

## Analysis of Factor Affecting Work Spirit in Employees PDAM Tirta Gemilang Magelang

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**Abstract:** *The purpose of this study is to see how factors such as work motivation, work environment, and work stress affect the work spirit of employees of the Regional Drinking Water Company (PDAM) Tirta Gemilang Magelang which is one of the regionally owned business units, which is engaged in the processing and distribution of clean water for the general public workers. The quantitative methodology of this research relies on questionnaires that were randomly distributed to gather primary data. Using a Likert scale from 1 (strongly disagree) to 5 (strongly agree), researchers asked participants to rate their level of agreement with a series of statements. Using the slovin formula, a sample of 53 individuals was obtained from a population of 113 individuals in this research. Tests for validity and reliability, multiple linear regression analysis, tests for classical assumptions like normality, multicollinearity, and heteroscedasticity, and tests for hypotheses like t tests, f tests, and adjusted R<sup>2</sup> are all part of the statistical toolbox. Next, SPSS 26 software was used to process the collected data. Work environment and motivation both significantly and positively impact work spirit, according to the study's findings. However, there is substantial evidence that stress at work lowers morale. Researchers interested in learning more about work spirit might use this study's results as a starting point. Furthermore, businesses may use the study's findings to influence policies that aim to boost employee morale and productivity.*

**Keywords:** Work Motivation; Work Environment; Work Stress; Work Spirit

**JEL:** A1, A2, L1

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### 1. INTRODUCTION

The success of a company is not only determined by the quality and quantity of products, but the services provided by the company to consumers. In a company, consumer behavior is certainly a challenge as well as an opportunity for the human resources (HR) department to be able to provide the best results. In fact, consumer behavior is closely related to the HR department because it has a close relationship but is often considered separate. Companies should be required to improve the quality of the HR department to meet consumer expectations so that it is possible to optimize company goals. Therefore, it is important for the HR department to know and understand the needs and desires of consumers through the role of an effective and efficient HR department in the company by utilizing and optimizing the potential contained therein.

HR department are important assets because they have the reliability that allows them to optimize company goals more effectively and efficiently. Something that a company has achieved can determine its success or failure. The HR department in a company is sustainable for strategic impact in a company, where they act as the party that determines the realization of these goals (Fachrurazi et al., 2021). Thus, the company must have a quality HR department because it is a force that allows the company to achieve its goals. Then to support this, employees who have a work spirit for the company are needed.

In order to achieve shared objectives, a team needs "work spirit" (Mudzakir, 2024). which means everyone must pull together and work hard. An individual or group with work spirit is one that is enthusiastic about doing their job, which fosters teamwork and personal accountability in getting things done (Jufri, 2020). A work spirit is an attitude that motivates individuals or groups to collaborate in order to accomplish set objectives (Ferawati et al., 2022). Work spirit is a spiritual condition or

behavior of both individuals and groups that can cause deep pleasure in the workforce to work hard and consequently so that work is completed faster and better and more goods and services are produced, all of which are aimed at achieving the goals set by the company (Hyland & Jian, 2020). Work spirit is a condition from within a person that can increase the results to work faster and better in the company (Chabokrow et al., 2024). Work motivation is one of the external variables that might cause work spirit to develop, but there are other potential causes as well.

Motivation is one of the elements that affects work ethic. A person's level of intrinsic or extrinsic drive to do an activity to their full potential, for better or worse, in order to help the firm reach its objectives is one definition of work motivation (Putri et al., 2024). Overall, intrinsic motivation focuses on the satisfaction from within the individual related to the activity itself, whereas extrinsic motivation focuses more on the external outcomes or rewards obtained from the work (Broeck et al., 2021). The term "work motivation" refers to the inner drive that propels people to take action in pursuit of their objectives (Indharwan & Adiwaty, 2021). In a company, you must understand the existence of work motivation which is a determining aspect of driving employee work spirit at work seen from the amount of strength and intensity in humans to carry out their duties and responsibilities when completing work (Sari, 2019). Work motivation as the process that explains the intensity, direction and persistence of an individual to achieve a goal (Maymon et al., 2020). The existence of work motivation can also be caused by the work environment.

The workplace is another element that influences employees' motivation. The physical and non-physical aspects of a workplace that contribute to an atmosphere of comfort, safety, and contentment while working are collectively referred to as the work environment (Mutiaru et al., 2024). According to (Justiawal, 2023) a worker's physical and non-physical surroundings might have an impact on his ability to do his job duties. When workers are happy and fulfilled in their roles, they are more likely to put their best effort into their job. (Supri, 2019) Employees may experience more stress on the job if they work in an unpleasant atmosphere. Safe and comfortable work environment conditions will encourage employee performance levels. Conversely, an inadequate work environment will reduce performance (Hughes et al., 2020). The work environment is a very important component when employees carry out work activities, by paying attention to a good work environment can have an influence on employee enthusiasm at work (Lake et al., 2020).

