



Analysis of Social and Economic Factors that Influence Work Employee Spirit of UD Mertasari

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ABSTRACT

This study aims to analyze the influence of social and economic factors on employee morale at UD Mertasari, which is a multi-business company in Mataram City. The social factors studied include motivation and education, while economic factors include incentives and workload. The research method used was quantitative with an associative approach, using questionnaires distributed to all 45 UD Mertasari employees. The data were analyzed using multiple linear regression with the help of SPSS version 16. The results showed that motivation, incentives, and workload had a positive and significant effect on employee morale, while education had no significant effect. These results confirm that the increase in work morale is more influenced by motivational and economic aspects than formal education background.

INTRODUCTION

In today's era of globalization and digitalization, the dynamics of the world of work require companies to have human resources who are not only competent but also have high work morale. Morale is an important element in supporting organizational success, because employees with high work morale tend to have better productivity, loyalty, and dedication to the company.

UD Mertasari is a local company in Mataram City engaged in the rice milling industry, automotive repair shop services, and laundry services. The company has grown tremendously since its inception in 2000 and now employs 45 employees from a variety of backgrounds. However, like many other small and medium-sized businesses, UD Mertasari faces challenges in maintaining the morale of its employees due to economic fluctuations, workload variations, and a lack of consistent incentives.

Theoretically, morale is influenced by two large groups of factors: social factors (such as motivation and education) and economic factors (such as incentives and workload). Robbins & Judge (2017) emphasized that interpersonal relationships and the social work climate play an important role in increasing morale. On the other hand, the theory of economic motivation (Mangkunegara, 2015) explains that financial well-being through incentives and a balanced workload also determines the level of work morale.

Based on this phenomenon, this study aims to analyze the extent to which social factors (motivation and education) and economic factors (incentives and workload) affect the work morale of employees at UD Mertasari.

LITERATURE REVIEW

Work Spirit

Work spirit is a psychological drive that arises in a person to carry out tasks with enthusiasm, responsibility, and willingness to participate voluntarily in achieving organizational goals (Nitisemito, 2015). Individuals who have a high work ethic tend to show better discipline, efficiency, and job satisfaction. On the other hand, low morale has implications for high absenteeism, decreased productivity, and increased conflicts in organizations (Tohardi, 2002).

Several previous studies have shown that work morale can be influenced by internal factors such as motivation and education, as well as external factors such as incentives and workload (Mangkunegara, 2017; Nabilla & Fu'ad, 2022).

The Effect of Motivation on Work Morale

Motivation is defined as an internal or external force that encourages individuals to act towards achieving goals (Edy, 2018). Herzberg (1959) differentiates motivation into intrinsic factors (such as recognition and responsibility) and extrinsic factors (such as salary and working conditions).

Quantitative research by Ilham & Adiwaty (2021) found that work motivation has a significant positive effect on employee morale at PT Pos Indonesia (Persero) Gresik. Similar results were found by Prasetyo & Indrawati (2021) on employees of the Meranti Islands Regency Education Office which shows that the higher the work motivation, the higher the work morale of employees.

On the other hand, Astuti (2020) in his research on the retail sector found that motivation does not always have a significant effect on morale if the company's reward system is inconsistent or if the working conditions are less supportive. This suggests that the effect of motivation can be moderated by the organizational environment.

Thus, most studies support the hypothesis that motivation has a positive effect on morale, but the effect depends on the organizational context and managerial support.

(H1): Motivation has a significant positive effect on employee morale.

The Influence of Education on Work Morale

Education is a learning process to improve a person's abilities, knowledge, and attitude so that they can work effectively (Hasibuan, 2015). Education is expected to broaden horizons and improve problem-solving skills at work.

Lase's research (2021) shows that education has a significant positive effect on the work morale of employees of the Gunung Sitoli City State Civil Service Agency. The higher the level of education, the greater the employee's ability to adapt to job changes.

However, Anggreni's (2018) research at Tepi Sawah Restaurant, Gianyar, showed a different result: education had no significant effect on morale because most employees worked based on practical skills, not formal education.

In addition, Wijaya & Kusuma (2022) found that work experience has a stronger influence than formal education in shaping the work spirit in micro and small businesses.

Therefore, the results of previous studies have shown inconsistencies in the findings – some support, while others reject the hypothesis. Therefore, this hypothesis still needs to be further tested in the context of small-medium companies such as UD Mertasari.

(H2): Education has a significant positive effect on employee morale.

The Effect of Incentives on Work Morale

Incentives are additional compensation given to employees based on performance and contribution to the company (Panggabean, 2010). Incentives function as a financial motivation tool that increases job satisfaction and productivity (Hasibuan, 2013). Research by Yanna & Mirza (2022) at PT PLN Lhokseumawe Branch found that providing incentives has a significant positive effect on employee morale. Similar findings were also obtained by Pairs & Sawaji (2022) at PT Esaputlii Prakarsa Utama, where material and non-material incentives significantly increased morale.

