

## **Analysis Of Employees' Work Spirit At Pt. Xyz Indonesia**

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### **Abstract**

*This research aims to determine the work spirit of employees at PT. XYZ Indonesia, which relates to conditions, impacts and solutions that affect employee morale. This research uses a qualitative descriptive approach, namely by describing and analyzing the problems found. Qualitative research is based on primary data and secondary data. Primary data was obtained through observation, interviews and documentation, while secondary data was obtained through literature study. Based on the research results, it can be seen that there is a gap in employee welfare, companies are not optimal in creating programs that are conducive to increasing employee enthusiasm at work.*

**Keyword:** *employees; work spirit*

## **1. Introduction**

The existence of Human Resources (HR) in a company is an important factor for the continuity of the production process. There are several types of company resources which are grouped based on the nature of their use, such as: people, materials and production machines. The human aspect in a company has a very broad impact because it creates innovation in the services or goods produced which becomes a benchmark for the value that is marketed as a design to compete in a business world where the competitiveness of various company competitors is increasingly soaring (Jannah M., 2014). Employees as the company's human resources have an influence on effectiveness and efficiency as long as the company operates from the design process to the product production stage, then monitoring quality, buying and selling transactions, to managing finances, as well as determining all the company's strategies and dreams.

There are several ways that companies can implement to maintain their workforce well, namely providing a guaranteed career path, increasing salaries and bonuses, allowances that ensure the welfare of employees and their family

members, and providing a sense of security in carrying out activities outside their work responsibilities but not disrupt the company's internal work activities. If this is realized, all employees will experience happiness, calm and tranquility at work which is summarized into one core, namely high employee morale.

Based on the results of observations, PT. XYZ Indonesia experienced a decrease in the number of employees working. Since the last three years starting from 2021 until towards the end of November 2023, based on data obtained from Human Resource/HR Manager 8 Training and Kaizen Department PT. XYZ Indonesia provides indications that there is a decrease in the total number of employees working. Total employees in 2021 reached a percentage of 97.4%, after one year this decreased to 125.5% per year 2022. In 2023, total employees experienced a drastic decrease of 101.1%, consisting of employees who resigned/retired early. , old age pensions, and layoffs. The level of decline in total employees working will be considered reasonable when the percentage is close to 0% or below 10% for the category of declining employee performance (Iskandar & Rahadi, 2021). Meanwhile, the decline in employees exceeding 10% is a problem for the company because employee defense management is less than optimal.

Year	Total Employees at Beginning of Year	Total Employees at Beginning of Year	Total Employees Resigned/ Retirement/Layoff	Percentage Rate
2021	2122	2410	49	97,4%
2022	2116	2035	53	125,5%
2023	2028	1982	67	101,1%

**Table 1.** Data on Decrease in Number of Employees

Source: Data obtained from HR Manager Training and Kaizen Department (2023)

The data in the table above is strengthened by the results of interviews with the company's HR Manager, Training and Department, it is known that there are other mistakes that cause difficulty in achieving employee welfare goals which cause a decline in work morale every day, namely related to being late in coming to the office, permits for some reason. or without reason, leave and illness as well as work accidents. These tardiness and absences are supported by the results of short interviews conducted by researchers and resource persons (employees), namely that there are many complaints that are the same for every employee regarding career path, salary, bonuses and family allowances, which require a solution to handle them but are still not implemented properly. good and makes many employees give awards to themselves in order to maintain economic stability or welfare. Self-respect that is usually done by employees such as buying food or drinks online via the application, bringing food and drinks to consume while working, selling at work, holding social gatherings and cash in each division/section, talking outside the context of work, and falling asleep due to tired from work.

## 2. Literature Review

### 2.1 Theory

In completing office work, it is hoped that all employees will carry out the work sincerely and happily, so that it is completed on time because a sense of high work enthusiasm has been instilled in the employees. According to Ikfiyah & Astutiningsih (2021) explain that work enthusiasm is a group of organizational people who realize ambition at work and then participate to improve employee performance to make them more productive and capable in a work environment. Strengthened by the opinion of Ishaq (2020), Work spirit is the desire and shrewdness of every employee to create cooperation diligently and obeying the rules and taking full responsibility accompanied by readiness and sincerity to realize the company's goals.

