

The Influence Of Workload And Organizational Culture On Work Spirit With Work Motivation As An Intervening Variable In District Regional Inspectorates Labuhan Batu

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Abstract: An organization is required to be able to overcome various problems that arise in the organization. This is based on the fact that in an organization there are many factors that can be the background to the occurrence of various kinds of problems and will eventually become obstacles in the organization if not resolved or overcome immediately. This study aims to determine whether workload and organizational culture affect employee morale through work motivation as an intervening variable in the Regional Inspectorate of Labuhanbatu Regency. The study was conducted on 62 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this study show 1) there is a significant effect between workload on work motivation, 2) there is a significant effect between organizational culture variables on work motivation, 3) there is a significant effect between workload variables on morale, 4) there is a significant effect between organizational culture variables on work morale, 5) there is a significant influence between work motivation variables on work morale, 6) work motivation variables cannot affect workload variables on morale, 7) work motivation variables cannot affect organizational culture variables on morale.

Keywords : Workload, Organizational Culture, Work Motivation, Work Morale.

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1. Introduction

An organization is required to be able to overcome various problems that arise within the organization. This is based on the fact that in an organization there are many factors that can be the background for the occurrence of various kinds of problems and in the end it will become an obstacle within the organization if not immediately solved or overcome.

It is hoped that the organizational policy on human resources is comprehensive for the organization and long term in nature, which is a sub-system within the organization's management framework. So the development of human resources must be directed to become thinker, determiner and implementer for the continuous running of the organization's business effectively and efficiently, because the success and failure of an organization is determined by how the existing human resources are managed.

In order to become an organization that excels in competition and develops many variables that influence it, one of which is employee morale. Morale is the nature of employees who work with the condition of their souls and feelings in an optimal state without anything deep in their hearts. Morale reflects the emotional state of employees in carrying out their work.

Morale is very important and has a big influence on the level of employee productivity in the organization. Morale is the act of doing work harder, so that more work can be expected faster and better, (Nitisebito, 2002 :160). To assess the skills of employees, their role in business can be viewed from several angles, namely : « Quality of work, quality of results achieved by collaboration and length of working time ». Good work spirit and enthusiasm is marked by the existence of great enthusiasm from employees in carrying out all the tasks and obligations that become their burden in achieving organizational goals, so that all tasks and work can be completed quickly and with better results.

The Regional Inspectorate of Labuhanbatu Regency as a Regional Apparatus Organization is an Internal Supervisory Institution for the Regional Government in an effort to support the smooth implementation of general Government, Development and Community Service tasks, continue to make self-improvement in accordance with the demands of change and the demands of the community so that the implementation of supervision runs more effectively and efficiently as a one of the pillars to realize good governance.

Regarding the morale of employees at the Regional Inspectorate of Labuhanbatu Regency, it is not in accordance with the reality on the ground. Seen from some employees who do not have high enthusiasm in carrying out their work. This is because employees are not motivated by leaders or superiors so they feel bored doing work activities in the scope of work with excessive workload. To carry out its duties and functions properly, high employee morale is needed. Employees must have high work enthusiasm so that the implementation of their duties can be realized in a professional, modern and reliable manner. In paying attention to employee morale, it is necessary to pay attention to the factors that influence it including workload, organizational culture and work motivation.

Employees who are not motivated have a feeling of being unenthusiastic at work, so that the work done is not optimal and has a productivity impact that is not as desired. Motivation is the process of influencing or pushing from the outside towards a person or work group so that they want to do something that is implemented. Motivation or encouragement (driving force) is intended as a natural urge to satisfy and maintain life.

2. LITERATURE REVIEW

2.1. Theoretical Framework

2.1.1. Spirit at work

2.1.1.1. Definition of Work Spirit

Every organization always tries to increase the work productivity of its employees. Therefore, leaders need to find ways to raise employee morale. This is an important problem, because work enthusiasm reflects a deep pleasure in the work being done so that work can be completed more quickly and can also achieve better results and ultimately there is an increase in the work productivity of these employees (Agustini, 2011 : 58).

