi 25.0 yang diolah peneliti (2024)

Based on the attached table data, it can be stated that the dw score is 2.212. So $du < dw < 4 - du = 1.6334 < 2.212 < 2.3666$ which indicates that there is no autocorrelation.

4.1.5. Analisis Linier Berganda

Table 8. Multiple Linear Analysis Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.465	4.872		.301	.765
Work Environment	.234	.108	.234	2.157	.036
Organizational Culture	.672	.123	.594	5.468	.000

a. Dependent Variable: Semangat Kerja

Source: SPSS version 25.0 output data processed by researchers (2024)

Based on the attached table data, the results of the multiple linear regression analysis between the work environment (X1) and organizational culture (X2) on work morale (Y) yield the following formula:
 $Y = a + b_1X_1 + b_2X_2$
 $Y = 1.465 + 0.234X_1 + 0.672X_2$

The results of the multiple linear regression analysis above indicate that:

- 1) An "a" score of 1.465 indicates that X1 and X2 have no impact on Y. The dependent variable (Y) does not change if the independent variables (X1 and X2) are not present.
- 2) The analysis shows that X1 has a positive influence on Y, with a regression coefficient of 0.234. This means that every 1-unit increase in X1 will affect Y by 0.234.
- 3) The analysis shows that X2 has a positive influence on Y, as indicated by a regression coefficient of 0.672. This means that every 1-unit increase in X2 will have an impact of 0.672 on Y.

4.1.6. Partial Correlation Test

Table 9. Results of Partial Correlation Test of Work Environment on Work Morale

Correlations

	Semangat Kerja	Lingkungan Kerja
Spirit at work	Pearson Correlation	1
		.481**

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	Sig. (2-tailed)		.000
	N	52	52
Work environment	Pearson Correlation	.481**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS version 25.0 output data processed by researchers (2024)

Based on the table above, the partial correlation score for variable X1 against variable Y is 0.481, with a significance level of $0.00 < 0.05$. It can be concluded that there is a significant correlation and can be interpreted as having a moderate correlation.

Table 10. Results of Partial Correlation Test of Organizational Culture on Work Morale Correlations

		Work Spirit	Organizational Culture
Work Spirit	Pearson Correlation	1	.691**
	Sig. (2-tailed)		.000
	N	52	52
Organizational Culture	Pearson Correlation	.691**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS version 25.0 output data processed by researchers (2024)

The attached table indicates a partial correlation score of variable X1 with variable Y of 0.691, with a significance level of $0.00 < 0.05$. It can be concluded that there is a significant correlation and can be stated as having a strong correlation.

4.1.7. Hypothesis Testing

1) T-Test

Table 11. T-Test Results Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.465	4.872		.301	.765
	Lingkungan Kerja	.234	.108	.234	2.157	.036
	Budaya Organisasi	.672	.123	.594	5.468	.000

a. Dependent Variable: Semangat Kerja

Source: SPSS version 25.0 output data processed by researchers (2024)

Berlandasan data tabel terlampir, bisa dinyatakan bahwa:

- Hasil uji t variabel X₁ terhadap variabel Y diperoleh nilai signifikasi $0,036 < 0,05$ dan nilai $t_{hitung} > t_{tabel}$ ($2,157 > 2,009$), maka hasil dari uji t tersebut menyatakan bahwa Ho ditolak dan Ha diterima.
- Hasil uji t variabel budaya organisasi (X₂) terhadap variabel semangat kerja (Y) diperoleh nilai signifikasi $0,000 < 0,05$ dan nilai $t_{hitung} > t_{tabel}$ ($5,468 > 2,009$), maka hasil dari uji t tersebut menyatakan bahwa Ho ditolak dan Ha diterima.

Based on the attached table data, it can be stated that:

a) The t-test results for variable X1 against variable Y obtained a significance value of $0.036 < 0.05$, and the calculated t value $> t$ table ($2.157 > 2.009$). Therefore, the t-test results indicate that Ho is rejected and Ha is accepted.

The t-test results for the organizational culture variable (X2) against work morale variable (Y) obtained a significance value of $0.000 < 0.05$, and the calculated t value $> t$ table ($5.468 > 2.009$). Therefore, the t-test results indicate that Ho is rejected and Ha is accepted.

2) Test F

Table 12. F Test Results ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	878.698	2	439.349	26.833	.000 ^b
	Residual	802.302	49	16.374		
	Total	1681.000	51			

a. Dependent Variable: Semangat Kerja

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b. Predictors: (Constant), Budaya Organisasi, Lingkungan Kerja

Source: SPSS version 25.0 output data processed by researchers (2024)

Based on the table above, the results of the multiple linear regression analysis calculation show that the calculated F value > F table ($26.833 > 3.18$) with a significance value of $0.000 < 0.05$. Therefore, the results of the f test state that H_0 is rejected and H_a is accepted.

4.1.7. Test R^2

Table 13. R2 Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723 ^a	.523	.503	4.046

a. Predictors: (Constant), Budaya Organisasi, Lingkungan Kerja

Source: SPSS version 25.0 output data processed by researchers (2024)

Clearly, the data in the table above shows that the R2 test results, with a numerical R-square score of 0.523, or 52.3%. This indicates that the work environment and organizational culture variables contribute 52.3% of the influence, with the remaining 47.7% ($100\% - 52.3\%$) being influenced by a third element not included in the study model.

A more refined version of the R-square value, called the adjusted R-square value, can also be used to estimate the influence with greater accuracy. The previous table shows that the adjusted R-square value is 50.3%, or 0.503. This indicates that the work environment and organizational culture variables contribute 50.3% of the influence, while other aspects not included in the study model contribute the remaining 49.7% ($100\% - 50.3\%$). When researchers use more than two independent variables, the adjusted R-square score becomes more accurate.

CONCLUSION

1) Partially, the work environment variable (X_1) has a positive and significant influence on employee morale (Y) at the Ministry of Religious Affairs Office in Central Jakarta. The calculated t value is greater than the calculated t value ($2.157 > 2.009$) and the significance level is $0.036 < 0.05$. This means that H_{01} is rejected and H_{a1} is accepted.

2) Partially, the organizational culture variable (X_2) has a positive and significant influence on employee morale (Y) at the Ministry of Religious Affairs Office in Central Jakarta. The calculated t value is greater than the calculated t value ($5.468 > 2.009$) and the significance level is $0.000 < 0.05$. This means that H_{02} is rejected and H_{a2} is accepted.

3) Simultaneously, the work environment variable (X_1) and organizational culture (X_2) have a positive and significant influence on employee morale (Y) at the Ministry of Religious Affairs Office in Central Jakarta. With a calculated F value > F table ($26.833 > 3.18$) and a significance level of $0.000 < 0.05$, H_{03} is rejected and H_3 is accepted.

4) Based on the results of the linear regression coefficient analysis, it was found that the dominant variable in this study was organizational culture, with a standardized Beta coefficient of 0.594. Meanwhile, the standardized Beta coefficient for the work environment variable was only 0.234, resulting in a difference of 0.360.

5) The novelty of this study is the development of a predictive model for employee morale based on the work environment and organizational culture at the Ministry of Religious Affairs Office in Central Jakarta in 2024. The triangulation method (observation, interviews, and surveys) was used to collect and process the data using SPSS version 25.0.

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