The company created a program to increase work morale for employees through holding gatherings aimed at deepening the skills of all employees, instilling an attitude of professionalism, training in a well-organized work system and mindset, increasing work ambition and harmonious teamwork so that the company's goals are achieved (Andik, 2023 ). This description is in line with the Zero Line article's tweet (2023) which informs that in increasing employee morale, there are effective strategies, such as: observing employees' emotional conditions, having self-esteem, getting used to communicating with colleagues in the office environment, prioritizing mental well-being and health, and establishing work relationships. with a good team.

All employees who work at PT XYZ Indonesia have different work spirits but have the same goal. They work in different ways and patterns according to their abilities and desires along with additional activities they wish to encourage their work enthusiasm. According to Farkhani (2022), increasing work morale can result in improved employee performance and productivity, because efforts need to be made aimed at maintaining and increasing employee work energy. There are activities that increase employee morale at PT XYZ Indonesia, such as: holding social gatherings and cash registers for each division, trading in the office, ordering go food via the application, family gatherings and talking during working hours. With that, companies must insist on observing employee work enthusiasm when carrying out work activities aimed at achieving organizational targets, because work spirit is an initial investment to carry out planning, direction, analysis and other things that support the company (Susanto & Adnyani, 2018).

According to Hasibuan (2017), factors that influence employee morale include: motivation, human relations, communication, leadership, compensation, health, participation, security, and a healthy work environment. This statement is in line with the opinion of Diastuti (2021) who states that when compensation factors are fulfilled, employees will be diligent in their work and achieve company goals perfectly. Meanwhile, according to Nurmansyah (in Handayani, et al. (2015) states that work morale has several non-physical factors which have an impact on reducing the level of employee morale, as follows: Sistem kompensasi tidak stabil dan kurang didasari analisis pengukuran beban kerja serta upah lembur;

- 1) Low quality of good employee management such as lack of attention to employee welfare;

- 2) Determination of working hours is not in accordance with procedures regulated by law, because it always prioritizes profits obtained by the company rather than employee health;
- 3) Rigid leadership, lack of ability to mingle with subordinates so that the work atmosphere becomes tense;
- 4) The organizational structure looks less organized, so that a lot of work assigned is not in accordance with the position held; And
- 5) The job design seems easily boring, so the job has a normal work process and no challenges; as well as
- 6) The absence of a career path means that it is difficult for employees to want to move up.

According to Puspitasari & Puspita (2023), companies must pay attention to the implementation of factors that influence improving employee performance, including: health insurance, salaries and bonuses given according to the workload of company employees.

According to Antari & Suartina (2022), based on interviews with several employees of PT. BPR Urip Kalantas identified low work morale, including boredom at work, poor work atmosphere and environment, lack of respect for work, employee attitudes that were easily angered towards other employees and the behavior of some employees to hate each other in order to strengthen their position in front of the leadership. This has become commonplace in the office so that it has the effect of reducing an employee's authority and setting a bad example for the views of people outside the company (Jufri, 2023).

According to Syahropi (2016) stated that initially employee needs influence employee morale. If employee morale has increased significantly then it is a sign that employee needs have been met, because it is important to make efforts to meet employee needs to increase a worker's morale. Meanwhile, according to Burrell (2023), a strategic approach to maintenance is not focused on machine maintenance, but is also about maintaining a work environment that is conducive to instilling a professional attitude and employee welfare.