According to Siswanto (2010 : 264) morale is a spiritual condition, or the behavior of individual workers and groups that creates a deep pleasure in the workforce to work diligently in achieving goals set by the company.

According to Moekijat (2012 : 122) states that morale describes feelings related to the soul, group spirit, joy, and activity. Meanwhile, according to Westra in Kusumawarni (2007 : 8) morale is an individual or group attitude towards volunteering to work together in order to devote their abilities as a whole.

Based on some of the theories above, it can be understood that morale is an individual attitude to do work more actively, cooperate, be disciplined, and be responsible so that work can be carried out faster and better.

2.1.2. Organizational culture

2.1.2.1. Definition of organizational culture

Organizational culture is a system of values, beliefs, assumptions, or norms that have long been in force, shared, accepted, and held by members of the organization as a guideline for behavior that determines how it is felt, thought, and reacted to various environments (Kreitner & Kinicki, 2014 :62 ; Sutrisno, 2010 :2). Organizational culture is a general perception held by members of the organization, attitudes, values, norms, beliefs, and patterns of behavior (Greenberg & Baron, 2003 :515 ; Robbins, 2003 :525 ; Tan, 2002 :18).

Organizational culture grows through ideas created by the founders of the organization and then instilled to their followers through a process of learning and experience. An organization does not only have one culture, but several cultures, this is due to the diversity of human resources (HR) contained in one organization. Organizational culture tends to change over time according to the situation, condition and size of the company. Whatever the culture adopted by the company, all of them have positive and negative aspects (Kreitner & Kinicki, 2001 :521).

From the definition above, it can be concluded that organizational culture is a basic guideline for organizational members in behaving and solving organizational problems in accordance with agreed values, beliefs, assumptions and norms. Organizational culture can also be used as the identity of an organization that distinguishes it from other organizations.

2.1.3 Workload

2.1.3.1 Definition of Workload

According to Sunyoto (2012 : 64) workload is a process or activity that is too much and can cause tension in a person. This can cause a decrease in employee performance caused by the level of expertise required is too high, work speed may be too high, work volume may be too much and so on. Given that human work is both mental and physical, each has a different level of loading. A loading level that is too high allows excessive energy use and overstress occurs, whereas a loading intensity that is too low allows boredom and boredom or understress. Therefore, it is necessary to strive for the optimum level of loading intensity that is between the two extreme limits and of course differs from one individual to another. According to Sunarso (2015 : 3) workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

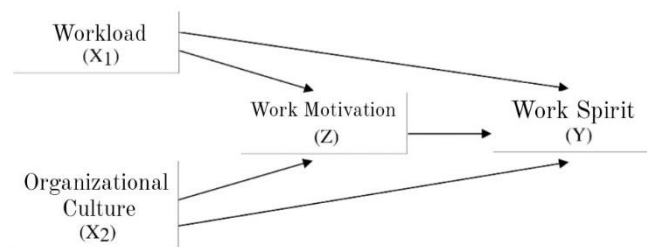
Meanwhile, according to Moekijat (2014 : 81) workload is the volume of work results or records of work results which can show the volume produced by a number of employees in a particular section.

From the various opinions above, it can be concluded that workload is the average frequency of each type of work given within a certain period of time, or in other words the severity of a job felt by employees is influenced by the division of labor, the size of work ability, and time which are available.,

2.1.4 Empirical Analysis

The research was conducted at the Regional Inspectorate of Labuhanbatu Regency. Meanwhile, the research was conducted from October 2022 to January 2023.

To make it easier to explain a study, the researcher describes a conceptual framework that contains the relationship between variables as follows



Conceptual framework

A hypothesis is a temporary answer to a research problem, until proven through the data collected. The hypothesis of this research is :

1. H1 : Workload has a significant effect on work motivation.
2. H2 : Organizational culture has a significant effect on work motivation.
3. H3 : Workload has a significant effect on morale.
4. H4 : Organizational culture has a significant effect on morale.
5. H5 : Work motivation has a significant effect on morale.
6. H6 : Workload has a significant effect on morale through work motivation.
7. H7 : Organizational culture has a significant effect on morale through work motivation.