In addition to work motivation and work environment, job stress also affects work morale. Work stress is a state of strain that induces a physical or psychological imbalance due to workers' failure to meet the demands of their assigned obligations (Suhery and Nurofik, 2020). Work stress can be divided into two types that affect employee performance, including positive stress (eustress) and negative stress (distress). If the stress is at a low level, it can make it a driver, on the other hand, if the work stress is at a high enough level, it can make it an obstacle in creating work spirit (Isah et al., 2021). Work stress is a feeling that a person experiences when working due to his job (Ridwan et al., 2023). Work stress is the result of a lack or absence of compatibility between a person (in his personality, talents, and skills) and his environment, resulting in his inability to deal with the various demands in his life (Saleem et al., 2021). Work stress is a condition that occurs when employees are faced with opportunities and challenges that can provide tension and behavioral changes (Jeon & Ardeleanu, 2020).

This research took an object at PDAM Tirta Gemilang Magelang as one of the companies owned by the Regional Owned Enterprises (BUMD) located on Jalan Soekarno-Hatta No.2 Kota Mungkid, Magelang Regency, Central Java Province. As a company managed by the local government, the PDAM is responsible for ensuring that clean water supply reaches every household and public facility in the area it serves. In addition, the PDAM must also maintain the sustainability of the water supply through efficient and environmentally friendly water resources management. To that end, the PDAM needs to carry out various operational tasks, ranging from water treatment, maintenance of distribution infrastructure, to customer service. In addition, the PDAM must also ensure that the water it delivers meets the quality standards set by the government, and innovate to improve the system to be more effective and efficient in meeting the needs of the community. In this way, PDAM play a very important role in supporting the welfare and quality of life of the community through the provision of reliable clean water. The company boasts good employee work spirit and is directly related to the community. PDAM Tirta Gemilang Magelang is the target of research by taking data based on statistics

of the number of consumers in the period of 5 years which continues to increase every year.

In the period 2020 to 2024, the data shows a significant increase in the number of consumers in this company. In 2020, there were 172,661 consumers, which then increased to 182,816 consumers in 2021. This increase continued in 2022 with a total of 192,087 consumers, followed by an even higher figure in 2023 of 201,124 consumers, and a 2024 projection of 209,919 consumers. This phenomenon indicates a consistent growth in the number of consumers, which may reflect the company's success in attracting more customers. Despite the rapid increase in the number of customers, the main demand faced by the company is how to maintain or even improve the work spirit of employees who play a role in supporting this success.

However, based on the results of observations and preliminary interviews that researchers have conducted at PDAM Tirta Gemilang Magelang, there are still complaints from employees about several problems that have an impact on work spirit. This is indicated by work motivation, work environment, and work stress. The lack of work motivation that is present from within and from outside the employees so that they feel less dominant due to the relationship with the work environment which is still not optimal enough. The workplace also has room for development in terms of its attention to the physical environment; for example, despite the presence of cooling equipment, the air temperature setting is still too high. Unfortunately, it's not uncommon for issues like malfunctioning air conditioners, faulty ventilation systems that make the office feel stuffy, and repetitive desk layouts to be the root of many workers' complaints of workplace burnout. The condition of the non-physical work environment in the relationships between workers and leaders, as well as among colleagues, often suffers from carelessness owing to communication failures. Furthermore, as the user base expands, it becomes essential for the organization to maintain maximum performance. Thus, employees feel to be demanded in the spirit of work so that the workload becomes greater for employees. Large workloads can affect the psychological and physiological conditions of employees which trigger work stress. In this context, there is a research gap that needs to be addressed, namely how factors such as work motivation, work environment, and stress affect employee work spirit in the face of increasing numbers of consumers.

Based on the description above, on the background of some of the results of previous research exploring the direct relationship between work motivation, work environment, and work stress on work spirit with inconsistencies in research results which can be used as reference material and further developed for testing at PDAM Tirta Gemilang Magelang. The results of research by Putri et al. (2024) and Indharwan and Adiwaty (2021), state that work motivation has a positive and significant effect on work spirit. In contrast to the results of research by Desnirita and Riberu (2022), it states that work motivation has no significant effect on work spirit. One factor that may explain this difference is differences in cultural context. In more individualistic cultural contexts, as may be the case in Western countries, personal motivation may be more influential, while in collectivistic cultural contexts, such as in Indonesia, social motivation and relationships between co-workers may be more dominant in influencing work spirit. The results of research by Mutiara et al. (2024) and Justiawal (2023), state that the work environment has a positive and significant effect on work spirit. In contrast to the results of research by Basa et al. (2019), stating that the work environment has no significant effect on work spirit. One factor that may explain the difference in research results regarding the effect of work environment on morale is the difference in industrial sectors. In industry sectors where social interaction is more important, such as the service or education sectors, the quality of relationships between co-workers and a supportive organizational culture may be more dominant in improving morale. In contrast, in more technical industry sectors, such as manufacturing or technology, physical factors of the work environment (facilities, noise, or lighting) may have a greater impact on work spirit. The results of research by Haryati et al. (2022) and Pranata et al. (2022), state that work stress has a negative and significant effect on work spirit. Conversely, the results of research by Ridwan et al. (2023) state that work stress has no significant effect on work spirit. The difference in research results regarding the effect of work stress on work spirit can be explained by differences in the research methods used. In studies that use a quantitative approach with a more general stress measurement, it may be difficult to capture the in-depth and specific impact of stress on individuals. In contrast, research with a more in-depth qualitative approach can further explore the factors that cause stress in a particular context, such as unrealistic job demands or role vagueness, which in turn can affect employee work spirit.

