

## IMPROVING EMPLOYEE WORK MORALE THROUGH WORK ENVIRONMENT AND WORKLOAD

**Bangkit Johan Sayuti<sup>1\*</sup>, Suparmi<sup>1</sup>, Ribut Musprihadi<sup>1</sup>**

<sup>1</sup>Faculty of Economics and Business UNTAG Semarang, Indonesia

\*Email: [bangkitjohansayuti@gmail.com](mailto:bangkitjohansayuti@gmail.com) (corresponding author)

### ABSTRACT

This study aims to determine the effect of the work environment and workload on employee morale. The population comprises all employees of Tokopedia Pedurungan Semarang, divided into three divisions: seller, buying, and digital, with a sample of 72 respondents. The sampling technique used is proportional stratified random sampling. The data source is primary data, collected using a questionnaire. The data analysis technique employed is multiple linear regression. The hypothesis tests show that both the work environment and the workload have a statistically significant positive effect on employee morale, indicating that improvements in these factors are associated with higher morale. The coefficient of determination is 0.534, indicating that the work environment and workload account for 53.4 percent of the variance in work morale. This study concluded that both the work environment and workload contribute positively to employees' morale. Further research is warranted, particularly regarding other factors influencing work morale.

**Keywords:** Work Environment; Workload; Work Morale

### INTRODUCTION

Human Resources (HR) are a crucial resource for a company's success. Facing business dynamics and challenges, companies are required to continuously improve the quality of their HR, enabling them to proactively respond to change (Novemaryl et al., 2019). HR plays a strategic role because they are the ones who execute and drive all company activities. Competent employees enable companies to more easily achieve their goals and drive sustainable business development (Erwina et al., 2024). Human Resources (HR) are the most crucial component in running a company's activities. The various resources available will not deliver optimal results without the active involvement of human resources as their driving force. As the driving force behind the direction and achievement of goals, human resources play a strategic role in a company's success. Therefore, companies need to provide positive direction and support to employees so they can perform optimally. One factor that plays a significant role in determining a company's success is the level of work enthusiasm (Erwina et al., 2024).

Work morale is a psychological state reflecting a person's enthusiasm, passion, and enjoyment in working, which influences the level of participation and achievement of work results (Mangkunegara, 2019). Work morale can also be interpreted as the psychological atmosphere or condition within a company's work environment that reflects enthusiasm and drive to complete tasks optimally and productively. Every employee in any company needs to have work morale, as this reflects a deep sense of satisfaction and enjoyment in various aspects of the job, such as company policies, career paths, workplace conditions, cooperative relationships, and a supportive work environment, thus encouraging them to give their best performance (Manihuruk & Tirtayasa, 2020).

Work morale is a crucial aspect for every employee, reflecting the company's ability to effectively manage its human resources. Therefore, employee morale plays a crucial role in the smooth operation of a company and significantly impacts the achievement of overall

company goals (Erwina et al., 2024). To improve employee morale, companies must consider various influencing factors, including the work environment and workload (Seven, 2024).

The work environment is the physical and non-physical conditions surrounding the workplace that are felt or experienced by employees within the company, which creates a safe, comfortable, and pleasant atmosphere, and encourages employees to feel at home and motivated in carrying out their work (Mutiara et al., 2024). A conducive work environment can foster a sense of enthusiasm and passion in completing tasks, so that employees are able to work optimally. When the work atmosphere is supportive, such as the availability of adequate facilities, harmonious relationships between colleagues, and controlled noise levels, this can increase employee psychological comfort. This comfort directly boosts work morale, which ultimately impacts productivity and the achievement of company targets (Erwina et al., 2024).

The second factor influencing employee morale is employee workload. Workload is the intensity of work assignments, which is the amount of work an employee is expected to complete within a specific time period (Asbari et al., 2020). The level of workload assigned will affect an employee's physical and psychological condition in completing their tasks. A workload that aligns with an individual's capacity and abilities can foster a sense of responsibility, increase focus, and provide positive challenges that encourage employees to work with greater enthusiasm. Conversely, if the workload is too heavy and unbalanced with abilities, it can reduce morale, cause fatigue, and even stress, which negatively impact productivity. Therefore, proper workload management is key to maintaining and improving employee morale in a company (Mutiara et al., 2024).