Research by Sari & Nugroho (2020) even confirms that incentives are the most dominant factor that affects morale compared to other factors such as the environment and leadership. However, Setiawan (2019) found that in some non-profit organizations, the provision of incentives does not have a significant effect because employees are more motivated by social values than economic factors. This suggests that the influence of incentives can vary depending on the orientation of the organization.

In general, the majority of previous research supports the hypothesis that incentives have a positive influence on morale because they provide an economic and psychological boost for employees.

(H3): Incentives have a significant positive effect on employee morale.

The Effect of Workload on Morale

Workload is the amount of work that a person must complete in a certain time according to his responsibilities and competencies (Priansa, 2018). A balanced workload can increase productivity, while excessive workload causes stress and decreases work morale (Tarwaka, 2017).

Research by Nabilla & Fu'ad (2022) shows that workload has a significant effect on the morale of CV X employees.

These findings are in line with Rosdianti, Jaenab, & Irawan (2024) who found that the positive influence of workload on employee morale at the Bima Regency Agriculture Office – showing that a well-managed workload increases a sense of responsibility and performance.

However, Wulandari's (2021) research in the manufacturing sector found the opposite result: a high workload actually lowers morale if it is not balanced with adequate compensation.

Therefore, while most research supports positive relationships, workload effects remain contextual, depending on employee capacity and organizational support systems.

(H4): Workload has a significant positive effect on employee morale.

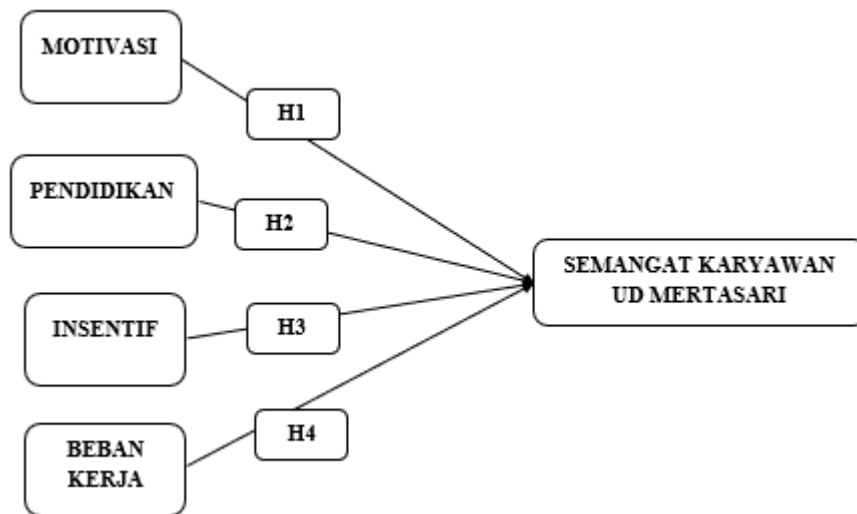


Figure 1. Conceptual Framework

METHODOLOGY

This study uses a quantitative approach with a type of causal associative research, which is a study that aims to determine the influence between several independent variables on dependent variables. The quantitative approach was chosen because this research is oriented towards testing hypotheses that have been formulated based on previous theories and research.

Population and Sample

The population in this study is all UD Mertasari employees totaling 45 people. Because the population is relatively small, all members of the population are used as research samples (saturated sample method). Thus, the data obtained represents the overall condition of employees in the company.

Data Types and Sources

The data used consists of two types, namely:

1. Primary data was obtained directly from respondents through the distribution of questionnaires.
2. Secondary data, obtained from relevant company documents, books, journals, and previous research results.

Data Collection Techniques

The data collection technique was carried out through a closed questionnaire using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire was distributed directly to all employees to obtain the maximum response rate.

This research instrument was previously tested through validity tests and reliability tests using the SPSS program. All question items were declared valid because the correlation value of r calculated > 0.3 and reliable because the Cronbach Alpha value of all variables > 0.7 .

Data Analysis Techniques

The collected data was analyzed using multiple linear regression analysis to test the influence between independent variables on bound variables. Before the regression analysis was carried out, the data was tested through a series of classical assumption tests which included normality, multicollinearity, and heteroscedasticity tests.

The regression model used is:

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

where:

Y = Employee morale

X_1 = Motivation

X_2 = Education

X_3 = Incentive

X_4 = Workload

a = constant

b_1 - b_4 = the regression coefficient of each variable

e = error term

Next, a t-test was carried out to determine the partial influence of each independent variable on work morale, as well as a determination coefficient test (R^2) to determine how much the independent variable simultaneously explained the bound variable.