This research offers novelty by examining the relationship between these variables and their impact work spirit, which has not been widely discussed in previous literature, especially in the context of companies experiencing rapid consumer growth. This study formulates a problem statement regarding the effect of work motivation, work environment, and work stress on work spirit. Thus, this study is expected to contribute to understanding each component that plays a role in work spirit.

## **2. LITERATURE REVIEW**

### **2.1. Work Motivation**

According to Sari (2019) Work motivation is the driving force that fosters an individual's excitement for collaboration, successful performance, and integration in the workplace. Overall, intrinsic motivation focuses on the satisfaction from within the individual related to the activity itself, whereas extrinsic motivation focuses more on the external outcomes or rewards obtained from the work (Broeck et al., 2021). This indicates that motivation is a process of stimulating a person to do a task, hence influencing the intensity, direction, and resources of people in their pursuit of performance. (Iis et al., 2022). In addition, work motivation is also one of the important factors that influence a person's performance with a force that encourages a person to take certain actions or behaviors in a certain way (Likdanawati et al., 2022).

According to Hajiali et al. (2022), Motivation is the intrinsic drive to attain objectives for the sake of enjoyment and performance, serving as the impetus that compels an individual to act or the underlying reason of their activities. a set of internal and external forces that encourage employees to engage in work behavior according to a certain form, direction, intensity, and duration can increase employee morale for the results to be achieved (Ayu & Putri, 2024). Work motivation as the process that explains the intensity, direction and persistence of an individual to achieve a goal (Maymon et al., 2020). Work motivation is a set of forces both from within and from outside a person who encourages to start work behavior in accordance with the format, direction, intensity and period of time (Shkoler & Kimura, 2020).

### **2.2. Work Environment**

According to Schlak et al. (2021), define the work environment as the physical and non-physical circumstances around the workplace, which may create a pleasant, safe, and comforting atmosphere akin to being at home while working. An optimal, healthful, and conducive work environment for workers to do tasks (Hellman et al., 2020). An environmental state is deemed favorable when it enables personnel to perform their jobs optimally, healthily, and safely. Favorable working circumstances may elicit employee happiness, thus enhancing performance; conversely, adverse conditions can lead to dissatisfaction among workers (Baharman, 2023). Work environment is everything that around the workers and which can affect him in carrying out the tasks assigned (Alameeri et al., 2021).

According to Jufri (2020), The work environment encompasses the surroundings of people collaborating to attain shared objectives; hence, addressing work environment concerns is essential since they influence productivity. A work environment surrounding workers might influence their execution of given tasks (Yusnita, 2023). Safe and comfortable work environment conditions will encourage employee performance levels. Conversely, an inadequate work environment will reduce performance (Hughes et al., 2020). The work environment is a very important component when employees carry out work activities, by paying attention to a good work environment can have an influence on employee enthusiasm at work (Lake et al., 2020).

### **2.3. Work Stress**

According to Salama et al. (2022), Work stress is a form of mental fatigue characterized by psychological strain linked to the workplace environment, a delayed reaction to chronic interpersonal stressors, and the dynamics of job mobility, which can manifest in the management and execution of work responsibilities and tasks. Work stress refers to events or stresses within the work environment that might induce psychological or physiological strain in workers (Sandoval et al., 2021). Work stress refers to a certain relationship between personal and environmental factors, which can lead to lower health status of individuals (Liu & Aungsuroch, 2019). Work stress is a



state of a person, in which his physical or psychological condition is exposed to disturbances from within or outside himself resulting in tension and causing the emergence of unusual behavior (Vickovic & Morrow, 2020).

According to Prasetyo and Winardi (2022), Work-related stress is an adaptive reaction, constrained by individual variances and psychological mechanisms, resulting from any activity, circumstance, or external incident that puts excessive psychological or physical demands on an individual in their surroundings. Excessive stress might jeopardize an individual's capacity to navigate their surroundings, hence hindering job execution and impairing work performance (Fahmi, 2017). Work stress is the result of a lack or absence of compatibility between a person (in his personality, talents, and skills) and his environment, resulting in his inability to deal with the various demands in his life (Saleem et al., 2021). Work stress is a condition that occurs when employees are faced with opportunities and challenges that can provide tension and behavioral changes (Jeon & Ardeleanu, 2020).

