

The Influence of Communication, Work Environment, and Motivation on Employee Morale (Case Study: PT. Pegadaian Regional Office I Medan)

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ABSTRACT

This research aims to determine the influence of communication, work environment, and motivation on employee morale using descriptive quantitative research methods. The total population in this study was 60 people who worked at PT. Regional Office of Pegadaian 1 Medan, because there are less than 100 so this research is a population study. Data collection techniques used were observation, questionnaires, and documentation. Meanwhile, the data analysis techniques used in this research are coefficient of determination data analysis, multiple linear regression analysis, and hypothesis testing (t-test and F test) and then using the SPSS 29.00 program. The test results show that communication has a positive and insignificant effect on work morale, the work environment has a positive and significant effect on work morale, and motivation has a positive and significant effect on work morale. Simultaneously, it is stated that there is a significant influence of Communication, Work Environment, and Motivation together on Work Morale based on the value of $F_{count} (128.102) > F_{table} (2.70)$ with a significance level of 0.001. In general, this research examines the contribution of each factor to improving the overall quality of the company, so that the results of this research provide a broader picture of the internal dynamics of the company and what factors influence employee perceptions and job satisfaction. The results are expected to be useful for the company in efforts to improve communication, create a better work environment, and motivate employees.

Keywords: Employees, communication, work environment, motivation, work morale

INTRODUCTION

The world of work is increasingly competitive, work morale is an important factor that shows the productivity and success of a company, one of which is PT. Pegadaian Regional Office (Kanwil) 1 Medan. In 1746, Van Leening Bank was founded by the VOC as a financial institution that provided credit using a pawn system. This was the beginning of Pegadaian. One of the state-owned companies that provides pawn services is Pegadaian. The existence of PT. Pawn shops at the Medan Regional Office 1 can improve the standard of living of its people, help government policies, and avoid loans from loan sharks and other unprofitable sources to improve the country's economy. Its role is not only limited to the financial aspect but also makes a significant contribution to community welfare and supports government policies in reducing dependence on unsustainable loan sources, which ultimately stimulates national economic growth. (Apriyani & Zabda, 2014; Caskey, 1994) explained that Pegadaian play an important role in providing financial access for the community, especially for those who do not have access to formal banking. Pawn services allow people to get fast loans with valuables as collateral.

In running the company, employee morale is the main pillar, which plays a crucial role in determining the overall quality and productivity of the company, (Hamidi, 2020; Krisnayanti & Utama, 2018; Rahma et al., 2023). This means that unfit employees will fail to carry out their

duties. Based on existing empirical data, found in GIS (Geographic Information System) data, based on the percentage graph the company's performance has increased well, but if measured through KPI (Key Performance Indicator) employee performance is stated to have decreased. This phenomenon is thought to be due to poor communication between leaders and employees, a less harmonious work environment, or motivation from leaders that does not support employee morale which causes employee performance to decline.

To overcome this problem, it is necessary to carry out a comprehensive evaluation of the various factors that influence work morale at PT. Pegadaian Regional Office 1 Medan. Improving effective communication, creating a supportive and positive work environment, and strengthening employee motivation are crucial strategic steps to overcome identified performance declines. This research aims to explore the influence of communication, work environment conditions, and motivation on employee morale at PT. Pegadaian Kanwil 1 Medan, with a focus on the contribution of each factor to improving the company's overall quality.

Table 1 GIS (Geographic Information System) Pegadaian Work Unit Regional Office 1 Medan 2022-2023)

Year	Annual Target	Achievement	MTD	YTD	YOY	Enhancement
2021	4,545,072,355,731	3,688,612,648,554	1.44%	-7.04%	-7.04%	81.16%
2022	4,450,770,150,903	4,367,530,398,859	6.92%	18.41%	18.41%	98.13%
2023	4,431.791.373.779	4,967,901,365,497	0.68%	13.75%	13.75%	98.55%

Source: PT. Pegadaian Regional Office 1 Medan (2022-2023)

Based on data from Pegadaian's Geographic Information System (GIS), in the last three years, there has been an increase in company performance as evidenced by PT's active credit data. Pegadaian Kanwil 1 Medan, which has the largest weight in the assessment criteria, proves that in 2021 it was 81.16%, then in 2022 it increased rapidly by 16.97% to 98.13%, and at this time also PT. Pegadaian Kanwil 1 Medan became The Best Regional Of The Year in the 2022 Pegadaian Excellent Award (PEA), then in the last year, it increased again to 98.55% which proves that the performance of PT. Medan Regional Office 1 Pegadaian can be said to be very good.