RESEARCH RESULTS

Validity and Reliability Tests

Before the main analysis, the research instrument is tested for validity and reliability to ensure the accuracy and consistency of the data. Based on the results of the validity test, all question items on the variables of motivation, education, incentives, workload, and morale had a correlation value of r calculated greater than r in table (0.3), so that all items were declared valid.

Furthermore, the results of the reliability test showed a Cronbach Alpha value of > 0.7 on all variables, which means that the research instrument is reliable and consistent to use in data collection.

Descriptive Analysis Results

Descriptive analysis was used to describe the respondents' perception of each research variable. Based on the results of the data tabulation, an average score was obtained for each variable as shown in Table 1 below.

Table 1. Average Value of Research Variables (Three Box Method)

Variabel	Average Score	Criterion
Motivation (X_1)	128,60	Tall
Education (X_2)	107,50	Keep
Incentive (X_3)	132,40	Tall
Workload (X_4)	118,80	Keep
Work Spirit (Y)	130,70	Tall

Information:

The score criteria are determined by the Three Box Method:

50.00–100.00 = Low; 100.01–150.00 = Medium; >150.00 = High.

From the table, it can be seen that the variables of motivation, incentives, and work morale have a high average score, which means that UD Mertasari employees have a good level of motivation and work morale. Meanwhile, the variables of education and workload are in the medium category.

Multiple Linear Regression Equation Model

Multiple linear regression analysis was used to find out the influence of motivation, education, incentives, and workload on employee morale. The regression equation model obtained is as follows:

$$Y=6.524+0.315X_1+0.142X_2+0.298X_3+0.217X_4+e$$

(Equation 1)

Information:

Y = Work ethic

X_1 = Motivation

X_2 = Education

X_3 = Incentive

X_4 = Workload

The equation shows that all independent variables have a positive effect on work morale. This means that an increase in every social and economic factor will increase the morale of UD Mertasari employees.

Partial Test Results (t-test)

The t-test is used to determine the influence of each independent variable on the dependent variable individually. The results of the analysis are presented in Table 2 below.

Table 2. Test Results t

Variabel	Value t	Itself.	Information
Motivation (X ₁)	4,615	0,000	Signifikan
Education (X ₂)	1,652	0,104	Insignifikan
Incentive (X ₃)	3,352	0,002	Signifikan
Workload (X ₄)	2,645	0,013	Signifikan

Based on the table above, three variables, namely motivation, incentives, and workload, had a significant effect on morale ($p < 0.05$), while education had no significant effect ($p > 0.05$). This shows that motivational and economic factors determine work morale more than the level of formal education.

Simultaneous Test Results (F Test)

The F test is performed to determine the influence of all independent variables together on the dependent variables. The calculation results showed a value of $F_{cal} = 27.423$ with a significance of $0.000 < 0.05$, so it was concluded that motivation, education, incentives, and workload simultaneously had a significant effect on employee morale.

Coefficient of Determination (R²)

The Adjusted R² value is 0.762, which means that 76.2% variation in employee morale can be explained by motivation, education, incentives, and workload variables. The rest, at 23.8%, was influenced by other factors that were not studied in this study such as leadership style, work environment, and organizational culture.

Based on the results of the analysis, motivation has the most dominant influence on morale, followed by incentives and workload. Meanwhile, education did not have a significant effect, which indicates that the work ethic of UD Mertasari employees was more influenced by non-formal factors such as personal motivation, management support, and reward systems, than formal education backgrounds.

DISCUSSION

The Effect of Motivation on Work Morale

The results of the study show that motivation has a positive and significant effect on the work morale of UD Mertasari employees. This means that the higher the motivation that employees have, the higher the work spirit they show. Motivated employees tend to have an intrinsic drive to work harder, complete tasks on time, and show loyalty to the company. This condition is in line with

Herzberg's theory (1959) which emphasizes that motivational factors such as recognition, responsibility, and achievement are the main drivers of work morale.

These results are also consistent with the research of Ilham & Adiwaty (2021) and Prasetyo & Indrawati (2021) which found that motivation has a significant effect on employee morale in service organizations. Thus, it can be concluded that the strategy of increasing work motivation – both through awards, open communication, and involvement in decision-making – will increase employee morale at UD Mertasari.

The Influence of Education on Work Morale

The results of the study show that education does not have a significant effect on employee morale. This means that the level of formal education that employees have does not directly affect their morale in the UD Mertasari environment. This can be explained by the characteristics of the respondents, where most of the employees have a secondary education background (high school/vocational) and rely more on practical skills than academic abilities. This condition makes work experience and technical skills a factor that determines work morale rather than education level.