According to Nitisemito (in Darmawan (2022), there are indicators used to measure work morale, namely:

- 1) Attendance, shows how many employees miss work or do not come to the office to work. Usually the reason for not attending is due to illness, accident or no clear reason. However, categories that are not classified as absenteeism are no work, legal leave, temporary layoff, holiday periods and work stoppages.
- 2) Job Satisfaction, assessed as a situation that describes emotions, whether sad or happy, when each employee laments their work;
- 3) Collective Cooperation, carried out as a collective action towards other people which is seen from the employee's willingness to work together with colleagues and leaders who focus on achieving goals. Collaboration can be seen from working together to help fellow co-workers related to work and being active in activities in an agency;
- 4) Discipline, as an attitude or behavior that obeys applicable agency regulations, either verbally or in writing. This discipline can be enforced

if applicable regulations have been implemented and are adhered to by employees.

Supported by Nitisemito's opinion which states that the indicators that measure work morale include: 1) Attendance figures; 2) Productive performance; and 3) No worries while working (peaceful) (Syihab, Razak, & Hidayat, 2020).

## 2.2 Theory 2

This research uses references and information material from previous research which are similar in terms of the issues discussed regarding employee morale. The following are several sources of research information used:

No.	Name of Researcher & Year of Research	Research Title	Research Results
1.	(Hermawan, 2021)	<i>Building Work Spirit: Analysis of the Work Environment, Workload and Co-Workers (Study Literature)</i>	Building Work Spirit: Analysis of the Work Environment, Workload and Co-Workers (Study Literature) The results of this research are: 1) The Work Environment influences Work Spirit; 2) Workload influences work morale; and 3) Colleagues influence work morale. Apart from the 3 exogenous variables that influence the endogenous variable Work Morale, there are many other factors including compensation, leadership and company loyalty variables.
2.	(Rosenstein, 2013)	<i>The Changing Low-Cost Airline Model: An Analysis of Spirit Airlines</i>	The Changing Low-Cost Airline Model: An Analysis of Spirit Airlines The results of the research prove that the low costs applied to airlines are very influential in the success of sales strategies which become a profitable force for the airline.
3.	(Gumilar, Nurjanah, Herdiansah, Maulana, & Umam, 2021)	<i>An Analysis of the Welfare Program in Improving the Work Spirit</i>	An Analysis of the Welfare Program in Improving the Work Spirit. The results of the research are that the welfare program implemented by the company is to meet the needs of employees and help improve employee work performance, work ethic, loyalty and work productivity. In addition, it was found that existing obstacles were factors inhibiting the success of welfare programs.

4.	(Redman, et al., 2015)	<i>The SPIRIT Action Framework: A structured approach to selecting and testing strategies to increase the use of research in policy</i>	A structured approach to selecting and testing strategies to increase the use of research in policy The results of the research answer that Predictive models, or action frameworks, are needed to organize existing knowledge and know-how enabling a more systematic approach to strategy selection and testing intervention. A useful action framework must meet four criteria: have clear goals; informed by existing knowledge; provides an organizing structure for building new knowledge; and able to guide the development and testing of interventions.
5.	(Arlina & Ruzikna, 2021)	Analysis of Efforts to Increase Employee Morale (Study of Employee Performance Evaluation of the Service Division of Pt. Suka Fajar Pekanbaru)	Based on the results of research conducted by researchers in this journal, there is a reality that is often found in conditions where work requirements have been met, employee productivity is still felt to be too slow. In fact, we always look for reasons that low employee productivity is caused by limited company resources or employee dissatisfaction. Most people interpret or assume that the situation is not so satisfactory because of low wages or salaries. This view is true and it cannot be denied that wages and working conditions influence labor productivity, but work morale plays a much bigger role and has an impact on employee productivity.
6.	(Pricillia, 2023)	Analysis of the Importance of Increasing Employee Morale to Increase Gurlbucket Employee Productivity	Productivity Based on the research results, it is recommended that the GurlBucket company pay attention to factors that can increase employee morale, such as providing challenging projects, support and recognition, as well as increasing clear and effective communication between team. By paying attention to these factors, companies can increase employee morale and create a positive work environment, which in turn will increase employee productivity.

