

The Role of the Work Environment and Organizational Communication in Increasing Work Morale and Job Satisfaction in Government Institutions

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ABSTRACT

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In the face of intense global competition, job satisfaction plays a crucial role in employee productivity and retention, influenced by both individual and organizational factors such as the work environment and organizational communication. A supportive work environment and effective communication boost employee morale and positively impact job satisfaction. This study explores how the work environment and organizational communication contribute to job satisfaction, with work morale acting as a mediating variable, using data from 92 Government Institution Employee respondents collected through a purposive sampling technique. A 5-point Likert scale questionnaire analyzed with SPSS 21 reveals that the work environment and organizational communication significantly influence work morale and job satisfaction, while work morale mediates their impact on job satisfaction. The findings suggest that the institution should prioritize fostering a supportive work environment and enhancing internal communication to improve employee morale and overall job satisfaction.

Keywords

Job Satisfaction

Organizational

Communication

Work Environment

Work Spirit

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Introduction

The organizational challenges experienced today show increasingly severe changes. Seeing the challenges in today's increasingly complex organizational environment certainly requires companies to be responsive so that the company can develop and survive. Human resources have an important role for individuals and organizational groups and human resources are one of the main drivers for the sustainability of business activities, and the progress or decline of the organization can be determined by the existence of human resources. [1]. To get the desired results, the organization must be able to make the most of human resources which will have a positive impact on increasing employee performance satisfaction in the organization.

Job satisfaction is an emotional attitude shown by an employee who shows an attitude of liking and loving his job. This action can be seen through discipline, work morale, and work performance. Job satisfaction is a different response for each employee, satisfaction is a person's response to the work environment he faces [2]. Job satisfaction is a crucial element that affects employee motivation and productivity across organizations. Amidst the dynamism and complexity of today's work environment, understanding the factors that influence job satisfaction is very important. The two main factors that are often discussed in this context are the work environment and organizational communication.

The work environment encompasses various physical, social, and psychological aspects of the workplace. Factors such as physical comfort, adequate facilities, and co-worker relationships can influence how employees feel about their jobs. A positive work environment can increase employee job satisfaction, thereby potentially improving performance and productivity.

Meanwhile, organizational communication plays an equally important role. Effective communication involves clear information delivery, constructive feedback, and employee involvement in the decision-making process. Good communication can strengthen relationships between employees, reduce conflict, and increase engagement, all of which contribute to job satisfaction.

However, the relationship between work environment, organizational communication, and job satisfaction may not always be direct. Morale, which reflects employees' level of motivation and enthusiasm, may mediate these relationships. High morale can amplify the positive effects of work environment and organizational communication on job satisfaction. Conversely, low morale may inhibit the positive impact of these factors.

Understanding how morale serves as a mediating variable in the relationship between work environment, organizational communication, and job satisfaction can provide valuable

insights for organizations in designing strategies to improve employee job satisfaction. As such, this study aims to explore the relationship between these three factors and identify how morale influences these dynamics.

Literature Review

A. Job Satisfaction

Job satisfaction is an important factor in everyone's work. High job satisfaction influences individuals to complete their tasks to successfully achieve company goals [3]. Job satisfaction is individual, each individual has a different level of satisfaction according to the values that apply to him. While [4] Job satisfaction is a positive feeling towards the work produced and evaluated for its characteristics. Job satisfaction is related to the overall attitude towards various aspects of the work process, which results from the results achieved in meeting expectations. Employees who are satisfied with their jobs will be more productive and contribute to the goals and objectives of the organization [5].

B. Work Spirit

Work enthusiasm is a feeling of desire, a sense of seriousness in fulfilling one's responsibilities to do a good job, leadership to achieve maximum performance, desire, and pleasure in the field of work he does[6]. Work enthusiasm is doing work more vigorously so that the work will be expected to be faster and better [7].

C. Work Environment

The physical work environment is a condition that includes all physical conditions that exist around the workplace that can affect employees either directly or indirectly [8]. A supportive work environment can increase employee job satisfaction by providing a comfortable and safe place to perform their tasks, as well as facilitating positive interactions between co-workers. If employees like the work environment in which they work, employees will feel at home in their activities, and the working time used by employees will be efficient, which can ultimately improve their work results [9].

D. Organizational Communication

Communication can be defined as the process of conveying information, ideas, and understanding from one person to another in the hope that the other person can interpret it by the intended purpose [10]. Communication is the most important point and contributes to increasing employee job satisfaction. With good communication, each individual can convey their opinions to others [11].

