

DETERMINANTS OF EMPLOYEE WORK SPIRIT: EVIDENCE FROM PT SLAMET LANGGENG PURBALINGGA

Sri Yunita^{1*}, P. Edi Sumantri², Ratna Puji Astuti³

^{1,2,3}Wijayakusuma University, Purwokerto (Indonesia)

*) email: sriyunita507@gmail.com¹, mantriuwk67@yahoo.co.id²,
ratnapujiastuti23@yahoo.co.id³

Abstract

This research investigates how the work environment, organizational commitment, work motivation, and organizational culture affect the level of employee work spirit at PT. Slamet Langgeng Purbalingga. The total workforce numbered 168 individuals, and 123 of them were chosen as research participants through a proportionate stratified random sampling technique. The collected data were processed using multiple linear regression supported by SPSS. The statistical calculation produced the equation: $Y = -2.513 + 0.145X_1 + 0.137X_2 + 0.202X_3 + 0.320X_4 + e$. The coefficient of determination (R^2) reached 0.612, which means that 61.2% of the fluctuations in employee work spirit can be accounted for by the four independent variables, while the remaining 38.8% is attributed to other unexamined influences. The simultaneous test demonstrates that the regression model is significant, as indicated by $F = 46.492$ exceeding the F-table value of 2.4485. Partial testing further reveals that each independent variable contributes positively and significantly to employee work spirit, with organizational culture emerging as the most dominant contributor. These outcomes imply that company management should focus on cultivating a strong organizational culture, boosting employee motivation and commitment, and creating a conducive workplace atmosphere to elevate both employee enthusiasm and overall organizational performance. It is also suggested that subsequent research expand the scope by including additional determinants such as leadership style, compensation systems, and job satisfaction to achieve a broader understanding of factors shaping employee work spirit.

Keywords: Work Environment, Organizational Commitment, Work Motivation, Organizational Culture, Work Spirit

1. INTRODUCTION

In today's competitive business landscape, the success of an organization is strongly influenced by the quality of its human resources, which are regarded as a vital asset in both manufacturing and service sectors (Subekti et al., 2024; Sipahutar et al., 2022). The realization of organizational objectives is highly dependent on employees' capability to produce maximum performance and meaningful contributions, which can be observed through their level of work spirit (Musyarof et al., 2024). Work spirit refers to the degree of enthusiasm, readiness, and vigor employees display when carrying out their job responsibilities efficiently and effectively, ultimately contributing to higher productivity and improved organizational outcomes (Oly et al., 2024).

A number of organizational elements are commonly identified as factors that influence employees' work spirit, such as the work environment, organizational commitment, work motivation, and organizational culture. A conducive work environment, which includes both tangible and intangible aspects, enables employees

to perform their tasks more comfortably and responsibly, thereby strengthening their work spirit (Fahrul, 2021). Nevertheless, prior empirical studies concerning the effect of the work environment on work spirit have produced differing conclusions. Jaya et al. (2025) identified a positive and significant influence, while Basa et al. (2019) revealed no significant association, suggesting the presence of a research gap.

Organizational commitment is another crucial aspect that contributes to the formation of employee work spirit. This concept represents the psychological bond, emotional attachment, and sense of loyalty employees feel toward their organization, which encourages them to stay and work toward collective goals (Wardimansyah & Wulandari, 2020; Musyarof et al., 2024). However, earlier research has shown varied outcomes. Musyarof et al. (2024) demonstrated that organizational commitment has a positive and significant impact on work spirit, whereas Wardimansyah and Wulandari (2020) found the effect to be positive but not statistically significant.

Work motivation is likewise recognized as a key determinant of employees' work spirit. It can be described as an internal impulse that stimulates eagerness and a strong intention to accomplish tasks to the best of one's ability in pursuit of organizational targets (Sipahutar et al., 2022). Empirical evidence on this relationship is not entirely consistent. Sayoga (2020) reported a positive and significant correlation between motivation and work spirit, in contrast to Jonathan and Dewi (2023), who observed a positive yet insignificant effect.

Furthermore, organizational culture functions as a collective framework of values, norms, and shared beliefs that shape employees' conduct, decision-making patterns, and interpersonal interactions within the workplace (Subekti et al., 2024). Similar to other variables, the influence of organizational culture on work spirit has generated inconsistent research findings. Subekti et al. (2024) concluded that organizational culture exerts a positive and significant effect, while Triana et al. (2023) determined that the relationship is positive but lacks statistical significance.

PT. Slamet Langgeng Purbalingga is a manufacturing company operating in the industrial sector that has been established since 1931 and is widely known as the producer of Davos candy. Information obtained through interviews with the Human Resources Department indicates that the company continues to face challenges related to employee work spirit, which is evident from comparatively high absenteeism levels. Absenteeism is frequently utilized as an indicator to measure work spirit (Busro, 2023). Company records from 2025 reveal absenteeism percentages ranging between 2.38% and 3.67%. According to Flippo (2018), absenteeism exceeding 3% is categorized as high and can diminish work effectiveness due to insufficient labor availability, thereby obstructing the attainment of organizational objectives.

In light of the discrepancies identified in previous empirical studies as well as the practical issues observed at PT. Slamet Langgeng Purbalingga, this research seeks to analyze the influence of the work environment, organizational commitment, work motivation, and organizational culture on employee work spirit. The findings of

this study are anticipated to enrich the body of knowledge in human resource management and offer practical recommendations for organizations, particularly in the industrial sector, to enhance employee work spirit.

2. METHODOLOGY

This research applied a quantitative approach aimed at analyzing the interconnections among predetermined variables. The study involved 123 participants who were chosen through a proportionate stratified random sampling technique to ensure representative distribution. An overview of the variables investigated in this study, along with their respective indicators and measurement scales, is displayed in Table 1 below.