These findings are in line with the research of Anggreni (2018) and Wijaya & Kusuma (2022) which also found that education does not have a significant effect on morale in the small industry and service sectors. However, this result is different from Lase's (2021) research which found a positive influence of education on the morale of civil servants. Thus, it can be concluded that the influence of education on morale is contextual, depending on the characteristics of the job and the training system implemented in the company.

The Effect of Incentives on Work Morale

The results of the study show that incentives have a positive and significant influence on employee morale. Employees who receive incentives fairly and proportionately feel more valued and motivated in carrying out their duties. This supports the theory of compensation and financial motivation (Hasibuan, 2015) which states that giving financial rewards is one of the effective ways to encourage improved performance and work morale.

These findings are supported by research by Yanna & Mirza (2022) and Pairi & Sawaji (2022) which states that incentives have a significant effect on morale because they are able to foster a sense of justice and job satisfaction. Thus, the provision of performance-based incentives and carried out transparently will increase the morale and loyalty of UD Mertasari employees.

The Effect of Workload on Morale

The results of the study also show that workload has a significant positive effect on work morale. These findings mean a balanced workload – neither too light nor too heavy – can boost employee morale because it creates a sense of responsibility and challenge.

These results are in line with the research of Nabilla & Fu'ad (2022) and Rosdianti et al. (2024) which stated that workloads that match employee capacity increase satisfaction and morale. However, if the workload exceeds the employee's

ability, it can cause stress and reduce work motivation (Tarwaka, 2017). Thus, the management of UD Mertasari needs to ensure a proportionate division of tasks and a fair work rotation system so that the morale of work remains stable.

The Simultaneous Influence of Social and Economic Factors on Work Morale

Based on the results of the F test, it is known that social factors (motivation and education) and economic factors (incentives and workload) simultaneously have a significant effect on the work morale of UD Mertasari employees. This shows that morale is not only influenced by internal drives such as motivation, but also by external conditions such as compensation and workload management. In other words, increased morale requires a balance between psychological factors and material factors.

These results support the theory of Robbins & Judge (2017) which states that labor productivity is the result of a combination of individual, organizational, and work environment factors.

Dominant Findings of the Study

From the regression results, the motivation variable has the highest coefficient value, so it is the most dominant factor in influencing the work morale of UD Mertasari employees. This confirms that work ethic comes more from intrinsic motivations such as a sense of responsibility, pride, and recognition of work results, rather than external factors alone.

These findings reinforce the importance of human resource management strategies that are oriented towards the development of internal motivation, such as providing positive feedback, rewards for achievements, and creating a harmonious and supportive work atmosphere.

Managerial Implications

The results of this study provide important implications for the management of UD Mertasari, including:

1. Increase work motivation through strengthening communication, appreciation for achievements, and opportunities for growth.
2. Develop a transparent and measurable performance-based incentive system.
3. Establish a proportionate distribution of workload according to the employee's ability.
4. Organizing technical and non-technical training to improve skills without having to rely on formal education.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research that has been obtained, conclusions can be drawn, as follows:

1. The Motivation variable has a significant influence on the work morale of employees at UD Mertasari. This happens because the better or higher, the higher the morale of employees at UD Mertasari.
2. The Education variable does not have a significant influence on the work ethic of employees at UD Mertasari. This shows that employees with higher

levels of education are not necessarily more eager to work compared to employees with lower levels of education. Other factors, such as Motivation, Incentives, and workload, are more influential than education level.

3. The Incentive variable has a significant influence on the work morale of employees at UD Mertasari. This happens because the higher the incentives received, the higher the work morale of employees at UD Mertasari.
4. The Workload variable has a significant influence on the work morale of employees at UD Mertasari. This happens because Employees can experience physical and mental fatigue, which can lead to stress and decreased productivity. Conversely, if the workload is distributed in a balanced manner, employees feel better able to complete tasks, which increases their productivity and productivity.

Based on the results of the research, it is suggested that UD Mertasari focus more on increasing motivation, providing fair incentives, and balancing workload management. Management needs to foster work motivation through reward for achievements, open communication, and challenging assignment. The incentive system should be structured in a transparent and performance-based manner so that employees feel valued for their contributions. In addition, the distribution of workload must be proportional so as not to cause fatigue or work burnout. Although education does not have a significant effect, companies are still advised to organize technical training and skill development, in order to improve the practical competence of employees. Thus, a balance between psychological motivation and economic well-being can be maintained, which ultimately strengthens the company's morale and productivity.

ADVANCED RESEARCH

In this study, only the focus is on variables, namely Motivation, Education, Incentives and Workload that affect employee morale. Therefore, in the next study, it is suggested that other variables that are factors in increasing employee morale such as organizational culture, job satisfaction, and work-life balance are other factors that have not been discussed in this study.

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