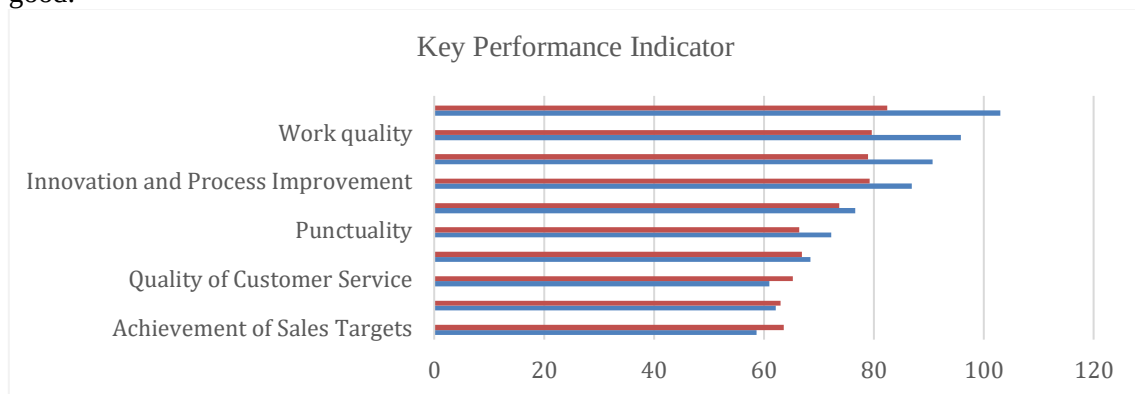


Figure 1. KPI (Key Performance Indicator) of the Medan Regional Office 1 Pegadaian Work Unit 2022-2023

Source: PT. Pegadaian Regional Office 1 Medan (2022-2023)

The image above shows the employee evaluation of PT Pegadaian Regional Office 1 Medan 2022-2023. The KPI component value decreased on timeliness, with a value for 2022 of 72.22

and 2023 of 66.47. Operational efficiency and customer satisfaction can be disrupted if KPI values continue to decline. Many internal and external factors can cause this, such as changes in work procedures, workload imbalances, policy changes, and changes in the market.

However, despite the success that has been achieved, information gathered from many worker interviews shows that communication, work environment, and motivation which influence employee morale are still not good, both interpersonally and with relevant management. This research will discuss this phenomenon further. However, the results of interviews with workers also revealed that aspects such as communication, work environment, and motivation which influence work morale are still considered poor both in interpersonal relationships and with relevant management. This phenomenon will be the focus of further discussion in this research, with the hope of identifying and improving factors that can increase work morale and overall performance at PT Pegadaian Regional Office 1 Medan.

Several research results are relevant to the indicators of this research, such as research results (Sugara et al., 2020) showed that communication, motivation, and physical workspace together influence employee morale, and these factors greatly improve morale. In addition, research results (Krisnayanti & Utama, 2018) shows that morale in the workplace is positively and dramatically influenced by communication and the work environment. Research result (Hamidi, 2020; A. Sari et al., 2020) regarding motivation shows that motivation and leadership influence employee performance partially but not significantly.

Based on the description of previous research above, it is known that various empirical studies produce different conclusions about the relationship between the variables studied. The existence of a research gap is one of the main reasons researchers conduct further research on communication, work environment, and employee motivation at PT. Pegadaian Regional Office 1 Medan.

METHOD

This research uses quantitative research methods with an associative approach as explained by (I. N. Sari et al., 2022; Sugiyono, 2013) that quantitative research methods which are based on the philosophy of positivism, are used to research certain populations and samples, collect data using research instruments, and analyze quantitative/statistical data which aims to test existing hypotheses. has been established. Meanwhile, according to (Juliandi & Manurung, 2014) that the associative approach is an approach to determine the relationship or influence between two variables (independent variable and dependent variable). The variables in this research are work enthusiasm (Y), as the dependent variable, while the independent variables are communication (X1), work environment (X2), and motivation (X3). This research is a population study because the population is less than 100 (Arikunto, 2010) says that if there are fewer than 100 subjects, then the entire population becomes the research sample. Therefore, the sample in this study was 60 employees of PT Pegadaian Kanwil 1 Medan, divided into 28 men and 32 women. Data collection techniques were carried out through questionnaires, interviews, and observations. The data analysis technique used is multiple linear regression, which involves testing and analyzing data and numbers. According to (Sugiyono, 2018) that quantitative research uses statistics for data analysis by processing data using SPSS software version 29.00.

