



IMPROVING EMPLOYEE PERFORMANCE THROUGH WORK SPIRIT AND WORK CULTURE OF EMPLOYEES IN THE DISTRICT ENVIRONMENT OF CILEGON CITY, BANTEN PROVINCE

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Abstract

Management is a function that is concerned with realizing certain results through the activities of people. Human Resources are one of the people employed in an organization as a driving force to achieve the organization's goals. This research aims to analyze performance improvement through work enthusiasm, performance improvement through work culture and performance improvement through work spirit and work culture simultaneously in the Cilegon City District Environment, Banten Province. This research uses quantitative research methods to analyze the relationship between work morale, work culture, and employee performance. The research population includes all Civil Servants in the District of Cilegon City, Banten Province with a sample of 61 respondents.

Results of the t test on employee performance through work enthusiasm, namely the $t_{\text{value}_{\text{count}}} > t_{\text{table}}$ ($24.407 > 1.673$), t-test results of employee performance through work culture, namely the $t_{\text{value}_{\text{count}}} > t_{\text{table}}$ ($20.922 > 1.673$) and the results of the F test of employee performance through work enthusiasm and work culture simultaneously are $F_{\text{count}} > F_{\text{table}}$ ($2.378 > 2.53$). This research concludes that there is a significant increase in employee performance through work morale and a significant increase in employee performance through work culture, and there is a significant increase in employee performance through work morale and work culture simultaneously with a coefficient of determination of 98.8%. while the remaining 1.2% is influenced by other variables not explained in this research model.

Keywords: Employee Performance, Work Morale, Work Culture

INTRODUCTION

Management is a tool to achieve desired goals. Good management will make it easier to realize the goals of the company, employees and society. With management, the effectiveness and results of management elements can be increased. (Hasibuan, 2021). In general, the definition of Human Resources (HR) as stated by Darmadi (2022) is individuals who work as drivers of an organization, both institutions and companies and function as assets whose abilities must be trained and developed. Human Resource Management is a science or method of how individuals can be used efficiently and effectively and can be used optimally so that the common goals of the company, employees and society are achieved. Human Resources (HR) is based on the concept that every employee is a human being, not a machine and not merely a business resource. (Hidayat & A. Anwar, 2024).

Performance according to Mas'ud (2014) is a result achieved by employees in their work according to certain criteria that apply to a job. Increasing employee performance will certainly bring

progress to the organization, therefore efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the organization depends on the quality of performance of the human resources within it. (Bestara et al., 2022).

Cilegon District is one of eight sub-districts in Cilegon City, Banten Province, Indonesia. Bordered to the north by CItangkil District and Purwakarta District, Cilegon District has an area of 175.50 km² and a population of around 404,426 people in 2017. Cilegon District consists of 43 sub-districts which form the administrative structure of this city. Cilegon District has significant potential in developing industrial tourism, especially with the Krakatau Steel (KS) industrial tourism which is an educational tourism destination for tourists.

According to Davis (2011), work enthusiasm is an emotional attitude that is enjoyable and loves one's work. This attitude is reflected in work morale, discipline and work performance. With high work morale, performance will increase because employees will work more diligently so that the results of their work can be expected to be faster and better. Likewise, if performance decreases, it can be seen from the decline in employee morale. So in other words, employee performance affects employee morale. (Bestara et al., 2022).

According to Gering & Triguno (2011) work culture is a philosophy based on a view of life as values that become traits, habits and drivers that are cultivated in a group and are reflected in attitudes that become behavior, ideals, opinions, views and actions that are carried out. manifested as work or employment. (Avila & Bengkulu, 2022)

LITERATURE REVIEW

Employee Performance

Gibson stated that employee performance is the final result of a person's or company's behavior which is related to the way it works and that performance is basically what employees do or don't do. (Ravitasari et al., 2024). According to Mas'ud, indicators of employee performance are: 1) Quality, 2) Quantity, 3) Timeliness, 4) Effectiveness, 5) Independence. (Bestara et al., 2022).

Work Spirit

According to Purwanto (2012) that "work morale is a person's emotional and mental reaction to their work, work enthusiasm influences the quality and quantity of a person's work". (Basri & Rauf, 2021). Indicators of work enthusiasm according to Nitisemito (2015) are: 1) Work productivity, 2) Attendance level, 3) Calmness at work. (Syihab et al., 2020).