E. Conceptual Framework

This study will test several relationships from each variable using a partial method. The test was carried out to find out the results of each independent variable (Work Environment) to the mediation variable (Work Spirit), the independent variable (Organizational Communication) to the mediation variable (Work Spirit), the independent variable (Work Environment) to the dependent variable (Job Satisfaction), the independent variable (Organizational Communication) to the dependent variable (Job Satisfaction), the mediation variable (Work Spirit) to the dependent variable (Satisfaction work). See Fig. 1.

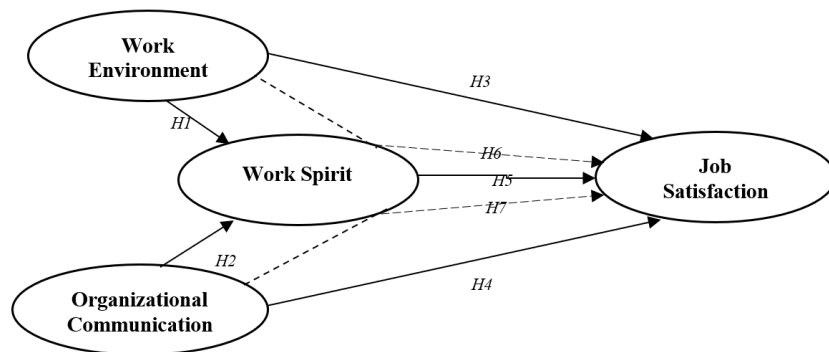


Fig. 1. Conceptual Framework

The work environment plays an important role in fostering work enthusiasm. The definition of work environment refers to everything that exists in and around the workplace that directly or indirectly affects individuals or groups of employees when doing their jobs. The work environment is the actual condition in which individuals carry out their daily duties and responsibilities, both in the field and in the office [12]. Based on the explanation above, the following hypothesis is made. Q1: Does the work environment affect employee morale?

According to Welch [13] argues that companies generally have a gap between employees' internal communication with company leadership and management, which is influenced by employees' psychological, regulatory, and emotional states. The resulting gap affects employee perceptions and working conditions, which in turn affects employee morale. Based on the explanation above, the following hypothesis is made. Q2: Does Organizational Communication affect employee morale?

According to Rachmawati et al. [14] from the results of this study, it is known that the work environment affects employee job satisfaction, meaning that the better the work environment, the higher the employee job satisfaction. This is by previous research which shows that the work environment has a significant positive effect on job satisfaction. Based on

the explanation above, the following hypothesis is made. Q3: Does the Work Environment have a positive effect on Employee work satisfaction?

According to Tuzun [15] Communication in an organization is one of the most important factors in the functioning of an organization, and it is known that employees devote a large part of their working day to gathering and distributing information about important issues. Includes: company policies, performance feedback, role expectations, and task instructions. Based on the explanation above, the following hypothesis is made. Q4: Does organizational communication affect Employee job satisfaction?

The attitude of employee morale in their work to achieve the expected results of the company and individuals. If you have work enthusiasm, it will affect the company's work productivity [16]. Based on the explanation above, the following hypothesis is made. Q5: Is there an effect of work morale on Employee job satisfaction?

Material and Methods

This study uses data collection techniques in the form of questionnaires. The questionnaire is a form of primary data collection which is done by giving a list of questions to respondents. The population used for this study were all employees with a total of 119 employees. The sample for this study was taken from 119 permanent employees with the number of samples tested being 92 respondents. In this study, the researcher used a purposive sampling technique. Purposive sampling technique according to Sugiyono [17] is to take respondents as a sample based on certain considerations according to the desired criteria to be able to determine the number of respondents to be researched. This data collection technique (questionnaire distribution) was carried out directly with employees. The data obtained from the questionnaire results were analyzed quantitatively using a Likert scale from 1 (Strongly Agree) to 5 (Strongly Disagree). In addition to surveys, researchers will also conduct observations, and documentation to refine survey data.

Results and Discussion

A. Respondent Characteristics

Based on Table 1, most of the respondents are male, namely 53 people or 57%, and female respondents are 39 people or 42%. In the majority age group, respondents aged 41-50 years were 29 people or 31.2%, and minority respondents under 20 years old were 1 person or 1.1%. In the Education group, the majority of respondents had a bachelor's education of 38 people or 40.9%, and minority respondents of elementary/ middle school education of 1 person or 1.1%. In the employment status group, the majority of respondents had the status of

civil servants 57 people or 61.3%, and minority respondents had the status of PPPK by 8 people or 8.6%. In the position group, the majority of respondents served as executors of 33 people, or 35.5%.