Table 1. Research Variables

No.	Research Variables	Indicators	Scale
1.	Work Spirit	<ul style="list-style-type: none"> a. Attendance b. Cooperation c. Job satisfaction d. Discipline e. Work enthusiasm 	Likert
2.	Work Environment	<ul style="list-style-type: none"> a. Lighting in the workplace b. Air circulation in the workplace c. Noise level in the workplace d. Unpleasant odors in the work environment e. Workplace safety f. Relationships among co-workers at the same level g. Relationships between supervisors and employees h. Cooperation among employees 	Likert
3.	Organizational Commitment	<ul style="list-style-type: none"> a. Affective commitment <ul style="list-style-type: none"> 1) Feeling happy working in the organization 2) Showing a sense of belonging 3) Caring about organizational problems 4) Having emotional attachment to the organization b. Continuance commitment <ul style="list-style-type: none"> 1) Having no alternative employment opportunities 2) Feeling a loss if leaving the organization 3) Experiencing difficulties if leaving the organization c. Normative commitment <ul style="list-style-type: none"> 1) Feeling an obligation to remain loyal to the organization 	Likert

No.	Research Variables	Indicators	Scale
		2) Feeling reluctant to leave the organization due to the facilities provided 3) Being bound by a work contract that must be completed	
4.	Work Motivation	a. Hard work b. Future orientation c. High level of aspirations d. Task/goal orientation e. Efforts to improve oneself f. Perseverance g. Time utilization	Likert
5.	Organizational Culture	a. Initiative at work b. Friendliness among employees c. Neat appearance of employees d. Punctuality at work e. Good cooperation among employees	Likert

All research variables were evaluated through a five–point Likert scale. The accuracy of the measurement items was examined by applying the Pearson product–moment correlation to test validity, whereas the consistency of the instruments was verified using Cronbach’s alpha reliability analysis. The dataset was then processed through multiple linear regression techniques. The panel-data regression framework applied in this study can be formulated as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Description:

Y = Work Spirit

A = Constant

b_n = Regression Coefficients

X_1 = Work Environment

X_2 = Organizational Commitment

X_3 = Work Motivation

X_4 = Organizational Culture

e = Error Term

Prior to interpreting the regression outcomes, several classical assumption examinations were carried out to ensure the suitability of the model, including tests of normal distribution, multicollinearity, and heteroscedasticity. After these prerequisites were satisfied, the overall model appropriateness was evaluated through the F-test, while the significance of each independent variable was analyzed using the t-test procedure.

3. FINDINGS AND DISCUSSION

The validity test showed that all questionnaire items were valid, and the reliability test indicated that the instrument was reliable. In addition, the classical assumption tests were passed satisfactorily. Table 2 presents the results of the multiple linear regression analysis.

Table 2. results of the multiple linear regression

No	Independent Variables	Regression Coefficient	t-count	t-table	Sig.
1.	Work Environment	0,145	3,083	1,6579	0,003
2.	Organizational Commitment	0,137	3,907	1,6579	0,000
3.	Work Motivation	0,202	5,157	1,6579	0,000
4.	Organizational Culture	0,320	3,539	1,6579	0,001
	Constant	-2,513			
	R2	0,612			
	F-count	46,492			

The findings reveal that the work environment exerts a positive and statistically significant influence on employees' work spirit, shown by a regression coefficient of 0.145 and a t-statistic of 3.083, which is higher than the critical threshold at the 5% significance level. This outcome implies that the more conducive and supportive the workplace conditions are, the greater the employees' enthusiasm toward their jobs becomes. These results are in line with Jaya et al. (2025). Elements such as sufficient lighting, good air flow, controlled noise, occupational safety, and harmonious relationships among coworkers are proven to foster stronger work spirit.

Organizational commitment likewise produces a positive and meaningful effect on work spirit, indicated by a regression coefficient of 0.137 and a t-value of 3.907. This evidence is consistent with the research of Sayoga (2020) and illustrates that individuals who possess deep emotional ties, loyalty, and a sense of responsibility toward their organization are more likely to display elevated enthusiasm and dedication in their work activities.

In addition, work motivation is identified as having a positive and significant contribution to work spirit, as reflected in a regression coefficient of 0.202 and a t-value reaching 5.157. This result corresponds with the conclusions of Musyarof et al. (2024) and confirms that employees who are driven by strong internal encouragement demonstrated through diligence, persistence, forward looking attitudes, and efficient time management tend to exhibit higher levels of workplace enthusiasm.

Among all examined variables, organizational culture emerges as the most dominant factor with the strongest positive and significant impact on work spirit, supported by a regression coefficient of 0.320 and a t-statistic of 3.539. This outcome aligns with the study conducted by Subekti et al. (2024) and indicates that a constructive organizational culture characterized by initiative, friendliness,

professional appearance, punctual behavior, and collaborative teamwork plays a pivotal role in strengthening employees' work spirit.

4. CONCLUSION

This research analyzes how the work environment, organizational commitment, work motivation, and organizational culture influence the level of employee work spirit at PT. Slamet Langgeng Purbalingga. The results demonstrate that workplace conditions contribute positively and significantly to employees' enthusiasm in carrying out their duties. Organizational commitment is likewise proven to provide a positive and meaningful contribution, indicating that individuals who possess stronger loyalty and emotional bonds with the organization generally exhibit greater passion in their work. In addition, work motivation is shown to significantly elevate work spirit, emphasizing the role of inner encouragement and the desire to accomplish tasks to the best possible standard. Organizational culture also produces a positive and significant impact and is identified as the most dominant factor in fostering employee work spirit. Taken together, these findings affirm that the enhancement of both organizational environments and individual employee factors is essential for cultivating stronger work spirit within industrial companies.

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