RESULT AND DISCUSSION

Result

Description of Respondent's Identity

The following is a table that displays the respondent's identity, such as gender and employee position at PT. Pegadaian Regional Office 1 Medan:

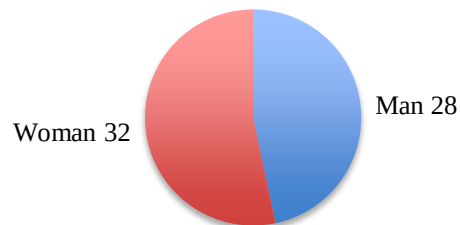


Figure 2. Employee Gender

Source: PT Pegadaian Kanwil 1 Medan

This research focuses on identifying respondents based on gender and position at PT. Pegadaian Regional Office 1 Medan. Of the 60 respondents surveyed, 28 were male employees, while the other 32 were female. This data provides an initial picture of gender distribution in the company. Figure 2 in this study visually depicts the proportion and representation of male and female employees, which provides important insight into gender balance in PT. Pegadaian Regional Office 1 Medan.

The sampling in this study included various positions in the company, from administrative staff to supervisors and managers. By covering various levels of positions, this research aims to gain a comprehensive view of the perceptions and experiences of employees in multiple positions. Information regarding the identity of respondents is very important to analyze how each group feels and experiences communication, work environment, motivation, and work spirit in the organization.

Respondent identity data provides a strong foundation for understanding internal dynamics at PT. Pegadaian Regional Office 1 Medan. By knowing the distribution of gender and position, this research can further explore the factors that influence employee perceptions and job satisfaction. The results of this analysis are expected to provide useful insights for companies in efforts to improve communication, create a better work environment, and motivate employees to achieve optimal performance.

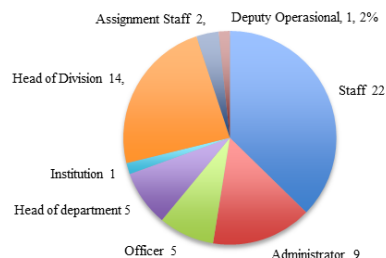


Figure 3. Employee Positions

Source: PT Pegadaian Regional Office 1 Medan

Classic Assumption Test

Data Normality Test

Determining whether the data distribution follows or approaches a normal distribution is done through a normality test, (Santoso, 2019). This is important because data that has a normal distribution is considered to represent the general population.

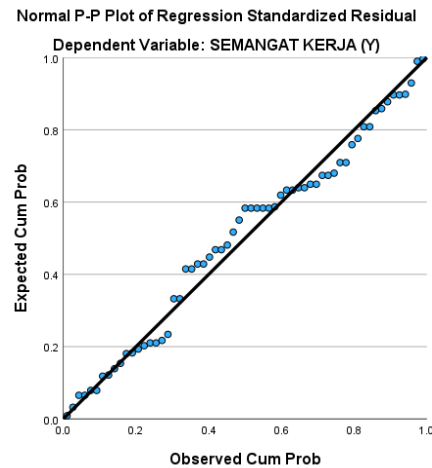


Figure 4. Normality Test

Source: SPSS Data Processing 29.00, (2024)

All points are scattered around the diagonal line and follow its direction, indicating that the residuals are normally distributed and the regression model, implying that the normality assumption has been met, as illustrated in the normal probability plot of Figure 4.

Multicollinearity Test

The results of the multicollinearity test show that there is a very strong or nearly perfect linear relationship between the independent variables in the regression model, (Purnomo, 2017). To assess whether there are symptoms of multicollinearity, certain limit values are used: Multicollinearity is not indicated if the tolerance value is ≥ 0.10 and the VIF value is < 10 . These tolerance and VIF values are obtained from the SPSS software output, as shown in the table below This:

Table 3. Multicollinearity Test

Model	VIF
(Constant)	
Communication (X1)	10.728
Work environment (X2)	2.665
Motivation (X3)	10.953

Source: SPSS Data Processing 29.00, (2024)

From the table above, it can be seen that each independent variable has a tolerance value ≥ 0 , indicating there is no correlation between the independent variables. The VIF calculation results can also indicate the same thing, where the VIF value for each independent variable can be lower than 10, indicating that there are no symptoms of multicollinearity.