## **2.4. Work Spirit**

According to Norlatipah (2022), work spirit is an important thing that must be lived by every employee in any company because work spirit describes a deep individual or group feeling of pleasure. Work spirit as a climate or work atmosphere that exists in an organization shows a sense of excitement in doing work and encourages employees to work better and more productively (Tamala et al., 2023). Work spirit refers to an employee within the organization with the overall attitude of employees towards their work environment (Noviani, 2021). Work spirit is a spiritual condition or behavior of both individuals and groups that can cause deep pleasure in the workforce to work hard and consequently so that work is completed faster and better and more goods and services are produced, all of which are aimed at achieving the goals set by the company (Hyland & Jian, 2020).

According to Jiang and Yang (2018) Work spirit is an essential quality for every employee to possess in any organization. It is the aggregate of an individual's or group's deep satisfaction and fulfillment with their policies, careers, working circumstances, teamwork, and general work environment, which drives them to exert more effort. Enhance efficiency and mitigate the effects of poor morale on production by decreasing absenteeism and other adverse consequences (Merta et al., 2021). Work spirit is a condition from within a person that can increase the results to work faster and better in the company (Chabokrow et al., 2024). With high work spirit, performance will increase because employees will work more diligently so that the results of performance will increase because employees will work more diligently so that the results of their work can be expected to be faster and better. The results of his work can be expected to be faster and better. Likewise, on the contrary, if performance down can be seen from the employee's work spirit also going down. So in other words employee performance affects the employee's work spirit (Kumar, 2024).

## **2.5. Hypothesis Development**

### **2.5.1. The Effect of Work Motivation on Work Spirit**

According to Putri et al. (2024) work motivation can be interpreted as an action in encouraging someone (intrinsic or extrinsic) to carry out an activity as much as possible, both positive and negative, to achieve the goals of the company. This it can be concluded that work motivation, both intrinsic and extrinsic, has a significant effect on individual efforts in carrying out activities to achieve company goals.

Research indicating this, namely a study on workers of PT Pos Indonesia Persero Gresik, demonstrates that work motivation has a favorable and substantial influence on work spirit (Indharwan & Adiwaty, 2021). Furthermore Sari (2019) asserts that work motivation positively and significantly influences the work spirit of workers at PT Telkom Tenggara.

**H1: Work motivation has a positive and significant effect on work spirit**

### **2.5.2. The Effect of Work Environment on Work Spirit**

According to Mutiara et al. (2024) The work environment encompasses both the

physical and non-physical conditions of the workplace. Both the physical and non-physical aspects of the workplace may create a pleasant, safe, comforting, and comfortable environment. the sensation of being at home while engaged in work, among other activities. This it can be concluded conclusion that if the work environment around employees both in the form of physical and non-physical support, it will have a significant very significant effect on employees, because if they feel safe and comfortable with their work environment automatically makes it possible to increase the work spirit of employees.

Justiawal (2023) performed study on workers in Attakae Village, Tempe District, Wajo Regency, demonstrating that the work environment positively and significantly influences job enthusiasm. Furthermore, a study was done on workers of the Luwu Regency Land Office, indicating that the work environment has a favorable and substantial influence on work morale (Supri 2019).

**H2: Work environment has a positive and significant effect on work spirit**

### **2.5.3 The Effect of Work Stress on Work Spirit**

According to Suhery and Nurofik (2020), work stress is a condition of tension that creates a physical or psychological imbalance caused by the inability of employees to meet the demands of the responsibilities given by the company. This it can be concluded that if the company gives work beyond the capacity of employees' abilities will unfavourable effect on their condition so that it results because if they feel stressed at work, employees are not optimal at work then cause feelings of displeasure.

Supporting research, for example in the research of employees of PT Pasoka Karya by obtaining the results that work stress has a negative and significant effect on work spirit (Haryati, 2022). Likewise, research is Pranata et al. (2022), that work stress has a negative and significant effect on employee work spirit The Bene Hotel Kuta Bali.

**H3: Work stress has a negative and significant effect on work spirit**

### **2.5.4 The Effect of Work Motivation, Work Environment, and Work Stress on Work Spirit**

When a leader is able to create a positive environment and provide encouragement to employees, this can increase employee work spirit. Supportive leadership, as well as policies that provide opportunities for employees to grow and participate in decision-making, can increase their motivation levels. In this case, work motivation is the main factor that drives high work spirit. However, on the other hand, the presence of work stress caused by excessive workload or unclear roles within the company can reduce work spirit. High work stress can reduce employees' energy and focus in completing tasks, and reduce their satisfaction with work. Protracted stressful conditions will affect work spirit, thus impacting employee productivity.

