



DOI: <https://doi.org/10.38035/dijms.v7i4.6509>
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The Influence of Work Environment and Compensation on Employee Work Spirit at Command Headquarters Marine Corps

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Abstract: The purpose of this study is as follows the influence of the work environment on employee work enthusiasm, the influence of compensation on employee work enthusiasm and the influence of the work environment and compensation simultaneously on employee work enthusiasm at the Marine Corps Command Headquarters (Mako Kormar). The work environment has an effect on employee work enthusiasm, which has been proven empirically. The results of the t-test also prove that compensation has a significant influence on employee work enthusiasm. Work Environment and Compensation simultaneously have a significant influence on Employee Work Morale. Based on the calculated F value, which is greater than the F table with a significance level below 0.05, the work environment and compensation together have a positive and significant relationship with employee morale. The results of this study confirm that morale is not influenced by a single factor, but by a combination of work environment and compensation factors that are managed in an integrated manner in human resource management.

Keyword: Work Environment, Compensation, Employee Work Enthusiasm.

INTRODUCTION

The working environment at Mako Kormar generally involves heavy workload pressure, a hierarchical command system, and long working hours. Furthermore, the physical and non-physical facilities do not fully support a comfortable and balanced work environment, particularly in the administration and staff service areas. Several internal reports have cited complaints about limited workspace, excessive administrative workloads, and a lack of rest areas and other well-being facilities for employees. This can lead to stress levels, fatigue, and decreased morale.

In addition to work environment factors, compensation and welfare are also crucial issues in the military. The compensation received by employees, whether in the form of salary, allowances, or non-material rewards, is often not commensurate with the level of risk and responsibility of the job. According to data from the Ministry of Defense (Kemhan, 2023), the

average performance allowance for employees within the TNI is still 70–80% lower than that of other strategic ministries, such as the Ministry of Finance or the Supreme Audit Agency (BPK).

Conceptually, employee work enthusiasm can grow if the organization is able to create a comfortable work environment. And a fair and motivating compensation system (Mangkunegara, 2017). A conducive work environment includes physical conditions such as cleanliness, lighting, air circulation, and security, as well as non-physical factors such as relationships between employees, leadership support, and effective communication (Sedarmayanti, 2017).

Several previous studies (Wibisono, 2020; Lestari, 2022; and Rahman, 2023) show that the work environment and compensation have a positive and significant influence on work enthusiasm. However, most of these studies were conducted in the civilian sector or local government agencies; not many have examined the context of military organizations, especially at the Marine Corps Command Headquarters, which has a different structure, culture, and work system than civilian agencies.

In terms of the work environment, the physical conditions and supporting facilities at the Marine Corps Headquarters (Mako Kormar) are not yet optimal. The 2023 Minimum Essential Force report, which showed that personnel and material readiness was only around 60%, indicates that there are still limitations in facilities, infrastructure, and workspace comfort. Crowded spaces, limited air conditioning, and high-intensity administrative work without the support of modern technology can create a less than conducive work environment, thus reducing employee morale.

In terms of compensation, although the government has attempted to increase the allowances and compensation of TNI soldiers, these increases are not yet proportional to the workload and risks faced. For example, the daily meal allowance of IDR 60,000 and the average performance allowance of around IDR 13 million per month (depending on rank) do not fully reflect competitive compensation compared to civilian agencies such as the Ministry of Finance or the Supreme Audit Agency (BPK), which offer higher performance allowances. This situation can impact the work motivation and psychological well-being of military personnel.

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Thus, the empirical phenomena above demonstrate that the work environment and compensation remain the two primary factors influencing employee morale at Mako Kormar. Although military morale is known for its high level of discipline and sense of responsibility to the nation, psychosocial and economic factors still play a significant role in maintaining employee motivation and loyalty in administrative work units.

METHOD

Types of research

This research uses a quantitative approach. A quantitative approach emphasizes the meaning, reasoning, and definition of a particular situation (in a specific context), focusing more on issues related to everyday life. A qualitative approach, furthermore, emphasizes the process over the end result; therefore, the sequence of activities can vary depending on the conditions and the number of symptoms encountered. Research objectives are usually related

to practical matters. According to Prof. Dr. Harries Madistiyatno (2021), research type is a grouping of studies based on the objectives, approach, level of explanation, and data collection methods used to answer research problems scientifically and systematically. Prof. Harries emphasizes that the selection of research type must align with the research objectives and the hypotheses being tested.

Sample population

Definition of population according to Sugiyono (2019) is a generalization area consisting of objects or subjects that have certain characteristics determined by the researcher to be studied and then conclusions drawn. In this study, the population in question is all employees and administrative staff soldiers who serve in the Marine Corps Command Headquarters (Mako Kormar), Central Jakarta. The sample determination in this study uses the Slovin formula with 70 respondents.

Method of collecting data

In accordance with the form of quantitative research approach and data sources to be used, the data collection techniques used are observation analysis and questionnaires. To collect data in research activities, certain methods or data collection techniques are required, so that the research process can run smoothly. In this study, the main instrument used is a questionnaire (survey) which is compiled based on indicators of each research variable, namely the work environment (X_1), compensation (X_2), and employee morale (Y). The data collection techniques used in this study are as follows:

1. Questionnaire

The questionnaire was given to respondents to determine the influence of the work environment (X_1), compensation variables (X_2) and employee work enthusiasm (Y).

Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree Score 5
- b) Agree Score 4
- c) Quite Agree Score 3
- d) Disagree Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

2. Research Instruments

Instrument research on work environment management variables (X_1), compensation variables (X_2) and employee work enthusiasm (Y) in the form of a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements.

Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the r value is positive and the r_{result} is $> r_{\text{table}}$, then the item or variable is valid.
- b) If the r value is negative and $r_{\text{result}} < r_{\text{table}}$ or r_{result} is negative $> r_{\text{table}}$ then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r_{alpha} value is positive and $r_{\text{alpha}} > r_{\text{table}}$, then the item or variable is reliable.
- b) If the r_{alpha} value is negative and $r_{\text{alpha}} < r_{\text{table}}$ or r alpha is negative $> r_{\text{table}}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X_1 and X_2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r^2 value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables " X_1 " and " X_2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

- Kd = Value of coefficient of determination
- r = Correlation coefficient value

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

- a. t-test
 - To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:
 - 1) H_0 is accepted if $t_{count} < t_{table}$.
 - 2) H_0 is rejected if $t_{count} > t_{table}$.
- b. F test
 - The F test statistic is used to determine simultaneously (multiple) the influence between the work environment (X_1), compensation variables (X_2) and employee work enthusiasm (Y), with the test results being:
 - 1) H_0 is accepted if $F_{count} < F_{table}$.
 - 2) H_0 is rejected if $F_{count} > F_{table}$.

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of variable X_1 (Work Environment), variable X_2 (Compensation) and variable Y (Employee Work Spirit). and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, namely to find out whether each variable studied has a positive influence on employee morale or vice versa. The data was analyzed using the regression analysis command (option) found on the SPSS main menu. The values in each SPSS output are described as follows:

a. Multiple Linear Regression Test

Table 1. Results of the Regression Equation Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,770	7,383		-1,594	.116
Work environment (X1)	.415	.070	.459	5,893	.000
Compensation (X2)	.704	.105	.521	6,679	.000

a. Dependent Variable: Work Spirit (Y)

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 11,770 + 0,415.X_1 + 0,704.X_2$$

- ❖ The constant value $a = 11.770$, can be interpreted that if the work environment variable, compensation has a value of zero, then employee work enthusiasm has a value of 11.770.

- ❖ Work environment regression coefficient $b_1 = 0.415$, can be interpreted that if the work environment value increases by one, the employee work enthusiasm value will also increase by 0.415.
- ❖ Compensation regression coefficient $b_2 = 0.704$, which means that if the compensation value increases by one, the employee work enthusiasm value will also increase by 0.704.

b. Coefficient of Determination

Based on the calculations in the table below the above test of the relationship for the three variables produced an R Square value of 0.634. This shows that 63.4% of the Work Environment (X_1) and Compensation (X_2) are simultaneously related to Employee Work Spirit (Y), while the remaining 36.6% is related to other factors not examined in this study.

c. Hypothesis testing

t test

- 1) The influence of the work environment (X_1) on employee morale (Y)

Coefficients table above, the calculated t value for the work environment variable (X_1) is 5.893 while the t table value for $n = 70$ is 1.994. So $5.893 > 1.994$, then H_0 is rejected and H_a is accepted, it can be stated that the work environment (X_1) has a significant effect on employee work enthusiasm (Y).

- 2) The effect of compensation (X_2) towards work enthusiasm (Y).

Based on the table coefficients above, the calculated t value for the compensation variable (X_2) is 6.243, while the t table value for $n = 68$ is 1.995. So $6.243 > 1.995$, then H_0 is rejected and H_a is accepted, it can be concluded that partially the compensation variable (X_2) has an effect on employee work enthusiasm (Y).

F test

From the results of the ANOVA test, the calculated F_{value} is 58,072, while the F_{table} ($\alpha 0.05$) for $n = 50$ is 2.74. So the calculated $F >$ from the F_{table} ($\alpha 0.05$) or $58,072 > 2.74$ with a significant level of 0.000 because $0.000 < 0.05$, it can be said that the work environment (X_1) and compensation (X_2) together have a positive relationship with employee work enthusiasm (Y).

CONCLUSION

1. The work environment has a significant effect on employee morale . The results of the partial test (t-test) show that the calculated t-value is greater than the t-table, so the hypothesis that the work environment has an effect on employee morale is empirically proven.
2. Compensation has a significant impact on employee work enthusiasm. The t-test results also demonstrated that compensation significantly impacts employee morale. Providing fair, appropriate compensation commensurate with the employee's workload and responsibilities can increase motivation and morale, as well as encourage employees to perform optimally.
3. Work Environment and Compensation simultaneously have a significant influence on Employee Work Morale. Based on the results of the simultaneous test (F test), the calculated F value was greater than the F table with a significance level below 0.05. This indicates that the work environment and compensation together have a positive and significant relationship with employee work enthusiasm.

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