7.	(Jannah W. , 2019)	Employee Morale Based on Work Environment (Study at Pt.Federal International Finance (FIF) Teluk Kuantan Branch)	The general results of research carried out by researchers are that researchers can say that employee morale is still low based on the work environment. This is indicated by the fact that there are still employees who do not achieve sales targets, there are still many employees leaving the company, there is still low supervision by management, which causes work morale to decrease which makes the work carried out by employees ineffective so that the work environment is not conducive.
8.	(Afriani, 2020)	Analysis of Employee Work Motivation in Efforts to Increase Employee Work Productivity at Bank Muamalat KCP Binjai	The results of the research show that there was a decrease in the performance rating of Bank Muamalat KCP Binjai employees in 2017 - 2019, but this decrease was not a drastic decrease. It's just that the employee rating of Bank Muamlat KCP Binjai is not at the figure the Company expected. This decline occurred due to inhibiting factors, namely different levels of education, low skills and inadequate expertise. Then, to achieve a high level of success, a leader must provide encouragement that makes someone enthusiastic about working so that the annual target is achieved.
9.	(Hasanah, Alfisah, & Wicaksono, 2022)	Analysis of Discipline and Work Morale in Improving Employee Performance at Cv. Yani Steel	Analysis of Discipline and Work Morale in Improving Employee Performance at Cv. Yani Steel.
10.	(Indrawan, Kurniawan, & Haeruddin, 2022)	Analysis of Work Morale among Central Mamuju Regency Regional Secretariat Employees, General Section	The results obtained from this research state that employee work morale is influenced by several aspects such as the work environment, workload, and employee compensation.
11.	(Ramli, 2021)	Analysis of Employee Morale at PT. Charoen Pokhpand Jaya Farm Pekanbaru	he results of the research show that from the indicators it can be stated that employee morale at PT. Charoen Pokhand Jaya Farm Pekanbaru can be declared in the good category.



**Table 1.** Previous Research

### 3. Material and Method

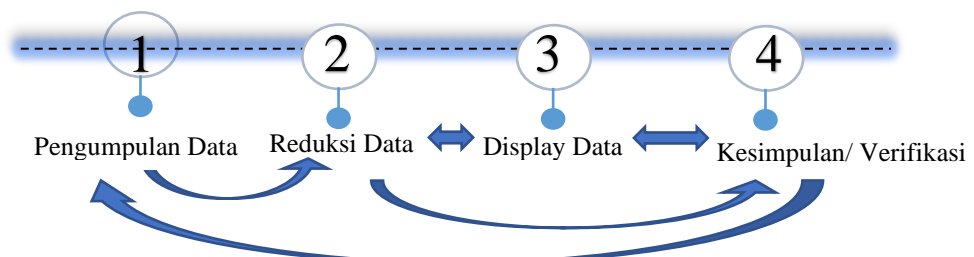
The research method used is qualitative. According to Adlini, et al. (2022) explain that qualitative research is the ability to think inductively about the realities of life with the aim of understanding. This research can be easily obtained and truly prove the truth of informative facts during the process of analyzing descriptions and contain a lot of meaning, when the researcher already understands and knows the object being studied (Fadli, 2021).

#### 3.1 Design Study

This research uses a case study type research design. According to Yohanda (2020), a case study is an activity to explore no more than one or many cases or systems that are related in terms of time using the deepest collected data and including a wide variety of information sources in one context.

#### 3.2 Data Analysis

The data analysis technique used is a data analysis technique with an interactive model which consists of four stages, as follows:



**Figure 1.** Research Model

According to Miles and Huberman (in (Sugiyono, 2017)), there are three stages of the technique used to analyze qualitative data, including: data collection stage, data reduction stage and verification/conclusion stage.