According to research conducted by Manihuruk and Tirtayasa (2020) found that work motivation and work environment have a positive and significant effect on work spirit. Conversely, high work stress has a negative and significant effect on work spirit.

**H4: Work motivation, work environment, and work stress has a significant effect on work spirit.**

## **3. METHOD**

This research was conducted at PDAM Tirta Gemilang Magelang with 113 employees located at Jalan Soekarno-Hatta No.2 Kota Mungkid, Magelang Regency, Central Java Province. This study uses a quantitative approach with primary data sources in the form of questionnaires distributed by simple random sampling on employees PDAM Tirta Gemilang Magelang. Researchers used a likert scale-based presentation with alternative answer ratings ranging from strongly disagree (score 1) to strongly agree (score 5). This study uses measurements sourced from Nurrahmi (2020) with 4 indicators (including: achievement needs, affiliation needs, competence needs, power needs) on work motivation with statements such as 'I feel proud when I achieve better results than expected'. Measurement of the work environment from Daslim (2023) with 3 indicators (including: working conditions, working

relationships, availability of facilities) with statements such as ‘The equipment I use is comfortable, flexible to adjust, easy to rearrange or rearrange’. Measurement of work stress from Cedrone et al. (2024) with 4 indicators (including: workload, interpersonal conflict, leadership, company structure, career development) with statements such as ‘I feel the workload given is too excessive’. Measurement of work spirit from Samudra and Santoso (2022) with 4 indicators (including: desire, seriousness, pleasure, satisfaction) with statements such as ‘I have the desire to work harder to achieve personal and company goals’.

The research population consisted of 113 individuals, from whom a sample of 53 respondents was derived using the Slovin formula. Researchers used the Slovin formula to determine the appropriate sample size with an error rate of 10%. The use of a 10% error rate was chosen because the population under study was only 113 people. For small populations, a larger error rate such as 10% is more practical as it does not require many resources, such as time and cost, compared to a smaller error rate (5%). The sample size of 53 out of a population of 113 can be considered quite representative. This is because almost half of the population (47%) was represented in the sample. With this sample size, the research results can provide a fairly accurate picture of the conditions in the population. However, if the research results are to be generalized to a larger or different population, care needs to be taken as this sample only reflects a small and specific population. A variety of statistical tests are employed to analyze the collected data, encompassing validity and reliability assessments, multiple linear regression analysis, classical assumption evaluations such as normality, multicollinearity, and heteroscedasticity tests, in addition to hypothesis tests including t-tests, F-tests, and adjusted R<sup>2</sup> tests. The data was handled using SPSS 26 software.

$$\text{Slovin formula } n = \frac{N}{1 + Ne^2} \dots\dots\dots(1)$$

$$n = \frac{113}{1 + 113 (0.1)^2}$$

$$n = \frac{113}{1 + 113 (0.01)}$$

$$n = \frac{113}{2.13} = 53$$

Description:

n = Sample size in research

N = Population size in the study (113 employees)

Ne<sup>2</sup> = Tolerance for Error (determined with a 0.1 error rate)

Through the formula above, the total sample size is 53 employees

## 4. RESULTS AND DISCUSSION

### 4.1. Validity Test

**Table 1.** Validity Test

Variable	T-Calculate	T-Table	Noted
Work Motivation	0.711-0.860	0.228	Valid
Work Environment	0.517-0.723	0.228	Valid
Work Stress	0.729-0.882	0.228	Valid
Work Spirit	0.671-0.840	0.228	Valid

Source: Data Processed (2025)

The validity test used in this study is the Pearson Correlation Test. In this test, the calculated r value of each item is compared with the r table. If r count is greater than r table (0.228), then the item is considered valid. The instrument test results in table 1, show that to evaluate validity, the correlation coefficient between r count and r table is compared. The r table value for the one-way test category is 0.228 (n = 53; α 5%; 1-tailed), considered valid if the calculated r value has a value greater than the r table value. The results showed where the r count of work motivation was 0.711-0.860, work environment was 0.517-0.723, work stress was 0.729-0.882, and work spirit was 0.671-0.840. Because all values are greater than 0.228, all items are declared valid.

#### 4.2. Reliability Test

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	Critical Value	Noted
Work Motivation	0.922	0.60	Reliable
Work Environment	0.777	0.60	Reliable
Work Stress	0.947	0.60	Reliable
Work Spirit	0.896	0.60	Reliable

Source: Data Processed (2025)

The instrument test results in table 2, show that to evaluate reliability, the cronbach's alpha value is more than 0.60. The cronbach's alpha value for work motivation is 0.922, work environment is 0.777, work stress is 0.947, and work spirit is 0.896. All instruments are declared reliable because the value is above 0.60.