Table 1. Respondent Characteristics

Factors	Freq.	%
Gender		
• Man	53	57.6
• Woman	39	42.4
Age		
• Under 20 Years	1	1.1
• 20-30 Years	16	17.4
• 31-40 Years	27	29.3
• 41-50 Years	29	31.5
• Above 50 Years	19	20.7
Education		
• Elementary School	1	1.1
• Junior High School	2	2.2
• Senior High School/Vocational School	28	30.4
• Diploma	7	7.6
• Bachelor	38	41.3
• Magister	12	13
• Doctor	4	4.3
Employment Status		
• Government Employee	57	62
• Government Temporary Employee	8	8.7
• Outsourcing	27	29.3
Total	92	100

B. Normality Test

In the output of Table 2, the normality test produces sig. 0.330 > 0.05 so that it can be concluded that the regression model is normally distributed. The meaning of normal itself is that there is no similarity between one question and another in each variable of the question, so questions that describe one condition do not represent another condition and are therefore normal.

Table 2. Normality Test (One-Sample Kolmogorov-Smirnov Test)

		Unstandardized Residual
N		92
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.79041067
Most Extreme Differences	Absolute	.099
	Positive	.094
	Negative	-.099
Kolmogorov-Smirnov Z		.948
Asymp. Sig. (2-tailed)		.330

a. Test distribution is Normal.

b. Calculated from data.

C. Multicollinearity Test

Based on the results in Table 3, the variables of work environment, organizational communication, and work morale show a *tolerance value* of > 0.10 . Meanwhile, the VIF values of the variables of work environment, organizational communication, and work morale < 10 can be concluded that there is no multicollinearity between independent variables in the regression. This means that in this study there is no relationship between the X1 and X2 independent variables so there is no multicollinearity based on the tests that have been carried out using SPSS.

Table 3. Multicollinearity Test (Coefficients ^a)

Model		Collinearity Statistics	
		Tolerance	BRIGHT
1	(Constant)		
	WORK ENVIRONMENT	.451	2.215
	ORGANIZATIONAL COMMUNICATIONS	.494	2.024
	MORALE	.406	2.464

a. Dependent Variable: JOB SATISFACTION

D. Heteroscedasticity Test

From the results of the calculation of Table 4, no heteroscedasticity disturbance occurs in the estimation process of the estimator model parameters, where $(\text{sig}) > 0.05$. In this study, a homoscedastic regression was used whose error distribution did not change significantly with the change in the value of the independent variable [18]

Table 1. Heteroscedasticity Test (Coefficients ^a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Mr.
		B	Std. Error	Beta		
1	(Constant)	7.199	2.975		2.419	.018
	WORK ENVIRONMENT	.055	.130	.043	.420	.676
	ORGANIZATIONAL COMMUNICATIONS	.317	.059	.522	5.330	.000
	MORALE	.267	.107	.269	2.486	.015

a. Dependent Variable: JOB SATISFACTION

E. Simple Linear Regression Test

1. Simple linear regression test of Working Environment (X1)

Based on Table 5, the X coefficient is 0.912 and the constant is 0.376. Thus, the relationship between the variables of the Work Environment and Work Morale can be described in the form of the Regression equation $Y = 0.912 + 0.376X$. In other words, the better the Work Environment, the Higher Work Spirit will be.

Table 2. Simple linear regression test of Working Environment (X1)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
1 (Constant)	.376	3.168		.119	.906
WORK ENVIRONMENT	.912	.095	.712	9.627	.000

Dependent Variable: WORK MORALE

2. Simple linear regression test of Organizational Communication (X2)

Based on Table 6, the X coefficient of 0.414 and the constant of 8.735 were obtained. Thus, the relationship between the variable of Organizational Communication and Work Morale can be described in the form of the Regression equation $Y = 8.735 + 0.414X$. In other words, the better the Organizational Communication, the Higher Work Spirit will be.