### 4. Result

#### 4.1 What is the Condition of Employee Morale?

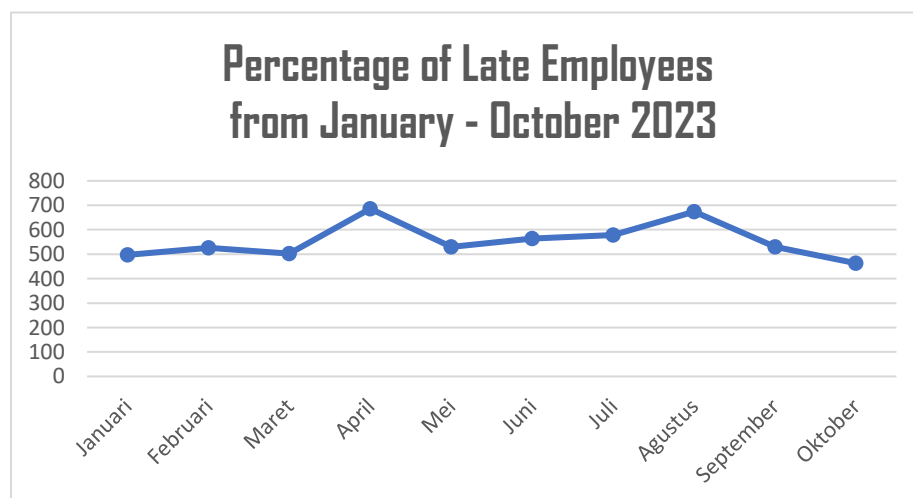
Based on the results of pre-research through a questionnaire, the respondent's answer was "agree" to the questionnaire question, namely "Do all employees have high work morale?" shows that there is work enthusiasm even though only a few employees feel that their performance is good. However, the majority of employees who answered "disagree" to the questions in the pre-research still felt that their work enthusiasm was less stable, meaning they did not always carry out their work smoothly because there were often obstacles that stemmed from internal and external problems in the office. This problem is caused by several factors, including: no increase in salary/wages, no overtime bonus, no career path, lack of health insurance for employee families and limited employee activities and inadequate office facilities. Apart from that, external factors in the form of family economic demands are increasing which cannot be overcome by the salary or income that employees receive from the company. This is of course a serious

problem because it is difficult to implement a smooth work process and find solutions to existing problems. The results of these observations are in line with the participants' answers in interviews.



**Figure 2.** Demonstration Action

The image shows that it was obtained from observations through news published on the iNews TV website and YouTube. From the results of this documentation, it was reported by Rio Manik, an iNews TV journalist, that there was a gap in employee welfare based on the article listed on the website. Several years ago, there was a large demonstration by employees on the front page of the company, criticizing and demanding that the company immediately pay their salaries. has not been given to employees for 8 months. The iNews Journal also stated that at that time employees also went on strike due to the protracted salary delays.



**Figure 3.** Graph of Percentage of Employees Who Are Late

The graph above shows the percentage of late employees from January to October 2023 obtained from the head of the HR Training and Kaizen division. It also explains the data on late employees, which is said to be always increasing in

number. As seen in the graph, the highest percentage was in April, reaching 686 people, while the lowest category occurred in October, amounting to 463 people. Participants also explained further the conditions and factors of employee morale at the PT XYZ Indonesia office. The results of the interview are as follows:

Participant A's statement explained that the XYZ Indonesia company did not implement employee welfare well enough and the working time standards did not meet employee expectations, namely working 8 hours per day. This is because each company applies different Standard Operating Procedures. This causes many employees to have problems both internally and externally in the office.

Based on Participant B's statement, it can be analyzed that every company that is run by another country, such as Japan, China, Korea, etc., has different work disciplines. The XYZ Indonesia company is a Japanese company which has work rules that include high work discipline, however the problem of providing work wages is often not in accordance with workers' expectations, coupled with the criteria for applying for promotions which are difficult to achieve. This causes employees to often lose concentration at work and cause work disabilities. Moreover, a work personality that does not match your passion will really disturb your thoughts and feelings and always feel dissatisfied.

The work environment really supports the smooth performance process of each employee because it contains the value of mutual cooperation. The level of competition in the world of work is different in each company. Participant C explained that there was unhealthy job competition in the company. Apart from that, the issue of office facilities has a big impact on the company's operational processes. The company was found to have several problems with several office facilities such as computers and photocopy machines. However, the company is very alert in repairing problematic office machines because it has a service division such as EDP. What is very unfortunate is that health benefits are not evenly distributed in the company.