#### 4.3. Normality Test

**Table 3.** Normality Test

		Unstandardized Residual
N		53
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	5.54187142
Most Extreme Differences	Absolute	.119
	Positive	.061
	Negative	-.119
Test Statistic		.119
Asymp. Sig. (2-tailed)		.058 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data Processed (2025)

Based on table 3, show that to normality, it can be seen that the work motivation, work environment, and work stress on work spirit get an asymp. sig value of 0.058 > 0.05. So it can be concluded that the data is normally distributed. This indicates that the data used in this study fulfill the assumption of normality, which is important for further statistical analysis.

#### 4.4. Multicollinearity Test

**Table 4.** Multicollinearity Test

Variables	Tolerance	VIF	Noted
Work Motivation	0.987	1.013	Free
Work Environment	0.857	1.167	Free
Work Stress	0.853	1.172	Free
Work Spirit			

Source: Data Processed (2025)

Table 4 indicates that the multicollinearity analysis shows the effect of work incentive on work spirit, shown by a tolerance value of 0.987 (> 0.10) and a VIF of 1.013 (< 10). The impact of the work environment on work spirit is shown by a tolerance value of 0.857 (> 0.10) and a VIF of 1.167 (< 10). The influence of job stress on work spirit is shown by a tolerance value of 0.853 (> 0.10) and a VIF of 1.172 (< 10). The results of the three independent variables demonstrate an absence of multicollinearity in the regression model for the dependent variable.

#### 4.5. Heteroscedasticity Test

**Table 5.** Heteroscedasticity Test

Variables	t	Sig.	Noted
Work Motivation	-0.467	0.642	Free



Work Environment	-1.828	0.074	Free
Work Stress	0.060	0.952	Free
Work Spirit			

Source: Data Processed (2025)

Table 5 indicates that, in the Glejser regression model, the significance value of the independent variable exceeds 0.05, suggesting the presence of heteroscedasticity. It may be inferred that this model exhibits no heteroscedasticity.

#### 4.6. Multiple Linear Regression Test

**Table 6.** Multiple Linear Regression Test

Variables	B	Std. Error
Work Motivation	0.320	0.154
Work Environment	0.464	0.176
Work Stress	-0.275	0.110
Work Spirit		

Source: Data Processed (2025)

Based on table 6, the results of multiple linear regression analysis above, it can be made regression equation as follows:

$$Y_i = \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + e_i \dots\dots\dots (2)$$

$$Y = 0.320X_{1i} + 0.464X_{2i} + -0.275X_{3i} + e_i \dots\dots\dots (3)$$

#### 4.7. T (Partial) Test

**Table 7.** T (Partial) Test

Variables	T	Sig.
Work Motivation	2.076	0.043
Work Environment	2.638	0.011
Work Stress	-2.496	0.016
Work Spirit		

Source: Data Processed (2025)

Based on table 7, above it can be seen the results of the t test sig value. It can be concluded that the t test results are as follows:

The examination of the impact of work motivation on work spirit yielded a t value of 2.076. The computation results indicate that t count exceeds t table, namely  $2.076 > 1.676$ . The significance value is 0.043 ( $0.043 < 0.05$ ). Hypothesis 1, which posits that work motivation positively and significantly influences work spirit, is accepted.

The examination of the impact of the work environment on employee morale yielded a t value of 2.638. The computation results indicate that t count exceeds t table, namely  $2.638 > 1.676$ . With a significance value of 0.011 ( $0.011 < 0.05$ ). Hypothesis 2, which posits that the work environment has a positive and substantial influence on work spirit, is affirmed.

The examination of the impact of work-related stress on employee morale yielded a t value of -2.496. The computation results indicate that t count exceeds t table, namely  $-2.496 > 1.676$ . The significance value is 0.016 ( $0.016 < 0.05$ ). Hypothesis 3, which posits that job-related stress adversely and significantly impacts work morale, is accepted.

#### 4.8. F (Simultaneously) Test

**Table 8.** F (Simultaneously) Test

Variables	F	Sig.
Work Motivation	4.210	0.010
Work Environment		
Work Stress		
Work Spirit		

Source: Data Processed (2025)

According to Table 8, the influence of work motivation, work environment, and work stress on

work spirit yielded a F value of 4.210. The computation results indicate that f count exceeds f table, namely  $4.210 > 2.794$ . With a significance value of 0.010 ( $0.010 < 0.05$ ). Hypothesis 4, which posits that work motivation, work environment, and work stress together influence work spirit, is accepted.

#### 4.9. Adjusted R<sup>2</sup> Test

**Table 9.** Adjusted R<sup>2</sup> Test

Variables	Adjusted R <sup>2</sup>	SEE
Work Motivation	0.205	5.709
Work Environment		
Work Stress		
Work Spirit		

Source: Data Processed (2025)

Table 9 indicates that the adjusted coefficient of determination (Adjusted R) is 0.205, signifying that the independent variables collectively account for 20.5% of the variance in the dependent variable, while the remaining 79.5% is attributable to external variables not considered in this study, with a standard error estimate (SEE) of 5.709.