For example, in a technology company like Tokopedia, a comfortable, open, and collaborative work environment positively impacts employee morale. Modern work facilities, flexible working hours, and a company culture that encourages innovation make employees more motivated and enthusiastic about completing their tasks. However, there are also negative impacts, especially when the workload increases drastically ahead of major campaigns like Harbolnas (National Online Shopping Day). The pressure of high targets, long working hours, and demands for quick completion can lower morale and lead to mental and physical fatigue. This demonstrates that the work environment and workload can have different impacts on morale, depending on how employees perceive and manage these conditions.

The work morale study in this study was conducted at Tokopedia, a company located in the Pedurungan area of Semarang City. Tokopedia is one of Indonesia's largest e-commerce technology companies, under the auspices of PT Tokopedia, part of the GoTo group. As a digital marketplace platform, Tokopedia provides a platform for businesses to sell various products to consumers online. The company's vision is to promote digital economic equality throughout Indonesia. Tokopedia's Semarang office serves as an operational center, handling customer service, logistics, and regional marketing activities. In a dynamic and competitive work environment, employee morale is a crucial factor in supporting productivity and achieving company targets.

As a growing technology-based company, Tokopedia has undertaken various efforts to boost employee morale, such as creating a comfortable work environment, providing training and competency development, and fostering a collaborative work culture. Furthermore, the company rewards high-achieving employees and fosters open communication between management and employees to foster transparency. However, amidst high work demands, rapid system changes, and the pressure of tight targets, some employees' morale remains suboptimal.

This situation indicates a decline in employee discipline and attendance consistency over the past five months. This pattern could indicate that some employees are experiencing

decreased motivation or work burnout, which indirectly reflects a weakening work ethic. This trend could also be caused by high workload pressure, a lack of work-life balance, or a lack of recognition for performance, impacting daily work attitudes and behaviors. These conditions indicate that over the past five months, there has been a decline in consistent employee attendance and discipline in carrying out their duties. The increase in leave and absence rates could indicate that some employees' morale is declining, either due to internal factors such as fatigue or demotivation, or external factors such as high work pressure or changes in company policy. Similarly, the increase in lateness to work indicates a possible decline in commitment or sense of responsibility. Therefore, although the company has made various efforts to improve employee welfare and development, these data indicate that morale is still suboptimal and requires further attention in HR management strategies.

Based on the previous description, a problem can be identified, reflected in the inconsistency of previous research results, or a research gap, regarding the influence of the work environment and workload on work morale. Furthermore, the problem is also seen in the suboptimal level of employee absence at Tokopedia Pedurungan, Semarang City. Based on these conditions, this study aims to analyse improving employee morale through the work environment and workload (a study of Tokopedia Pedurungan, Semarang employees).

## **LITERATURE REVIEW**

### **The Job Demands-Resources Model**

The Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) was selected for this study to investigate the impact of the work environment and workload on employee morale. This theory is crucial in explaining how physical and psychological stressors, specifically workload and the environment, interact with support systems to influence employee motivation and job satisfaction. Several studies have employed the JD-R model to examine the relationship between selective job demands, environmental resources, and exhaustion with work engagement (Brauchli et al., 2015). Regarding work morale, Dollard et al. (2013) stated that organizational-environmental adaptation, the interaction between external environmental demands, and personnel resources predict work stress and morale.

### **The Influence of the Work Environment on Work Morale**

A conducive work environment can logically boost employee morale because a comfortable, safe, clean, and supportive environment fosters a sense of calm and focus in completing tasks. Adequate work facilities, harmonious employee relationships, and a pleasant work atmosphere will help employees feel valued and motivated to deliver their best performance. An unsupportive work environment can lead to stress, fatigue, and even a decrease in enthusiasm for work. Therefore, the better the work environment provided by the organization, the higher the employee morale in carrying out their responsibilities. Hermawan's (2023) research found that the work environment has a positive and significant effect on work morale, as a supportive work environment can increase employee enthusiasm and motivation. Erwina et al.'s (2024) research found that the work environment has a positive and significant effect on work morale, where a comfortable and safe environment makes employees more enthusiastic in carrying out their duties. Mutiara et al.'s (2024) research found that the work environment has a positive and significant effect on employee morale, as a supportive work environment can improve work performance and participation. This finding is supported by Seven's (2024) research, which found that the work environment has a positive and significant effect on work morale. Based on this description, the following hypothesis is proposed:

H1: The work environment has a positive and significant effect on work morale.