Participant D felt that he received a large workload because he liked to help other employees when they had difficulties at work. Apart from that, leadership factors also really influence the quality of employees. If a boss does not pay enough attention to the employee's condition, the employee will work as he pleases.

#### **4.2 What are the Impacts of Decreasing Employee Morale?**

Based on the results of the observations that have been made, there are similarities between the results of interviews with the sources. The impacts that occur include decreased work morale, characterized by feeling tired/tired of working because the workload is so much that exceeds the limits of the employee's energy capacity, leaders easily get emotional due to work not being carried out well, de-motivation because employee welfare is not met in terms of economics and health and work stress which results in employees being less productive and having difficulty finding solutions to problems, to the point where employees feel bored with the work they are doing. The results of the interview from point 2 are:

According to the statement from Participant A, it was revealed that there was an impact on work which hampered the work flow process in the finance division, namely delays in sending invoices which caused financial inflows not to flow smoothly, then another impact was payments to vendors past the due date. This results in a decline in the company's good image and creates a bad view of the company concerned.

Apart from that, Participant B added to the narrative that the impact that occurs when there is a decrease in work motivation is that work is not carried out well, such as discrepancies in results and delays in completing work.

According to Participant C, decreasing employee productivity and work focus is easily resolved, as well as eliminating a critical attitude towards work can cause a backlog of work because employees find it difficult to complete work processes well.

This is strengthened by the opinion of participant D who states that the impact of de-motivation is that work stress also hinders the employee performance process and has a minimal effect on the company, namely that work achievement does not comply with the standards set by the company.

#### **4.3 What is the Solution to Increase Employee Morale?**

Solutions are a form of effort to resolve problems so that the entire system can run well without any obstacles that hinder the performance process in the company. Based on the results of observations, solutions to increase work morale have not been fully provided by the company. This is because the leadership in each division holds family gatherings to reflect and entertain by doing karouke, traveling to various tourist attractions which is done every few months. As a result, employees choose a solution for themselves which is known as self-reward, which means employees do things that make them happy, starting from the mindset to develop strategies to complete work, to feelings of sensitivity to the environment that participate in the work process so that they work together. working together as an effort to create concern for fellow employees.

According to Participant B, the solution that has the effect of raising enthusiasm for work is doing simple things without draining finances because he is always grateful for everything that happens. Participant B chose to just reflect or play games with friends at a coffee shop which was considered sufficient.

Based on the opinion of Participant C who revealed that the thing he likes is selling in the office as a form of doing things he likes, such as trading, compared to the benefits, namely to increase work wages.

Meanwhile, according to Participant D, he thinks that by communicating with colleagues where the topics discussed are not work related, he can relieve stress at work.

### **5. Discussion**

#### **5.1 Condition of Employee Work Morale**

Employees have different levels of work enthusiasm, such as having to do things or consume food or drink first before work or just listening to songs while working can make their work enthusiasm high. According to Ikfiyah &

Astutiningsih (2021) explain that work enthusiasm is a group of organizational people who realize ambition at work and then participate to improve employee performance to make them more productive and capable in a work environment. Meanwhile, according to Pudjowati et al. (2022) defines work enthusiasm as a state of a person's performance in an agency that describes a passionate attitude to complete work and encourages productivity and quality performance to increase. This means that if employees work diligently, spend all their time and energy to contribute to the company and obtain appropriate results from their efforts, a sense of enthusiasm will arise within them to always work wholeheartedly.

Based on the results of the interview with the resource person in point 1, it is known that one of the conditions and factors of employee morale at the PT is that they experience laziness due to repetitive work and a large workload so that they are required to do overtime and there is even no overtime bonus. Employees also feel that their lack of welfare means that it is difficult to achieve their family's economic needs. A supportive environment will encourage employees to persist even in difficult conditions.