Heteroscedasticity Test

Analyzing whether the variance in the regression model differs between the residuals from one observation to the next is done through the heteroscedasticity test, (Juliandi & Manurung, 2014) . In a qualified regression model, heteroscedasticity is defined as the similarity of variances between the residuals of one observation and the residuals of another. The following image shows a scatterplot diagram based on SPSS results.

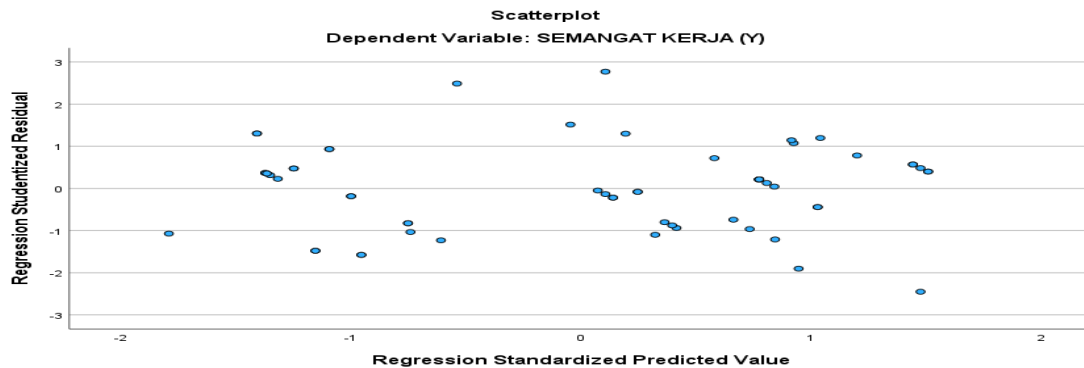


Figure 5. Heteroscedasticity test

Source: SPSS Data Processing 29.00 (2024)

Random points with no visible pattern or shape are above or below 0 on the Y-axis, as shown in Figure 5. Consequently, based on the assumption of a heteroscedasticity test, it is possible to conclude that there are no signs of heteroscedasticity in the usable regression model.

Hypothesis testing

Partial Test (t Test)

To assess the relationship between the independent variable work experience and the dependent variable work discipline, a t-test was carried out.

Table 5. Partial Test (t Test)

Model	t	Sig.
(Constant)	1.437	.156
Communication (X1)	.883	.381
Work environment (X2)	7.800	<.001
Motivation (X3)	1.547	.127

Source: SPSS Data Processing 29.00 (2024)

The Effect of Communication on Work Morale

The results of the t-test after the data were processed using SPSS Version 29, namely tcount 0.883 and t-table 1.985. The partial test of the impact of Communication on Work Morale produces a t-count value of 0.883 and a t-table value of 1.985, with $\alpha = 5\%$. The calculated t value of the Communication Variable is higher than the t- table ($0.883 > 1.985$), with a significance level of $0.381 > 0.05$. As expected, the impact of communication on work morale is influential but not significant, with H_0 rejected and H_a accepted.

The Influence of the Work Environment on Work Morale

The t-test results after the data were processed using SPSS Version 29, namely t-count 7,800 and t-table 1,985. Based on the results of the partial test to measure the influence of the Work Environment on Work Morale, the Work Environment variable has a t-count of 7,800. Meanwhile, the t-table value at the significance level $\alpha = 5\%$ is 1.985. Because the t-count value is greater than the t-table value ($7,800 > 1,985$) and the significance level of 0.001 is smaller than 0.05, the conclusion is that H_0 is rejected and H_a is accepted. Thus, there is sufficient evidence to conclude that the work environment has a positive and significant effect on work morale.

The level of employee morale is significantly influenced by the Work Environment variable, as shown by this analysis. The t-count value which far exceeds the t-table confirms that this influence does not occur by chance. The significant figure of 0.001 which is far below the threshold of 0.05 further strengthens this conclusion.

So, it can be concluded that increasing employee morale can be achieved by creating and maintaining a good work environment. This shows the importance of work environment management to increase employee productivity and welfare. This research supports the theory that work environment factors, such as physical comfort, relationships between employees, and support from management, have an important role in increasing work morale..

The Influence of Motivation on Work Morale

The results of the t-test after the data were processed using SPSS Version 29, namely t-count 1.547 and t-table 1.985. Based on the results of partial testing of the influence of Motivation on Work Morale, the Motivation variable has a t value of 1.547 and a t table value with $\alpha = 5\%$ is 1.985. The Motivation variable has a t value greater than the t-table ($1,547 > 1,985$) with a significant number of $0.127 > 0.05$. Thus, it can be concluded that H_0 is rejected and H_a is accepted, indicating that there is a positive and significant influence between Motivation and Work Morale.

