The influence of the implementation of organizational culture and work motivation on employee morale at Suela Health Center East Lombok Regency.

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Abstract

This study aims to determine the influence of organizational culture and work motivation on employee morale at the Suela District Health Center, East Lombok Regency. The type of research used is causal associative with a quantitative approach. The data collection method used is the census method. The population of this study were all employees (nurses, midwives, administrative staff, and general staff) who were actively working at the Suela District Health Center, East Lombok Regency. The number of members of the population is 134 people. All members of the population serve as respondents in this study. Data collection techniques used were interviews, documentation, and distributing questionnaires containing statements about organizational culture, work motivation and employee morale. The analytical tool used is Multiple Linear Regression Analysis using SPSS version 29 For Windows. The research results show that; (1) organizational culture has a positive but not significant effect on employee morale, (2) work motivation has a positive and significant effect on employee morale.

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INTRODUCTION

Human resources are a key factor in an organization, serving as the primary component essential for sustainability and the achievement of goals. The significance of managing human resources is attributed to human factors, which play a crucial role as the main actors in every operational activity of an organization. Human resources are by far the most important asset for an organization (Safrizal et al. 2020). Organizations in an effective and efficient institution have various dimensions to support operational performance, includi ng

human resources. Employee performance is a stage of achievement as an employee's work achievement (Safrizal et al. 2020). Consequently, an organization must pay special attention to the quality of its human resources, including the work spirit of its employees. Work spirit is a mental attitude that shows enthusiasm for carrying out their work, thus encouraging them

to be able to work together and complete tasks on time with a sense of responsibility for the work assigned to them.. According to Nitisemito (2010), work spirit involves performing tasks more actively, and aiming for quicker and higher-quality results. Additionally, Nitisemito (2013) suggests that employee morale can be gauged through indicators such as attendance, cooperation with colleagues, job satisfaction, and discipline at work. The current sources of competitive advantage are innovation and creativity (Safrizal, 2023). Apart from several factors, there are some factors that influence employee work spirit. These include harmonious relationships between leaders and subordinates, employee satisfaction with their duties and work, the presence of a friendly working atmosphere and camaraderie with other members of the organization, the provision of economic satisfaction as a reward for their hard work, a sense of purpose in achieving organizational goals, a state of peace of mind, and the physical office environment (Westra, 1980). Human Activity Recognition has been researched for the past few years (Victoria, et al., 2022). This research specifically focuses on examining two factors: organizational culture and work motivation.

Organizational culture refers to the behaviors and actions considered commendable and carried out by employees to support core activities. It is defined as a shared value system among members of an organization in their work, distinguishing the organization from others (Robbins, 2015). High Quality of Service and client-based communication with AI-enabled services is determined by Quality of Experience (QoE), (Padmapriya et al., 2023). The era of globalization is always marked by rapid changes in overall economic conditions which cause a number of demands to emerge in response to the changes that occur (Safrizal et al. 2020). Additionally, the indicators used to measure organizational culture, researchers examining the implementation of specific values or behaviors believed to be correct. These behaviors are consistently enacted and visible to members of the organization, especially the employees. These actions and behaviors encompass the application of religious values, such as greetings or salaam, spreading smiles and saying hello, demonstrating care for patients or the community, exhibiting politeness in interactions and communication with patients and colleagues, fostering cooperation among employees, maintaining honesty and transparency in service, taking responsibility for work outcomes, building mutual trust with colleagues, and demonstrating sincerity in providing services. In addition to organizational culture, there are work motivation variables believed to impact employee morale. As per Hasibuan (2009), work motivation involves providing a driving force that generates enthusiasm for one's work, fostering a desire to collaborate, work effectively, and integrate all efforts to achieve satisfaction. The indicators, according to Abraham Maslow (2010), include physiological needs, security needs, social needs, esteem needs, and self-actualization needs.

Studies on work spirit related to organizational culture and work motivation can be conducted in health service institutions, specifically at the Suela District Health Center, or Puskesmas Kecamatan Suela. Health center is a health service facility that provides first-level public health services and individual health efforts, with a greater emphasis on promotive and preventive measures, to achieve the highest possible level of community health. These health efforts are implemented

with a focus on serving the broader community to attain optimal levels of health, without ignoring the quality of service to individuals.