Table 3. Simple linear regression test of Organizational Communication (X2)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
1 (Constant)	8.735	2.529		3.454	.001
ORGANIZATIONAL COMMUNICATIONS	.414	.047	.679	8.769	.000

a. Dependent Variable: WORK MORALE

3. Simple linear regression test of Working Environment (X1)

Based on Table 7, the X coefficient is 0.719 and the constant is 10.121. Thus, the relationship between the variables of the Work Environment and Job Satisfaction can be described in the form of the Regression equation $Y = 10.121 + 0.719X$. In other words, the better the Work Environment, the higher Job Satisfaction will be.

Table 4. Simple linear regression test of Working Environment (X1)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
1 (Constant)	10.121	3.701		2.735	.008
WORK ENVIRONMENT	.719	.111	.565	6.495	.000

Dependent Variable: JOB SATISFACTION

4. Simple linear regression test of Organizational Communication (X2)

Based on Table 8, the X coefficient of 0.444 and the constant of 10.478 are obtained. Thus, the relationship between the variable of Organizational Communication and Job Satisfaction can be described in the Regression equation $Y = 10.478 + 0.444X$. In other words, the better the Organizational Communication, the higher Job Satisfaction will be.

Table 5. Simple linear regression test of Organizational Communication (X2)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
1 (Constant)	10.478	2.331		4.494	.000
ORGANIZATIONAL COMMUNICATIONS	.444	.044	.732	10.193	.000
Dependent Variable: JOB SATISFACTION					

5. Simple linear regression test Morale (Z)

Based on Table 9, the X coefficient is obtained at 0.650 and the constant is 14.071. Thus, the relationship between the variable of Work Morale and Job Satisfaction can be described in the Regression equation $Y = 14.071 + 0.650X$. In other words, the better the work morale, the higher the job satisfaction.

Table 6. Simple linear regression test Morale (Z)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
1 (Constant)	14.071	2.458		5.725	.000
MORALE	.650	.079	.654	8.201	.000
Dependent Variable: JOB SATISFACTION					

F. Hypothesis Testing

1. Partial Test (t-Test)

Based on the t-test table above, the influence of the work environment variable (X1) on the work morale variable (Z) is $0.000 < 0.05$ while the t-value calculated is $9,627 > t$ table (1.98667454), where H_0 is rejected and H_1 is accepted, which means that there is an influence of the work environment on work morale.

Table 7. Work Environment to Work Morale

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	.376	3.168		.119	.906
WORK ENVIRONMENT	.912	.095	.712	9.627	.000
Dependent Variable: WORK MORALE					

2. Organizational Communication on Work Morale

Based on the t-test table above, the influence of the organizational communication variable (X2) on the work morale variable (Z) is $0.000 < 0.05$ while the t-value calculated is $8.769 > t$ table (1.98667454), where H_0 is rejected and H_2 is accepted, which means that there is an influence of debt policy on profitability.

Table 8. Organizational Communication on Work Morale

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	8.735	2.529		3.454	.001
ORGANIZATIONAL COMMUNICATIONS	.414	.047	.679	8.769	.000
Dependent Variable: WORK MORALE					

3. Work Environment on Job Satisfaction

Based on the t-test table above, the influence of the investment decision variable (X1) on the job satisfaction variable (Y) is $0.000 < 0.05$ while the t-value is calculated at $6.495 > t$ table (1.98667454), where H_0 is rejected and H_3 is accepted, which means that there is an influence of the work environment on job satisfaction.

Table 9. Work Environment on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
1 (Constant)	10.121	3.701		2.735	.008
WORK ENVIRONMENT	.719	.111	.565	6.495	.000
Dependent Variable: JOB SATISFACTION					

4. Organizational Communication on Job Satisfaction

Based on the t-test table above, the influence of the organizational communication variable (X2) on the job satisfaction variable (Y) is $0.000 < 0.05$ while the t-value is calculated at $10.193 > t$ table (1.98667454), where H_0 is rejected and H_4 is accepted, which means that there is an influence of the work environment on job satisfaction.

Table 10. Organizational Communication on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	10.478	2.331		4.494	.000
ORGANIZATIONAL COMMUNICATIONS	.444	.044	.732	10.193	.000
Dependent Variable: JOB SATISFACTION					

5. Work Spirit Towards Job Satisfaction

Based on the t-test table above, the influence of the work morale variable (Z) on the job satisfaction variable (Y) is $0.000 < 0.05$ while the t-value is calculated at $8.201 > t$ table (1.98667454), where H_0 is rejected and H_5 is accepted, which means that there is an influence of work morale on job satisfaction.