Employees who have high work enthusiasm enable them to achieve what they want in their lives, such as a stable career, adequate income, position and self-actualization. Supported by the opinion of Bestara et al. (2022) explains that increasing work morale in a company will have an impact on employee persistence when working focused on achieving agency goals.

According to Farkhani (2022), increasing work morale can result in improved employee performance and productivity, because efforts need to be made aimed at maintaining and increasing employee work energy. This action to increase work morale is carried out periodically, so that each employee is always emotionally stable. This means that work enthusiasm is very important for the smooth running of work processes in the office. By regularly maintaining work enthusiasm, employees will have more creative, innovative and solution thinking.

## **5.2 The Impact of Decreasing Work Morale**

According to Antari & Suartina (2022), based on interviews with several employees of PT. BPR Urip Kalantas identified the impact of low work morale, including: boredom at work, bad work atmosphere and environment, lack of respect for work, employee attitudes that are easily angered towards other employees and the behavior of some employees to hate each other in order to strengthen their position in front of the leadership. . The impact of reducing employee morale will be a serious problem and potentially make it difficult to achieve company goals.

Based on the results of observations related to the impact of decreasing employee morale with the resource person's answer in point 2, one of the impacts that occurs is that employees often feel tired/fatigued when working so that work is not resolved properly and creates work problems that hinder the completion process, as indicated with delays in the process of sending invoices and work piling up as well as inadequate facilities. This is based on the results of the interviewees' observations and statements. In fact, employees should maintain their physical condition to support the work process better in order to minimize things that are detrimental to both the person and the company. This is supported by a statement from the Creids website (2020) informing that things related to attitude are often

not consciously remembered because employees are busy working, including: how to hold a mouse, how to sit correctly and maintaining a diet. If there is a wellness program implemented by the company, it will save employees from an unhealthy lifestyle. Employees who have a healthy lifestyle will have a strong physical condition so that they can concentrate and motivate themselves to complete their work well and always be productive in the office (Putri , Ramadhan, Andini, & Iswanto, 2021).

The resource person also explained that there is an impact that occurs when work morale conditions start to decline suddenly, namely there is a buildup of work that has not been done. This causes employees to suddenly experience work stress which creates conflicts in work flow and must insist on working on and combining all work in a short time, but the potential is very large for messy work results.

In line with the statement expressed by the resource person, based on the information listed on the QM Financial website (2019), work morale can decrease due to several factors that trigger both internal and external problems and have an impact when work morale decreases, as follows:

- 1) Responsibility goes beyond limits  
The condition of employees when they have a lot of work while the time given is limited and there is no help and support from various parties, so the trigger is easily tired and losing energy while working;
- 2) Poor leadership management  
Leaders do not make decisions well so that employee workload is high. For example, leaders participate in delegating work to employees down to the technical aspects, work responsibilities outside of their jobs, standard operating procedures (SOP) are very rigid, and so on;
- 3) Work wages are not ideal  
The work wages or salaries given to employees are not balanced with the employee's workload, so that the employee's work motivation, namely to improve their life, does not fulfill their work goals and work morale is certain to decrease;
- 4) Office conditions are problematic  
This is characterized by messy office work due to grouping of work groups between co-workers, which causes high levels of social isolation in the work environment;
- 5) Employee financial crisis  
There is evidence that says that there are 1 in 5 employees in the world who experience stress due to workload combined with personal problems related to finances to support themselves outside of the company's responsibilities.

This condition illustrates that employees cannot control their thoughts well so it is difficult to find solutions to problems and employees experience a decrease in synergy at work which causes them to contribute less actively to provide creative and innovative ideas to advance company profits.

### **5.3 The Impact of Decreasing Work Morale**

A good company or organization is one that looks after and maintain its employees in terms of providing guaranteed facilities occupational health and

safety as a form of concern company towards its employees, called Health Facility Conditions (Hermanto & Puspitarini, 2021), (Khorifah, 2022).