#### Discussion

The purpose of this research is to examine how factors such as intrinsic motivation, environmental factors, and stress at work affect the morale of PDAM Tirta Gemilang Magelang employees. These findings obtain the following discussion outcomes based on the study data:

The incomplete test results demonstrate that work motivation affects work spirit in this study. The work motivation hypothesis is affirmed, indicating that work motivation significantly and positively impacts work spirit, shown by the t-test findings of  $2.076 > 1.676$ , with a significance level of  $0.043 < 0.05$ . This study's findings that work motivation has a positive and statistically significant effect on work spirit are consistent with those of Indharwan and Adiwaty (2021) and Sari (2019). Employees' work spirit is directly proportional to their level of intrinsic drive in this setting. Theoretically, this can be explained through several organizational psychology theories, such as Maslow's Theory which states that when employees' higher-order needs, such as the need for rewards and self-actualization, are met, then employees will feel more motivated and excited in their work. In addition, Herzberg's Theory also supports these results, which states that motivating factors such as achievement, rewards, and challenging work can increase employee morale. On the other hand, according to Vroom Theory, if employees feel that the effort they put in will produce results that match their expectations, such as rewards or promotions, they will be more motivated to work with vigour. The results of this study reflect the fact that employees who feel valued, appropriately rewarded, and have opportunities to develop, will have higher morale. Employees feel more connected to the organization's goals and are more eager to make their best contributions. Furthermore, these findings can also be understood through the influence of internal factors such as personal satisfaction and self-actualization needs, as well as external factors such as a supportive work environment, both of which contribute to increased work motivation and overall work spirit. Thus, this study shows that work motivation not only acts as a driver of work spirit, but also increases employee engagement and productivity. Overall, these results provide important insights for the management of PDAM Tirta Gemilang Magelang in its endeavour to create a more supportive work environment and motivate employees to be more passionate and perform better in their work.

According to the findings of the partial test, this research demonstrates that the work environment does have an effect on work spirit. A positive and significant influence of the work environment on work spirit may be inferred from the results of the t test, which show that  $2.638 > 1.676$  with a work motivation significance level of  $0.011 < 0.05$ . Hence, the work environment hypothesis is accepted. This study's findings corroborate those of Justiawal (2023) and Supri (2019) who also found a favorable and statistically significant relationship between the workplace and employee morale. Various theoretical frameworks provide light on the connection between one's work environment and their level of work spirit. A conducive work environment, which includes factors such as comfortable physical surroundings, healthy interpersonal relationships, and supportive managerial practices, can have a significant impact on employees' enthusiasm and motivation. According to Herzberg's Two-

Factor Theory, factors related to the environment, such as working conditions and interpersonal relationships, act as hygiene factors that, when properly addressed, prevent dissatisfaction and contribute to a positive working atmosphere. These positive environmental factors, in turn, foster a work spirit characterized by increased enthusiasm, commitment, and job satisfaction. Moreover, the Social Exchange Theory suggests that when employees perceive that their work environment is supportive and fair, they feel more valued and reciprocate by showing greater engagement and dedication to their work. This dynamic results in a boost in work spirit, as employees are more motivated to contribute to organizational goals when they feel respected and supported in their work environment. The positive and significant relationship found in this study highlights the importance of investing in a supportive and comfortable work environment as a means to improve employee morale. Organizations that prioritize improving their work environment will not only experience higher levels of morale, but also an increase in overall performance and productivity.

Based on the results of the partial test, this study shows that there is an effect of work stress on work spirit. As evidenced by the results of the  $t$  test  $2.496 > 1.676$  with a work motivation significance level of  $0.016 < 0.05$ , it can be concluded that the work stress hypothesis is accepted, so there is a negative and significant effect of work stress on work spirit. This research is in line with previous research by Haryati (2022) and Pranata et al. (2022) which shows a negative and significant influence between work stress on work spirit. The negative relationship between work stress and work spirit can be explained by several theoretical frameworks. According to the Transactional Model of Stress by Lazarus and Folkman, when employees perceive high levels of stress in their work environment, they may experience feelings of frustration, anxiety, and burnout. These negative emotional responses can reduce their overall motivation and energy levels, leading to lower work spirit. In this context, stress becomes a barrier that diminishes enthusiasm and the willingness to engage fully in one's tasks. Additionally, the Conservation of Resources Theory suggests that work stress can deplete an individual's resources (such as energy, time, and emotional reserves). When employees are under significant stress, they may not have enough resources left to maintain high levels of work spirit, leading to burnout and disengagement. Over time, this depletion can result in decreased job satisfaction and a decline in work performance. This study's findings emphasize the importance of managing work stress in the workplace. Organizations that fail to address sources of stress or create a supportive environment for employees to manage stress are likely to see a decline in work spirit, motivation, and overall productivity. Therefore, it is crucial for companies to provide adequate resources and support systems to help employees cope with work-related stress, in order to maintain a high level of engagement and work spirit.