Table 11. Work Spirit Towards Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	14.071	2.458		5.725	.000
MORALE	.650	.079	.654	8.201	.000

Dependent Variable: JOB SATISFACTION

6. Sobel Test

The Sobel Test is a test to determine the influence of a variable that can significantly mediate the influence through mediating variables[19]. The Sobel test against the multiple income strategy has a value that has greater statistical power than other formal methods.

Table 12. Sobel Test

Variable	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error
Z-Y	0.650 (b)	0.079 (sb)
X1-Z	0.912 (a1)	0.096 (SA1)
X2-Z	0.414 (A2)	0.047 (sa2)

Work Environment (X1) → Work Morale (Z) → Job Satisfaction (Y1)

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

$$Sab = \sqrt{(0.650)^2(0.096)^2 + (0.912)^2(0.079)^2 + (0.096)^2 + (0.079)^2}$$

$$Sab = \sqrt{(0.00389376) + (0.0051909143) + (0.0000575171)}$$

$$Sab = \sqrt{0.0091421914}$$

$$Sab = 0.0956148074$$

From the results of the calculation above, the Sab value is 0.0956148074, then the statistical value can be seen from the calculation below:

$$t = \frac{ab}{Sab} \quad t = \frac{0.912 \times 0.650}{0.0956148074} = 6.1998765267$$

Based on the calculation of the Sobel test above the calculated t value of 6.2 is greater than the t of the table with a significance of 0.05 which is 1.96, it can be concluded that the coefficient can mediate. This means that Work Spirit can mediate between the Work Environment and Job Satisfaction.

Organizational Communication (X2) → Kerza Spirit (Z) → Job Satisfaction (Y1)

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

$$Sab = \sqrt{(0.650)^2(0.047)^2 + (0.414)^2(0.079)^2 + (0.047)^2 + (0.079)^2}$$

$$Sab = \sqrt{(0.0009333025) + (0.0010696824) + (0.0000137864)}$$

$$Sab = \sqrt{0.0020167713}$$

$$Sab = 0.0449084769$$

From the results of the calculation above, the Sab value is 0.0449084769, then the statistical value can be seen from the calculation below:

$$t = \frac{ab}{Sab} \quad t = \frac{0.414 \times 0.650}{0.0449084769} = 5.9921871899$$

Based on the calculation of the Sobel test above, the calculated t value of 5.99 is greater than the t of the table with a significance of 0.05, which is 1.96, it can be concluded that the coefficient can mediate. This means that Work Spirit can mediate between Organizational Communication and job Satisfaction.

Conclusion

The results of the data analysis in this study confirm that all seven proposed hypotheses are accepted. The findings reveal that the work environment significantly and positively impacts work morale, indicating that an improved work environment enhances employee morale, while a poor environment diminishes it. Similarly, organizational communication has a significant positive effect on work morale, meaning that better communication improves morale, while inadequate communication reduces it. The study also shows that the work environment positively influences job satisfaction, with better environments leading to higher satisfaction and poorer ones lowering it. Organizational communication similarly enhances job satisfaction, as effective communication improves satisfaction while poor communication diminishes it. Furthermore, work morale itself significantly contributes to job satisfaction, indicating that higher morale leads to greater satisfaction among employees. The mediating role of work morale was confirmed, as it effectively links the work environment and organizational communication to job satisfaction. These findings underscore the importance of fostering a supportive work environment and effective communication to enhance both employee morale and job satisfaction.

Limitations and Suggestions

This research has limitations including:

1. This study only uses several variables that cause Job Satisfaction, namely Work Environment, Organizational Communication, and Work Morale so it cannot describe other variables that may affect Job Satisfaction.
2. This study only uses data from questionnaire results. Data measurement using questionnaires has several weaknesses, including respondents cannot provide further information because the answers are limited to the things asked. In addition, respondents may answer statements that are not under the actual situation.

3. The sample used in this study was only carried out in the institution chosen by the researcher. So the results obtained may cause differences if carried out in different types of organizations such as companies and also other public sector organizations.

The suggestions in this study are as follows:

1. Researchers can then also add other independent variables that affect job satisfaction to increase the variety of research.
2. In addition, the next researcher is expected to be able to add other supporting data, both in the form of primary data and secondary data from the authorities so that the data can be by the actual conditions.
3. The researcher suggested that the next research related to the Work Environment, Organizational Communication, Work Morale, and Job Satisfaction be able to conduct research in other sectors so that they can compare the results of the research with the previous one.

Conflict of Interest

The authors declare that there is no conflict of interest.

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