Based on preliminary observations conducted by the researcher regarding the phenomenon, it is noted that the culture or values and habits practiced by the employees of Puskesmas Suela in East Lombok District are considered good. The impact of the Covid-19 outbreak on the global economy is predicted to be worse than the 2008 economic crisis and has the potential to damage the economy (Nugroho et al., 2020). This acknowledgment is supported by the administrative head of Puskesmas Suela, who points to the presence of religious or spiritual values, polite and respectful conduct, greetings, smiles, and a sincere attitude towards work that are applied by both employees and superiors. This, in turn, enhances harmony and strong relationships among employees in delivering healthcare services to the community. Meanwhile, the work motivation of Puskesmas employees is also quite good. Marketing strategies have a strategic role in the success of a product in reaching consumers (Fathor & Fatmariyah, 2023). This is evident through leadership providing rewards to employees to boost motivation in fulfilling assigned tasks and responsibilities. Additionally, employees demonstrate enthusiasm in their duties, foster friendly relationships with colleagues, and work in a clean and well-maintained environment. Another study explains that hospitality is not an absolute factor that can improve a tourist destination (Arief et al., 2022). The conditions in the post-pandemic era are also progressively improving.

Based on the background of the problem and the phenomena that have been explained, as well as several previous research findings related to organizational culture and work motivation's impact on work spirit, the researcher is interested in conducting a study with the title, "The influence of the implementation of organizational culture and work motivation on employee morale at Suela Health Center East Lombok Regency".

RESEARCH METHODS

The type of research utilized is associative research. Associative research is a type of study that aims to determine the relationship between two or more variables (Sugiyono, 2004). In this study, the research will examine the relationship between organizational culture and work motivation on the work spirit of employees at Suela Health Center East Lombok Regency. The data collection method used in this research is the census method, which involves studying the characteristics of the entire population (Suliyanto, 2006). The data sources in this study involve both primary and secondary data. Primary data is obtained through respondent answers resulting from the completion of questionnaires given to employees of the Suela Health Center East Lombok Regency. Secondary data sources include records or documentation from the institution, government publications, industry analyses by the media, websites, the internet, and other relevant sources. The data collection techniques employed include interviews, documentation, and the distribution of questionnaires containing statements related to organizational culture, work motivation, and work spirit of employees. The analysis tool used is multiple linear

RESULT

Research Instrument
Test Validity Test

Table 4.5 Results of the Validity Test for the Organizational Culture Variable (X1)

Item	r(value)	r(critical)	Information
X1.1	0.936	0.168	Valid
X1.2	0.940	0.168	Valid
X1.3	0.927	0.168	Valid
X1.4	0.925	0.168	Valid
X1.5	0.924	0.168	Valid
X1.6	0.903	0.168	Valid
X1.7	0.876	0.168	Valid
X1.8	0.863	0.168	Valid

Source : appendix 2

Based on Table 4.5 above, it is known that out of the 6 statements for the Organizational Culture variable (X1), the correlation coefficient (r-value) is greater than the critical value. This means that all items in the Organizational Culture (X1) variable are deemed valid and can be utilized for further research.

Tabel 4.6 Results of the Validity Test for the Work Motivation Variable (X2)

Item	r(value)	r(critical)	Information
X2.1	0.885	0.168	Valid
X2.2	0.912	0.168	Valid
X2.3	0.916	0.168	Valid
X2.4	0.941	0.168	Valid
X2.5	0.903	0.168	Valid
X2.6	0.917	0.168	Valid
X2.7	0.691	0.168	Valid
X2.8	0.747	0.168	Valid
X2.9	0.856	0.168	Valid
X2.10	0.831	0.168	Valid

Sumber : appendix 2

Based on Table 4.6 above, it is evident that out of the 10 statements for the Work Motivation variable (X2), the correlation coefficient (r-value) is greater than the critical value. This means that all items in the Work Motivation variable (X2) are deemed valid and can be used for further research..

Table 4.7 Results of the Validity Test for the Work Spirit Variable (Y)

Item	r(value)	r(critical)	Information
Y1	0.955	0.168	Valid
Y2	0.880	0.168	Valid
Y3	0.960	0.168	Valid
Y4	0.944	0.168	Valid
Y5	0.964	0.168	Valid
Y6	0.937	0.168	Valid
Y7	0.945	0.168	Valid
Y8	0.912	0.168	Valid

Source : appendix 2

Based on Table 4.7 above, it is observed that out of the 8 statements for the Work Spirit variable (Y), the correlation coefficient (r-value) is greater than the critical value. This implies that all items in the Work Spirit variable (Y) are considered valid and can be used for further research. Thus, it can be concluded that all validity tables for variables X1, X2, and Y, as seen in the table above, show that all statement items in this research questionnaire have correlation coefficients greater than the standard correlation value of 0.168. This indicates that the instrument used is valid.