F Test (Simultaneous)

Table 6. F Test (Simultaneous)

ANOVA ^a					
Model	Sum of Squares	Df	Mean Squares	F	Sig.
Regression	2326.728	3	775.559	128.102	<.001 ^b
Residual	345.092	57	6.054		
Total	2.671.770	60			

a. Dependent Variabel : Spirit at work (Y)

b. Predictors : (Constant), Motivation (X3), Work Environment (X2), Communication (X1)

Source: SPSS Data Processing 29.00 (2024)

F_{count} value (128.102) > F_{table} value (2.70) with a significance level of 0.001 from the ANOVA test or F test. H_0 was rejected and H_a was accepted because the significant probability was less than 0.05. This proves that communication, work environment, and motivation influence work morale.

Coefficient of Determination Test (R-Square)**Table 7. Coefficient of Determination Test Results**

R	R Square	Adjusted R Square
.993 ^a	.871	.864

Source: SPSS Data Processing 29.00 (2024)

Table 6 shows the R value = 0.933 for the relationship between each variable, and the R Square value = 0.871, which shows that 87.1% of the independent variables communication, work environment, and motivation have the ability to explain the dependent variable. So it can be concluded that communication, work environment, and motivation are influenced by work enthusiasm by 87.1% to explain work spirit. The remainder, 100% - 87.1% = 12.9%, other reasons that influence the independent variables of this research model cannot be explained.

Multiple Linear Regression

Several linear regression models are used to measure the influence of independent factors on the dependent variable

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Information:

Y = Spirit at work

a = Constant

β = Regression Coefficients

X_1 = Communication

X_2 = Work environment

X_3 = Motivation

ϵ = Standard Error

The SPSS output results are presented in the following table, that is:

Table 8. Multiple Linear Regression Test

Model	B
(Constant)	5.392
Communication (X1)	.206
Work environment (X2)	.370
Motivation (X3)	.297

a. Dependent Variabel : Spirit at work (Y)

Source: SPSS Data Processing 29.00 (2024)

In the table above, column B shows the regression coefficient of each variable. This shows that the regression equation is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$\text{Spirit at work} = 5.392 + 0.206 + 0.370 + 0.297 + \epsilon$$

The findings of the regression equation can be used in the following ways, namely 1) The constant value of 5.392 indicates motivation, communication, and the workplace environment; in a constant state, the value does not change at all or does not change at all, work morale has a value

of 5,392; 2) The communication coefficient of 0.206 in a positive direction indicates an increase in communication, followed by an increase in work morale of 0.206 assuming that other independent variables are constant; 3) The work environment coefficient of 0.370 in a positive direction indicates an improvement in the work environment, which is followed by an increase in work morale of 0.370 assuming that other independent variables are constant; and 4) Motivation Coefficient of 0.297 in a positive direction indicating an increase in motivation, followed by an increase in work morale of 0.297 assuming that other independent variables are constant.

Discussion

This research uses a hypothesis that has been formulated to identify the impact of Communication, Work Environment, and Motivation on the level of Work Morale of employees at PT. Pegadaian Regional Office 1 Medan. Through this approach, researchers can dig deeper into how each of these variables plays a role in influencing work morale, as well as how the complex interactions between them can form significant final results. The results of this research not only provide in-depth insight into the importance of these factors in forming a productive work environment but also in building sustainable motivation within the organization.

The Effect of Communication on Work Morale

According to the partial test results of the influence of Communication on Work Morale, therefore, the Communication variable has a t-count value of 0.883 and a t-table with $\alpha = 5\%$ of 1.985. The t-count value for the Communication variable is greater than the t-table, with a significant figure of 0.381 versus 0.05. Thus, we can conclude that H_0 is rejected and H_a is accepted, implying that communication has a positive effect on work morale but is not significant. The importance of effective communication in increasing and maintaining employee morale. Therefore, according to (Dalimunthe et al., 2022; Ramadhani & Nurbaiti, 2022) that organizations need to pay attention to and develop good communication strategies to create a productive and positive work environment.

However, although there is a positive influence between Communication and Work Morale, this finding is not statistically significant. This suggests that although workplace communication contributes to employee morale, other factors may also influence the results, (Aslami et al., 2023). In addition, it is important to note that other variables such as Work Environment and Motivation also need to be considered in this context to get a more comprehensive picture of the factors that influence work morale in PT. Pegadaian Regional Office 1 Medan. (Dalimunthe et al., 2022) that communication has an important role in influencing employee morale in an organization.