The results of the concurrent analysis demonstrate that work motivation, work environment, and work stress collectively influence work spirit. The findings of the  $F$ -test indicate that  $4,210 > 2,794$  and a significant level of  $0.010 < 0.05$ , so supporting the hypothesis that work motivation, work environment, and work stress together influence work spirit. This study aligns with prior research by Manihuruk and Tirtayasa (2020) which shown a simultaneous effect of work motivation, work environment, and work stress on work spirit. The simultaneous can be explained through a holistic view of employee engagement and well-being. Work motivation is a driving force that energizes employees to put forth effort and perform well, which directly impacts their enthusiasm and commitment to their work. A positive work environment, characterized by supportive relationships, comfortable working conditions, and a culture of appreciation, can reinforce the sense of security and job satisfaction, further enhancing work spirit. Conversely, work stress can deplete energy and decrease work spirit if not effectively managed, yet its impact can be mitigated by high levels of motivation and a positive environment. This dynamic relationship is reflected in the Job Demands-Resources (JD-R) Model, which suggests that motivation (a resource) can buffer the negative effects of work stress (a demand) on employees' well-being and engagement. When employees are motivated and work in a positive environment, they are better equipped to handle stress and maintain a high level of work spirit. Therefore, these three factors interact to influence employees' overall attitude and engagement at work. The results of this study underscore the importance of considering the interplay between these factors when designing workplace strategies. Organizations should not only focus on enhancing individual aspects like motivation or environment but also recognize how these factors work together to influence employee spirit. By fostering a positive work environment, providing adequate support to manage

stress, and continuously motivating employees, organizations can effectively enhance work spirit, which in turn can lead to increased productivity, job satisfaction, and overall organizational success.

## **5. CONCLUSION AND SUGGESTION**

### **CONCLUSION**

The study conducted at PDAM Tirta Gemilang Magelang shows that work spirit has not reached the expected level. Workplace motivation and atmosphere significantly impact work spirit in a favorable way, according to this study's conclusions. Workplace stress, on the other hand, significantly lowers morale. A high level of employee work spirit may impact the quality of service supplied customers, hence this is very significant to consumer behavior. Staff members are more likely to provide excellent service when they are highly motivated and have a positive work environment. Conversely, high job stress can reduce service quality and affect the consumer experience. Therefore, consumer behavior is not only influenced by the products or services offered, but also by the quality of interactions with employees driven by their work spirit. Companies need to pay attention to these factors in order to increase customer satisfaction through more optimal service.

This study has several limitations that need to be considered. This research was only conducted at PDAM Tirta Gemilang Magelang, so the results cannot be generalized directly to other companies with different characteristics. Differences in organizational culture, industry, or work area may affect the results obtained. Limited to a certain period of time, which means that the findings obtained may not reflect changes or dynamics of work spirit in the long term. In addition, data collection is done through questionnaires filled out by employees, which can lead to subjective bias, as respondents may tend to give answers that are considered more acceptable in accordance with expectations than the actual answers. Affect the accuracy of the research results, especially when it comes to measuring factors such as work motivation, work stress, or work spirit, which are highly subjective in nature. However, it is important to recognise that the Adjusted  $R^2$  is only 20.5%, which suggests that 79.5% of the variance in morale is influenced by other factors that have not been identified in this study. This indicates the limitations of this analysis and opens up opportunities for further research.

### **SUGGESTION**

From these findings, companies are advised to maintain the aspects that get the highest ratings and make improvements to the aspects that get low ratings so that employee morale can be improved. Future research can increase the coefficient of determination by adding other variables such as leadership and compensation that may influence work spirit. Effective leadership can play an important role in improving work spirit, because managers who provide support and understanding to employees will create a more positive work atmosphere. Similarly, fair compensation can increase employee satisfaction and loyalty to the organization, thus contributing to higher work spirit. In this case, companies need to focus more on variables related to work motivation, work environment, and stress management that are proven to have a significant influence on work spirit.

One step that can be taken is to design programs that better support employee motivation, create a more conducive work environment, and provide solutions to manage and reduce stress in the workplace. Implement more intensive motivational programs, which may include rewards for outstanding employees, development of clear career paths, and trainings that can improve their skills. Such program will not only make employees feel valued, but also motivate them to continue with high work spirit. In addition, companies need to pay attention to the work environment. A supportive work environment, both in terms of facilities and a conducive work atmosphere, is very important to maintain employee work spirit. Providing comfortable facilities, creating an inclusive and open work atmosphere, and reducing communication barriers between employees and management can help create a high sense of satisfaction and improve work spirit. In addition, it is important for companies to develop stress management strategies. Employee wellbeing programs, stress management training, and providing space to take breaks can reduce the negative impact of stress on employees. By helping employees manage stress, companies can ensure that they stay healthy, focused and energized at work. Stress management also plays a big role in preventing burnout that can lower their work spirit.

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