Realibility Test

Table 4.8 Results of Reliability Test

| No	Variable	Alpha Value	Standard Alpha	Information
1	(X1)	0.973	0.60	Reliabel
2	(X2)	0.962	0.60	Reliabel
3	(Y)	0.981	0.60	Reliabel

Source : appendix 5

Looking at Table 4.8, it can be seen very clearly that all factors have alpha values significantly exceeding 0.60. This result indicates that the instrument used in this study is reliable.

Classical assumption test

Normality Test

The normality test will examine the reasonableness of information usage. Identification, regardless of whether the information is disseminated periodically, can be determined by utilizing the distribution through a graph. If the information follows a straight line and aligns with the sloping line, then the test meets the presumption of normality.

Picture 4.1 Normality test results
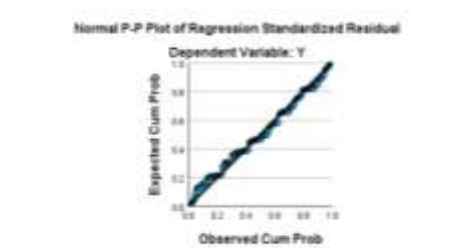
Based on Picture 4.1 above, it is known that the results of the normality test with the Normal P-P Plot show that the data points are scattered around the diagonal line and follow its direction. This means that all variables used in this study are declared to have a normal distribution, allowing for further statistical testing.

Multicollinearity Test

The multicollinearity test is conducted to determine the strength of intercorrelation among autonomous factors in the examination. A relapse model is considered good with the assumption of no connections. To identify whether multicollinearity exists, one should look at the values of tolerance and VIF (Variance Inflation Factor). If the tolerance value is above 0.1 and the VIF value is below 10, multicollinearity does not occur. The results of the multicollinearity test.

Table 4.9 Results of Multicollinearity Test

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Culture	.925	1.081
	Work Motivation	.925	1.081
a. Dependent Variable: Work Spirit			

Source: appendix 7

Table 4.9 shows that it can be observed quite well that all factors have resilience values above 0.1 and VIF values below 10, indicating that it can be interpreted that there is no multicollinearity in the relapse model in this study.multikolinearitas.

Heteroskedasticity Test

The Heteroskedasticity Test is aimed to observe whether there is a disparity in the changes from one perception to another in the relapse model. If the changes from one perception to another are still considered homoskedasticity, whereas for various variations, it is called heteroskedasticity (Umar, 2008: 82). In this review, determining heteroskedasticity should be possible with the Glejser test technique.

Table 4.10 Results of Heteroskedasticity Test

Coefficients[a]		
Model		Sig.
1	(Constant)	.461
	Organizational Culture	.131
	Work Motivation	.697
a. Dependent Variable: ABSRES		

Source: appendix 8

Based on table 4.10 above, it is known that the results of the heteroskedasticity test for Organizational Culture (0.131) and Work Motivation (0.697) have significance values > 0.05. This means that all variables used in this study are declared to have no heteroskedasticity, allowing for further statistical testing.

Multiple Linear Regression Analysis

This analysis is used to determine the influence of Organizational Culture and Work Motivation on the Employee Work Spirit of the Community Health Center (Puskesmas) in Suela Sub-district, East Lombok Regency. The results of the testing can be seen in the following table:

Table 4.11 Results of Multiple Linear Regression Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.522	.476		5.303	<.001
	X1	.019	.101	.016	.186	.853
	X2	.261	.081	.281	3.228	.002

a. Dependent Variable: Y

Source : appendix 9

According to Table 4.11, it can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 2.522 + 0{,}019\ X_1 + 0{,}261\ X_2 + e$$

1. The constant value of 2.522 means that if organizational culture and work motivation have a value of 0 or do not exist, then the average value of the work spirit variable is 2.522.

2. The Organizational Culture has a regression coefficient with a positive direction of 0.019. This means that if the organizational culture variable increases by one point, the average value of the work spirit variable will increase by the coefficient value, which is 0.019, assuming that the values of other variables remain unchanged or constant. A positive sign of the regression coefficient indicates a positive relationship between the organizational culture variable and work spirit.

3. The Work Motivation has a regression coefficient with a positive direction of 0.261. This means that if the work motivation variable increases by one point, the average value of the work spirit variable will increase by the coefficient value, which is 0.261, assuming that the values of other variables remain unchanged or constant. A positive sign of the regression coefficient indicates a positive relationship between the work motivation variable and work spirit.

Hypothesis Testing
Results of Model Fit Test (F Test)

According to Ghozali (2011), the goodness of fit test (model fit test) is conducted to measure the accuracy of the sample regression function in estimating actual values statistically. The goodness of fit of the model can be measured by the F-statistic, which indicates whether all independent variables included in the model have a joint effect on the dependent variable.