The Influence of the Work Environment on Work Morale

According to the partial test results of the influence of the Work Environment on Work Morale, the Work Environment variable has a t-count of 7,800 and a t-table with $\alpha = 5\%$ of 1,985. The t value of the Work Environment variable is greater than the t-table, with a significant number of 0.001 which is greater than 0.05. We can conclude that H_0 is rejected and H_a is accepted, which means that the work environment has a significant positive influence on work morale. In line with opinion (Ramadhani & Nurbaiti, 2022; Siregar et al., 2021) that a positive work environment can directly influence employee mood, motivation and productivity, which ultimately impacts their work morale.

Apart from that, these findings show that the Work Environment has a positive and significant influence on Work Morale at PT. Pegadaian Regional Office 1 Medan. The t-count

value of 7,800 exceeds the t-table value with a significance level of 5%, namely 1,985, indicating that this relationship is strong and consistent in the context of this research. These results indicate that conducive working environmental conditions can play an important role in increasing employee morale, supporting productivity, and overall work quality, (Harahap et al., 2021; Siregar et al., 2021).

The Influence of Motivation on Work Morale

The partial test evaluating the impact of Motivation on Work Morale produces a t-count value of 1.547 and a t-table value of 1.985 at $\alpha = 5\%$. The Motivation variable has a t-count value greater than t-table ($1.547 > 1.985$) and a significant number of $0.127 > 0.05$. As a result of the decision-making process, H_0 was rejected and H_a was approved, indicating that Motivation on Work Morale has a partially significant positive impact. These findings indicate that Motivation has a significant positive impact on Work Morale at PT. Pegadaian Regional Office 1 Medan. Even though the t-count value of Motivation (1.547) is smaller than the t-table value (1.985) at the 5% significance level, this result still shows a statistically positive influence. As explained by (Dalimunthe et al., 2022; Ramadhani & Nurbaiti, 2022; Yenni Samri Nasution, 2022) that organizations need to understand the factors that motivate their employees and create an environment that supports this motivation. Effective motivation strategies can significantly increase morale, ultimately contributing to the overall success of the organization. This indicates that efforts to increase motivation in the workplace can effectively increase employee morale, although other factors can also play a role in influencing overall morale.

The Influence of Communication, Work Environment, and Motivation on Work Morale

Fcount value (128.102) > Ftable value (2.70) with a significance level of 0.001 from the ANOVA test or F test. H_0 was rejected and H_a was accepted because the significant probability was less than 0.05. This proves that communication, work environment, and motivation influence work morale. According to, (Fiona et al., 2015) that effective communication helps employees understand organizational goals, increases their sense of involvement and work morale. Besides that, (Mallik et al., 2019) that good communication improves teamwork, creating a positive and vibrant work environment.

Another factor that can significantly influence organizational morale is the work environment and motivation, because according to, (Setiawan, 2022) that a positive work environment has a crucial role in influencing employee morale. Increase productivity. A comfortable and supportive work environment allows employees to focus on their tasks without distractions, increasing efficiency and productivity, (Muskita & Kazimoto, 2017). Meanwhile, motivation is an internal or external drive that influences a person's behavior and performance in the work context, (Viantika et al., 2023; Yenni Samri Nasution, 2022). Furthermore, (Rawat, 2015; Steyn, 2002) that motivation is not only an individual's responsibility, but also needs to be supported by organizational policies and practices. Effective motivation strategies, such as work recognition, career development opportunities, and fair reward systems, can significantly improve morale, ultimately contributing to overall organizational success.

CONCLUSION

The results of this research clearly highlight that well-developed communication, a conducive work atmosphere, and well-planned motivation play a crucial role in maintaining high work morale at PT. Pegadaian Regional Office 1 Medan. Statistical analysis confirms that these three factors together have a significant influence on the work morale variable. Multiple linear regression shows that each aspect of communication, work environment, and motivation makes a different but significant positive contribution to increasing employee morale. Furthermore, the results of the coefficient of determination test show that 87.1% of the variation in work morale can be explained by these factors, while the remaining 12.9% is likely influenced by other variables not investigated in this study. These findings suggest the need for further research to explore additional factors that may influence morale in the future, such as individual psychological dynamics or broader organizational changes. In addition, the combination of communication, work environment, and motivation has a significant impact on work morale at PT. Pegadaian Regional Office 1 Medan. As a result, companies must focus on these three components to increase employee morale.

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