2.1.5 Model Specification

This study examines the relationship between the variables Workload (X1) and Organizational Culture (X2) to the Variable Morale (Y) and Work Motivation (Z) as the intervening variable. In this study the

approach used is a quantitative approach because the data used to analyze the influence between variables is expressed in numbers or on a numerical scale (Kuncoro, 2011, in Wulandari, 2015).

Using the t (partial) test to determine whether there is a partial effect between the independent variables on the dependent variable (Ghozali, 2018). The hypothesis test is categorized as follows :

1. If the probability of significance (Sig) > 0.05, then the independent variable is not significant to the dependent variable.
2. If the significance probability (Sig) < 0.05, then the independent variable is significant to the dependent variable.

The Sobel test is used to determine the effect of the mediating variable, namely job satisfaction. A variable is called an intervening variable if the variable influences the relationship between the independent variables and the dependent variable. Testing the mediation hypothesis can be carried out using a procedure developed by Sobel (1982) and known as the Sobel Test (Ghozali, 2018). According to Ghozali (2018), the Sobel test was carried out to test the indirect effect of variables X on Y through M. The Sobel test is calculated using the following formula:

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

To partially test the significant indirect influence, it is calculated by the following formula (Ghozali, 2018):

$$Z = \frac{ab}{S_{ab}}$$

If the z test is greater than 1.96 (standard absolute z value) then there is a mediating effect. The Sobel test requires a large number of samples, if the sample is small, the Sobel test becomes less precise.

2.1.6 Estimation Results

Sub Model II Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,176	11,824		,269	,789
Work load	,136	,147	,106	4,923	,000
Organizational Culture	,269	,145	,211	4,857	,008
Work motivation	,513	,112	,516	4,591	,000

Dependent Variable : Semangat Kerja

Source : Primary Data Processed, 2023

In the table, the t statistical test is obtained, as follows :

1. Work Motivation Variable (Z), with a probability level of 0.000. Thus it can be concluded that $P = 0.000 < \alpha = 0.05$, so accept the hypothesis that the variable work motivation has a significant effect on morale.
2. Workload Variable (X1), with a probability level of 0.000. Thus it can be concluded that $P = 0.000 < \alpha = 0.05$, then accept the hypothesis that the workload variable has a significant effect on morale.

3. Organizational Culture Variable (X2), with a probability level of 0.008. Thus it can be concluded that $P = 0.008 < \alpha = 0.05$, so accept the hypothesis that organizational culture variables have a significant effect on morale.

Thus the path analysis equation can be arranged as follows

$$Y = 0,106 X1 + 0,211 X2 + 0,516 Z$$

The analysis equation model means :

1. Workload Variable (X1) = 0.106. The workload variable that has a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the workload variable will increase the value of the morale variable by 0.056 per one unit score.
2. Organizational Culture Variable (X2) = 0.211. The organizational culture variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the value of the morale variable by 0.211 per one score unit.
3. Work motivation variable (Z) = 0.516. The work motivation variable that has a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work motivation variable will increase the value of the work motivation variable by 0.516 per one score unit.

Sobel test

Testing the mediation hypothesis can also be carried out with a procedure developed by Sobel and known as the Sobel test (Sobel test). The Sobel test is carried out by testing the strength of the indirect influence X to Y through Z, as follows :

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2 + a^2 SE_b^2)}}$$

Where :

A = regression coefficient of an independent variable to the mediation variable

B = regression coefficient of the mediation variable to the dependent variable

SEa = standard error of estimation of the influence of independent variables on mediation variables

SEb = standard error of estimation of the influence of mediation variables on dependent variables

$$t = \frac{0.173 \times 0.516}{\sqrt{(0.516^2 \times 0.169^2) + (0.173^2 \times 0.112^2)}}$$

$$t = \frac{0.173 \times 0.516}{\sqrt{0.00760453761 + 0.00037542937}}$$

$$t = \frac{0.089268}{0.00797996698}$$

$$t = 11.186$$

The following are the results of the Sobel test with variables of work motivation towards performance through job satisfaction.

From the results of the calculation of the Sobel test above, the t value is 11,186, so that the t value is $11,186 > t_{table} 4,197$. It can be concluded that the variable of work motivation is able to mediate the relationship between the influence of workload and morale.