### The Effect of Workload on Work Morale

A workload assigned proportionally and in accordance with employee capabilities can positively impact work morale. A workload designed with reasonable challenges and clear targets can stimulate intrinsic motivation, a sense of responsibility, and the drive to complete tasks effectively. A measurable workload also makes employees feel trusted and needed by the organization, fostering enthusiasm and engagement in their work. Therefore, the more appropriately managed the workload, the higher the work morale demonstrated by employees in carrying out their duties. Research by Nindi et al. (2023) shows that workload has a positive and significant effect on work morale, where an appropriate workload can motivate employees to be more enthusiastic in completing tasks. Erwina et al. (2024) found that a well-managed workload can increase work morale because employees feel challenged and motivated to work optimally. Research by Kusnadi & Kusuma (2024) revealed that workload has a positive and significant effect on work morale because a structured workload creates a work rhythm that encourages enthusiasm and responsibility. This is supported by the results of research by Mutiara et al. (2024); and Seven (2024), which stated that workload has a positive and significant effect on work morale, because clear work targets and challenges can increase motivation and a sense of accomplishment in employees. Based on this description, the following hypothesis is proposed:

H2: Workload has a positive and significant effect on work morale.

[Figure 1](#) describe that improving employee morale is a crucial goal for any organization seeking optimal productivity. A conducive work environment and a balanced workload are two key factors that can significantly influence employee morale. When these two aspects are well-managed, employees will feel more motivated and enthusiastic in carrying out their duties.

## RESEARCH METHODS

### Population and Sample

The population used in this study was all 256 employees working at Karyawan Tokopedia Pedurungan Semarang. The sampling technique used in this study was proportionate random sampling, a technique used when the research population has members/elements that are not homogeneous and are also stratified proportionally. Using the Slovin formula, a sample of 72 individuals was obtained.

### Measurement

The variables used are work environment, workload, work morale. Work environment is the entire physical and non-physical conditions surrounding employees in a company, which include factors such as work space, facilities, social atmosphere, interactions between coworkers, and psychological aspects that can directly or indirectly affect comfort, motivation, and enthusiasm in carrying out their duties. The work environment can be seen from work facilities, comfort in the workplace, job security, noise levels in the workplace, employee relations, lighting.

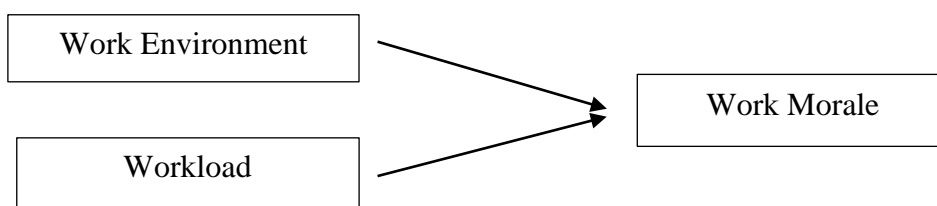


Figure 1. Research Framework

The definition of workload is the level of task demands that must be completed by employees within a certain time limit, including quantitative and qualitative aspects of work, which arise from the interaction between tasks, work environment, individual abilities, and time pressure, and has the potential to affect the physical, mental, emotional and performance conditions of employees if not managed properly. Workload measures are work conditions, use of working time, targets to be achieved, work standards.

The dependent variable is work morale which is defined as internal drive or psychological condition within a person which is reflected through enthusiasm, passion, sincerity, and discipline in carrying out tasks, which encourages individuals to work productively, responsibly, and contribute optimally in achieving organizational goals with measures of Discipline, Cooperation, Job satisfaction, Responsibility, Productivity, Low levels of anxiety.

The data collection technique used was a questionnaire guide using a Likert scale, with questions scored 1-5, ranging from strongly disagree to strongly agree. Data was analysed using multiple linear regression.

**RESULT AND DISCUSSION**

**Result**

This study used multiple linear regression analysis to determine the extent to which the work environment and workload influence work morale. Data processing was performed using SPSS version 25.0. The results of the multiple linear regression analysis are presented in the following [Table 1](#). The results of the analysis can be formulated using a multiple linear regression equation model as follows:

$$Y = 0.424 X_1 + 0.359 X_2 + e \dots\dots\dots(1)$$

**Discussion**

The influence of the work environment and workload on the work enthusiasm of Tokopedia employees in Pedurungan Semarang can be interpreted as follows: *first*, the results of the data analysis indicate that hypothesis one is accepted, meaning the work environment has a positive and significant influence on work morale. This is based on the positive regression coefficient value, a calculated t value that is higher than the t table, and a significance value of less than 0.05. These results indicate that by creating a work environment that is increasingly conducive, comfortable, full of support between colleagues, and provides a sense of security and appreciation for performance, it can improve the work morale of Tokopedia Pedurungan Semarang employees.