Based on the resource person's statement from the interview results solutions to some of the obstacles described above, namely Companies must be more concerned about physical and mental conditions employees, because working under pressure workers definitely experience feeling tired and stressed at work, making it difficult to think critically his work and did not find a solution to the problem There is. Apart from that, companies also have to increase salaries and application of overtime bonuses evenly to all employees, provide adequate facilities and provide career paths by providing opportunities for employees to gain skills and His abilities increase through various training programs aspects of work, and of course employee health insurance and their families are given evenly to ensure a chain of health veiled with close people in any position outside company. However, no observers have yet broken through solving this problem, as a result employees provide solutions The alternative for the individual is self-reward through buying and consuming food and drinks during working hours, falling asleep during work hours, talk to colleagues outside of work during work hours work, and other things done during working hours, namely smoking, playing on cellphones, selling in the office, and taking extra breaks specified time limit.

## **6. Conclusion, Implication, and Recommendation**

### **6.1 Conclusion**

Based on the results of the research and discussion, conclusions can be drawn based on the analysis that has been carried out. The following are the conclusions of the research that has been carried out:

1. The condition of employee morale in the office has different levels for various types of employee behavior in an effort to increase their morale. The research results show that several factors have not been implemented optimally by the company in order to improve employee welfare, such as: lack of compensation, incomplete overtime bonuses, no career path, less than optimal family health insurance and limited freedom of opinion and activities outside of work. However, inadequate facilities have shown swift repair and maintenance from IT and OB. This factor can be seen from complaints from several employees and statements given by employees through questionnaires and interviews, thus strengthening the existing data.
2. There is an impact of decreasing employee morale, such as work piling up and causing lots of problems which result in work not being completed, employees experience de-motivation which results in their emotions being out of control so that they are easily angry, resentful, tired/tired, less productive, concentration is lost, not critical in terms of work and problem solving to work stress plus a work environment that does not encourage employees to rise from adversity.
3. Solutions to some of these obstacles, employees who take over to provide solutions for themselves by doing activities they like, including: buying and consuming food and drinks, smoking, taking long breaks, chatting, selling until they fall asleep, which are all things This is done during working hours

## **6.2 Implication**

### **6.2.1 Theoretical Implications**

The research results obtained support previous research conducted by (Hermawan, 2021); (Rosenstein, 2013); (Gumilar, Nurjanah, Herdiansah, Maulana, & Umam, 2021); (Redman, et al., 2015); (Arlina & Ruzikna, 2021); (Pricillia, 2023); (Jannah W., 2019); (Afriani, 2020); (Hasanah, Alfisah, & Wicaksono, 2022); (Indrawan, Kurniawan, & Haeruddin, 2022); (Ramli, 2021); (Pritama, 2021); (Suwito & Yolanda, 2013); and (Gusnalia, 2012) the results of this research show that work enthusiasm is important for all employees who work in a company because employees are an asset that drives the company's operational success to achieve its goals. This work spirit has driving factors, namely compensation, work environment, co-workers, embracing leadership, employee career development programs, recognition, effective communication, rewards and career path opportunities for all employees.

### **6.2.2 Practical Implications**

The results of this research suggest that PT XYZ Indonesia has not optimized solutions related to improving employee welfare and quality. However, it has been found that there is quick responsive handling of inadequate facilities such as those that are damaged and then repaired immediately and regular checks and maintenance are carried out.

## **6.3 Recommendation**

To improve better results regarding research on this topic in the future, the researcher formulated recommendations for future researchers, namely:

1. Future researchers can use a quantitative approach to measure the effectiveness of employee performance and can research in different places to complement the results of research that has been carried out.
2. Future researchers can add the required documentation so that the results obtained can be better.

## **7. References**

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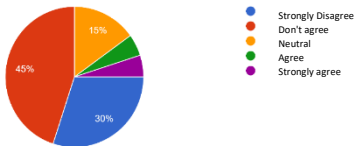


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## 8. Appendix (if any)

Pre-research result via questionnaire:

Do all employees have high work morale? (If, there is no increase in salary or bonus, career path, family support, and limited activities outside of work)



When work morale decreases, it will hinder the process and results of each employee's work