Table 4.12 Model Feasibility Results (F Test)

ANOVA^a				
Model		Df	F	Sig.
1	Regression	2	5.828	.004^b
	Residual	131		
	Total	133		
a. Dependent Variable: Work Spirit				
b. Predictors:(Constant), Organizational Culture, Work Motivation				

Source: Appendix 7

Based on Table 4.12, the results of the F-test show an F-value of 5.828 with a significance level of 0.004, which is smaller than the standard significance level of 0.05. According to the calculations and data from the F-test using the SPSS program, it is known that the calculated F-value 5.828 > F-table (3.06), and the significance level are smaller than the standard significance level (0.004 < 0.05). Therefore, the decision is to accept the alternative hypothesis (Ha). This means that the study aimed at examining the influence of organizational culture and work motivation on the work spirit of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok is considered appropriate. These results indicate that the regression model used can be considered to meet the assumptions of model fit for the analyzed research data.

Result of T-test

The t-test is used to examine the significance of the influence of each variable, namely organizational culture (X1) and work motivation (X2), on Work Spirit (Y). The results of the t-test can be seen in the Multiple Linear Regression Test table in the t-value and its significance level, as follows:

Table 4.13 Results of Partial Regression Coefficients (T-Test)

Variable	t Value	t Table	Sig.
Organizational Culture (X1)	0.186	1.978	0.853
Work Motivation (X2)	3.228		0.002

Source : appendix 12

Based on Table 4.13, it can be seen that the t-values for each variable are as follows:

1.The t-value for the organizational culture variable (X1) is 0.186 with a significance of 0.853. Since the t-value is less than the t-table value (0.186 < 1.978), there is no significant partial influence on the Work Spirit (Y) of employees at the Community Health Center (Puskesmas) Kecamatan Suela, East Lombok. Thus, from the above calculations, the hypothesis stating 'It is suspected that organizational culture has a positive and significant effect on the performance (Y) of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok is not proven.

2.The t-value for the work motivation variable (X2) is 3.228 with a significance of 0.002. Since the t-value is greater than the t-table value (3.228 > 1.978), there is a significant partial influence on the Work Spirit (Y) of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok. Thus, from the above calculations, the hypothesis stating 'It is suspected that work motivation has a positive and significant effect on the work spirit (Y) of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok is proven.

Koefisien Determinan (R^2)

The coefficient of determination (R^2) is used to determine the extent to which independent variables (Organizational Culture and Work Motivation) can explain the dependent variable (Work Spirit). The results of the coefficient of determination (R^2) can be observed in the Model Summary output from the multiple linear regression analysis as follows:

Table 4.14 Results of Coefficient of Determination Test (R^2)

Model Summary[b]

Model	R	R Square
1	.932[a]	.869

a. Predictors: (Constant), Organizational Culture, Work Motivation

b. Dependent Variable: Work Spirit

Source: appendix 11

The above Table 4.14 shows that the value of R is 0.286, while the R- square value is 0.082. Therefore, in this multiple regression analysis, the coefficient of determination is obtained as 0.082 or 8.2% when multiplied by 100%. The significance of this value implies that the variables of organizational culture and work motivation influence the work spirit of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok, by 8.2%. The remaining 91.8% is explained by other variables outside the model included in this study.

DISCUSSION

The influence of organizational culture on work spirit

Based on the research findings, it is found that organizational culture has a positive but not significant influence on the work spirit of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok. This is evidenced by the multiple linear regression testing, which obtained a regression coefficient value of 0.019. The t-test results showed that the t-value is greater than the t-table value (0.186 > 1.978), and the significance level is greater than 0.05 (0.853 > 0.05). Therefore, it can be stated that organizational culture (X1) has a positive but not significant influence on the work spirit (Y) of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok. Thus, this research concludes that organizational culture has a positive but not significant influence on the work spirit of employees, meaning that even though organizational culture is always applied or strengthened, it cannot increase the work spirit of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok Regency.

Organizational culture is an attitude and behavior that is consistently practiced or applied both during service activities and other work-related activities. The organizational culture at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok does not have a significant influence on the work spirit of employees, where the collaborative system effort between more than one person cannot be formed due to frequent turnover of positions among employees. Therefore, a structured and personal relationship cannot be established among the employees. According to Riche (2000), one effective way to create and internalize organizational culture is through employee training. Training is useful for sharing knowledge, skills, and abilities, and communicating values and expected behaviors to achieve organizational goals so that a consistent shared perception of expectations can be achieved. The results of this research are in line with the study conducted by Andi Praika Himawan (2020), which found that organizational culture has a positive but not significant influence on the work spirit of employees at RSUD Ngudi Waluyo Wlingi, Blitar Regency.