The following are the results of the Sobel test with organizational culture variables on work enthusiasm through work motivation.

$$t = \frac{0.158 \times 0.516}{\sqrt{(0.516^2 \times 0.168^2) + (0.158^2 \times 0.112^2)}}$$

$$t = \frac{0.158 \times 0.516}{\sqrt{0.00751480934 + 0.00031314841}}$$

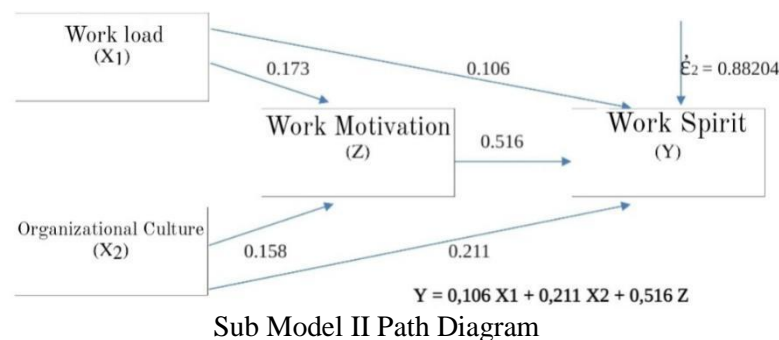
$$t = \frac{0.081528}{0.00782795775}$$

$$t = 10.414$$

From the results of the calculation of the Sobel test above, it obtained a t value of 10,414, so that a calculated t value of $10,414 > t_{table} 4,197$, it can be concluded that the variable of work motivation is able to mediate the relationship between the influence of organizational culture on morale.

Path Analysis Sub Model II

Referring to the output of the Model II regression in the table section, it can be seen that the significance values of the three variables are : Workload (X1) = 0.000, Organizational Culture (X2) = 0.008, Work Motivation (Z) = 0.000. These results provide the conclusion that the regression of Sub Model II, namely the variable Workload (X1) and Work Motivation (Z) has no significant effect on Morale (Y). But the organizational culture variable (X2) has a significant effect on work morale (Y). The value of R² or R Square contained in the Model Summary table is 0.222, this shows that the contribution or influence of workload (X1), organizational culture (X2) and work motivation (Z) on morale (Y) is 58% , while the remaining 42% is contributed by other variables not included in the study. Meanwhile, the value of e² can be found using the formula $e^2 = 1 - 0.222 = 0.778$. Thus the path diagram of the structure model II is obtained as follows :



The results of the analysis show that the direct effect of workload (X1) on morale (Y) is 0.106. Meanwhile, the indirect effect of workload (X1) on morale (Y) through work motivation (Z), is 0.173

$\times 0.211 = 0.036$. Then the total effect given by the Workload variable (X1) on Work Morale (Y) is the direct effect plus the indirect effect, namely $0.106 + 0.036 = 0.14$. Based on the calculation results above, it can be seen that the direct effect value is 0.106 and the indirect effect is 0.036, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the variable Workload (X1) through Work Motivation (Z) has no significant effect on Morale (Y).

The results of the analysis show that the direct influence of Organizational Culture (X2) on Work Morale (Y) is 0.211. Meanwhile, the indirect effect of Organizational Culture (X2) on Work Morale (Y) through Work Motivation (Z), namely $0.158 \times 0.516 = 0.024$. Then the total effect given by the Organizational Culture variable (X2) on Work Morale (Y) is the direct effect plus the indirect effect, namely $0.211 + 0.024 = 0.23$. Based on the calculation results above, it can be seen that the direct effect value is 0.211 and the indirect effect is 0.024, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the variable Organizational Culture (X2) through Work Motivation (Z) has no significant effect on Morale (Y).

3. ECONOMIC INTERPRETATION OF RESULTS

3.1 Effect of Workload on Work Motivation

The workload variable has a positive and significant effect on work motivation at the Regional Inspectorate of Labuhanbatu Regency. The workload variable has a regression coefficient value of 0.173 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the workload variable will increase the work motivation value of the Regional Inspectorate of Labuhanbatu Regency employees by 0.173 per one unit score.