The results of this study reinforce the view that the work environment is a crucial factor in building employee morale. A conducive, comfortable environment, full of social support from coworkers, can create a positive atmosphere, making employees feel more valued, secure, and motivated to deliver their best performance. Furthermore, company appreciation for employee contributions acts as a psychological boost, increasing their intrinsic motivation.

**Table 1.** Results of Multiple Linear Regression Analysis

Model	Unstandardized		Standardized	t	Sig,
	Coefficients		Coefficients		
	B	Std, Error	Beta		
1 (Constant)	5.025	2.265		2.219	0.030
Work Environment	0.468	0.144	0.424	3.256	0.002
Workload	0.487	0.176	0.359	2.761	0.007

a. Dependent Variable: Work Morale

This finding is in line with the theory of work motivation which emphasizes that supportive environmental factors can increase employee engagement and work enthusiasm, which ultimately impacts productivity and the achievement of the company's goals at Tokopedia Pedurungan Semarang.

The descriptive analysis of work environment variables revealed that the majority of Tokopedia Pedurungan Semarang employees gave a positive assessment of the work environment, as evidenced by the large number of employees who responded in agreement. This indicates that the existing work environment is quite good and meets employee expectations. Therefore, the results of this descriptive analysis further strengthen the findings of the inferential analysis that the work environment has a positive and significant impact on work morale. This means that the higher the level of employee satisfaction with their daily work environment, the greater their motivation and enthusiasm in carrying out their duties, thereby supporting overall company productivity improvements. These findings align with research by Hermawan (2023), Erwina et al. (2024), Mutiara et al. (2024), and Seven (2024), which states that the work environment has a positive and significant effect on work morale.

The data analysis results indicate that hypothesis two is accepted, meaning workload has a positive and significant effect on work morale. This is based on the positive regression coefficient value, a calculated t-value higher than the t-table, and a significance value less than 0.05. These results indicate that with a more measurable workload, appropriate to capabilities, having clear targets, and supported by adequate facilities, can improve the work morale of Tokopedia Pedurungan Semarang employees. These results demonstrate that a well-managed workload can actually boost employee morale at Tokopedia Pedurungan Semarang. A workload tailored to individual abilities, with clear targets, and adequate support facilities, employees feel challenged and motivated to complete tasks optimally. A well-managed workload doesn't create excessive pressure, but rather fosters a sense of responsibility and satisfaction when targets are achieved. Therefore, this finding is in line with the work motivation theory which states that an appropriate workload can be a positive stimulus for improving employee performance and work enthusiasm.

The results of the descriptive analysis of the workload variable, most Tokopedia Pedurungan Semarang employees gave an assessment in the high category, which indicates that the workload they feel tends to be in accordance with their abilities, has clear targets, and can be managed well. This condition illustrates that the company has been able to balance work demands with employee capacity, so that the workload does not become a pressure that reduces productivity, but rather an encouragement to work harder. This supports the results of previous inferential analyses, which stated that workload has a positive and significant effect on work morale, as employee perceptions of a proportional workload have been shown to increase motivation and enthusiasm in carrying out daily tasks. These results support the research findings of Nindi et al. (2023), Erwina et al. (2024), Kusnadi & Kusuma (2024), Mutiara et al. (2024), and Seven (2024), which stated that workload has a positive and significant effect on work morale.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the analysis and discussion, it was concluded that the work environment has a positive and significant influence on work morale. Further conclusions indicate that workload has a positive and significant influence on work morale.

### **Suggestions**

Based on the conclusions drawn, the suggestions given by the researcher include the following: first, Tokopedia Pedurungan Semarang needs to improve aspects of the work

environment, especially regarding the comfort of the physical office facilities which still received the most disapproval responses. Second, pay attention to employee workload, especially on the indicator of task distribution which is considered unequal and received the most disapproval responses. The company can conduct regular workload evaluations by identifying work that is considered excessive.

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