The influence of work motivation on work morale

Based on the research findings, it is found that work motivation has a positive and significant influence on the work spirit of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok Regency. This is evidenced by the multiple linear regression testing, which obtained a regression coefficient value of 0.261. The t-test results showed that the t-value is greater than the t-table value (3.228 > 1.978), and the significance level is smaller than 0.05 (0.002 < 0.05). Therefore, this research concludes that work motivation (X2) has a positive and significant influence on the work spirit (Y) of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok. This implies that as the work motivation of employees increases, the work spirit of the employees will also increase. Conversely, if the work motivation of employees

As stated by Rivai in Kadarisman (2013, p. 276), motivation should not only grow within each employee but also depends on the leadership's ability within the

organization to cultivate or stimulate the growth and development of enthusiasm among employees. It is expected that employees willingly and effectively perform their assigned tasks with full enthusiasm and zeal. This has a significant impact on achieving effective and efficient organizational goals. The findings of this research are supported by previous studies, such as the one conducted by Chandra Pranata Manihuruk (2020), which states that work motivation has a positive and significant influence on work spirit in the Population and Civil Registration Office of North Labuhan Batu. This is also in line with the study conducted by Sri Indarti and Hendriani (2011), which states that work motivation significantly influences the work spirit of employees in the Secretariat of the Provincial Government of Riau.

CONCLUSION

Based on the study results after analyzing and testing the influence of the implementation of organizational culture and work motivation on the work spirit of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok Regency., several conclusions can be drawn as follows:
1.Organizational culture has a positive but not significant influence on the work spirit of employees. This means that even though organizational culture is consistently applied or strengthened, it cannot increase the work spirit of employees at the Community Health Center (Puskesmas)) in Kecamatan Suela, East Lombok Regency.
2. Work motivation has a positive and significant influence on the work spirit of employees. This means that an employee with high work motivation will experience an increased work spirit in performing job tasks. Conversely, if the work motivation of employees decreases, the work spirit of employees will decrease at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok Regency.

Limitation and Research Suggestion
Limitation of the Research

The researcher acknowledges that this study has several limitations that may influence the research outcomes. These limitations include:
1.The researcher encountered difficulties during the questionnaire distribution as some employees were less open in providing answers. Therefore, the researcher took the opportunity to emphasize the confidentiality of respondents' information. The majority of respondents were aged between 25-50, with the majority falling under the criteria of contract employees. This condition may affect the research results regarding the influence of organizational culture and work motivation, which are expected to support employee work spirit.
2. The perception and understanding of employees at the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok Regency, towards all items in the research instrument, and their honesty in completing the questionnaire, greatly influence the results of this study. Both of these factors are not known explicitly by the researcher.

Suggestion for the Institution

Based on the conclusion of the research findings, several recommendations are suggested for the benefit of practitioners and organizational improvement as follows:

1. Based on the research results, the organizational culture variable falls into the strong category. The indicator with the lowest average response pertains to the perception that employees must be responsible for the results of their work. Some employees feel that certain tasks or responsibilities have not been completed because they did not fully understand the tasks or duties assigned when facing new tasks or issues. The management of the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok Regency, should also pay attention to each employee's capabilities in assigning tasks. It is crucial to consider empathy or concern among employees and internal employee issues through the provision of suggestion boxes for employees to evaluate the strength of the applied organizational culture.

2. The respondents' feedback on the work spirit variable is generally categorized as High. The lowest assessment is observed in the discipline at work, particularly in the discipline of using, utilizing, and maintaining materials, equipment, and work tools. This suggests that some employees feel lacking in utilizing and making the most of the workplace facilities provided by the institution. However, several items across all work spirit indicators are already very strong, indicating that employees' performance needs to be maintained and enhanced. Additionally, the management of the Community Health Center (Puskesmas) in Kecamatan Suela, East Lombok Regency, should consider integrating all elements within the organization to maximize attendance, collaboration with colleagues, and job satisfaction. This approach aims to sustain or improve the work spirit of employees in the future

Suggestions for Future Researchers
1. In future research, it is advisable to incorporate a combination of longer work experience to achieve more accurate results.
2. For future research, it is recommended to incorporate other variables that influence work spirit, increase the number of respondents, and explore different objects that may have an impact on employee work spirit.

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