3.2 The Influence of Organizational Culture on Work Motivation

Organizational culture variables have a positive and significant effect on work motivation at the Regional Inspectorate of Labuhanbatu Regency. The organizational culture variable has a regression coefficient value of 0.158 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the value of the work motivation of the Regional Inspectorate of Labuhanbatu Regency employees by 0.158 per one unit score.

3.3 Effect of Workload on Morale

The workload variable has a positive and significant effect on morale at the Regional Inspectorate of Labuhanbatu Regency. The workload variable has a regression coefficient value of 0.106 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the workload variable will increase the morale value of the employees of the Regional Inspectorate of Labuhanbatu Regency by 0.106 per one unit score.

3.4 The Influence of Organizational Culture on Work Morale

Organizational culture variables have a positive and significant effect on morale at the Regional Inspectorate of Labuhanbatu Regency. The organizational culture variable has a regression coefficient value of 0.211 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture

variable will add to the value of the morale of the Regional Inspectorate of Labuhanbatu Regency by 0.211 per one unit score.

3.5 The Influence of Work Motivation on Work Morale

The variable of work motivation has a positive and significant effect on employee morale at the Regional Inspectorate of Labuhanbatu Regency. The work motivation variable has a regression coefficient value of 0.516 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work motivation variable will add to the morale value of the employees of the Regional Inspectorate of Labuhanbatu Regency by 0.516 per one unit score.

3.6 Effect of Workload on Morale through Work Motivation

Based on the results of the sobel test calculations, it is known that the t value is 11,186, so that the t count value is $11,186 > t$ table 4,197. It can be concluded that the work motivation variable is able to mediate the relationship between the influence of workload on morale. And based on path analysis, it is known that the influence of workload (X1) on morale (Y) of the Regional Inspectorate of Labuhanbatu Regency employees is 14%, which consists of a direct effect of 10.6% and an indirect effect of workload (X1) on morale (Y) through work motivation (Z) of 3.6%. The results of this calculation indicate that the direct effect of workload (X1) on morale (Y) is greater than the indirect effect. Thus it can be said that workload is effective in increasing morale, in other words it can be emphasized that workload (X1) has an influence if there is an increase in employee morale in carrying out tasks.

3.7 The Influence of Organizational Culture on Work Morale through Work Motivation

Based on the results of the sobel test calculations, it is known that the t value is 10,414, so that the t count value is $10,414 > t$ table 4,197. It can be concluded that the variable of work motivation is able to mediate the relationship between the influence of organizational culture on morale. And based on path analysis, it is known that the influence of organizational culture (X2) on morale (Y) of the Regional Inspectorate of Labuhanbatu Regency employees is 23%, which consists of a direct influence of 21.1% and an indirect influence of organizational culture (X2) on morale (Y) through work motivation (Z) of 2.4%. The results of this calculation show that the direct effect of organizational culture (X2) on morale (Y) is greater than the indirect effect. Thus it can be said that the influence of organizational culture (X2) will be smaller in increasing morale (Y) if it is done through work motivation (Z).

4. CONCLUSION

1. Workload has a positive and significant effect on work motivation at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that the level of employee workload can affect employee motivation.
2. Organizational culture has a positive and significant effect on work motivation at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that organizational culture can affect employee motivation.

3. Workload has a positive and significant effect on morale at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that the level of employee workload can increase morale.
4. Organizational culture has a positive and significant effect on morale at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that organizational culture can increase employee morale.
5. Work motivation has a positive and significant effect on morale at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that employee motivation can increase morale.
6. The effect of workload on the morale of the Regional Inspectorate of Labuhanbatu Regency employees will be smaller if it is done through work motivation. The direct effect of workload on employee morale is greater than the indirect effect of workload on morale. It can be concluded that work motivation is not able to mediate the effect of workload on morale.
7. The influence of organizational culture on the morale of the Regional Inspectorate of Labuhanbatu Regency employees will be smaller if it is done through work motivation. The direct influence of organizational culture on morale is greater than the indirect influence of organizational culture on morale. It can be concluded that work motivation is not able to mediate the influence of organizational culture on morale.

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