Work Culture

Yuningsih (2018) Work culture is a perspective of values, understanding, ways of working, rules, norms, thought patterns and behavior of an employee or group of employees or their leaders in

carrying out a job. (Biongan, 2023). Indicators in work culture according to Gibson (2021) are: 1) Attitude towards work, 2) Behavior while working, 3) Work discipline. (Avila & Bengkulu, 2022).

Thinking Framework

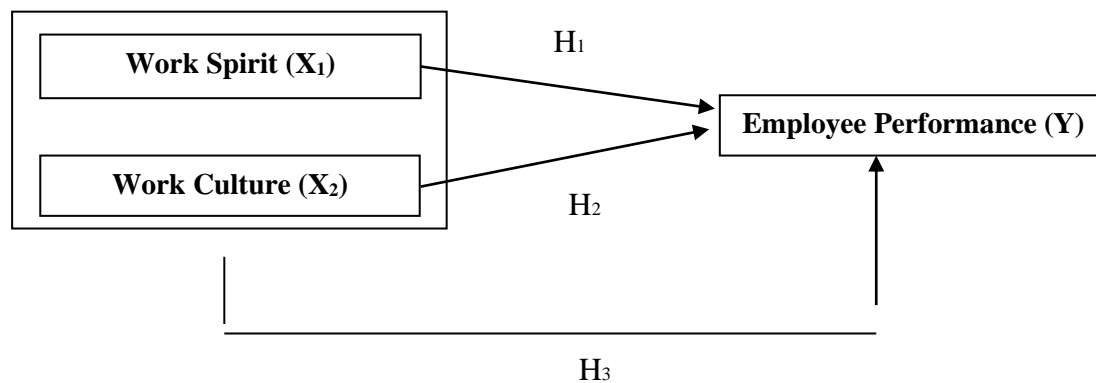


Figure 1 Thinking Framework.

Research Hypothesis

H₁ : It is suspected that there has been an increase in employee performance through work enthusiasm in the Cilegon City District, Banten Province.

H₂ : It is suspected that there has been an increase in employee performance through work culture in the Cilegon City District, Banten Province.

H₃ : It is suspected that there has been an increase in employee performance through work enthusiasm and work culture in the Cilegon City District, Banten Province.

METHOD

The research took place in the Cilegon City District Environment, Jalan Semeru Kavlink Blok F No 101 Ciwaduk Village, Cilegon District, Banten Province. The method used in this research is the survey method for collecting data through the use of questionnaires and direct interviews and the documentation method as a source of information for researchers through work reports, articles and books. The types of data used in this research are primary data and secondary data. And the data processing used in this research is a quantitative approach. This aims to determine the relationship between two or more variables, with cause and effect between the independent variables (*independent*) and the dependent variable (*dependent*). The variables linked in this research are employee performance (Y), work morale (X₁), and work culture (X₂). With a large population, it can support the conduct of this research in providing questionnaires and can produce valid data.

According to Sugiyono (2015:115), population is a generalized area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied

and then conclusions drawn. (Bestara et al., 2022). In the Cilegon City District, Banten Province, Civil Servants (PNS) are used as the population from which data will be taken to complete this research properly. According to Sugiyono (2019:127), the sample is part of the number and characteristics of the population. There were 61 Civil Servants (PNS) as samples in this study to answer the questionnaire given by the researcher. The author analyzes the data that has been collected using SPSS Version 27.0 to determine the increase in employee performance through work enthusiasm and work culture both partially and simultaneously with accurate and accountable results.

RESEARCH RESULTS AND DISCUSSION

Classical Assumption Test

1. Normality Test

Table 1 Normality test

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N		61	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.07518457	
Most Extreme Differences	Absolute	.075	
	Positive	.075	
	Negative	-.046	
Test Statistic		.075	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Mr. (2-tailed) ^{and}	Say.	.527	
	99% Confidence Interval	Lower Bound	.514
		Upper Bound	.540
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source: SPSS 27.0 data

Based on Table 1, it can be seen that the normality test results for data using One-Sample *Kolmogorov-Smirnov* The Monte Carlo (2-tailed) test obtained a value of 0.527. Because the Sig value is $0.527 > 0.05$, then H_0 accepted. This means that the data is normally distributed at the significance level $\alpha = 0.05$.

2. Heteroscedasticity Test

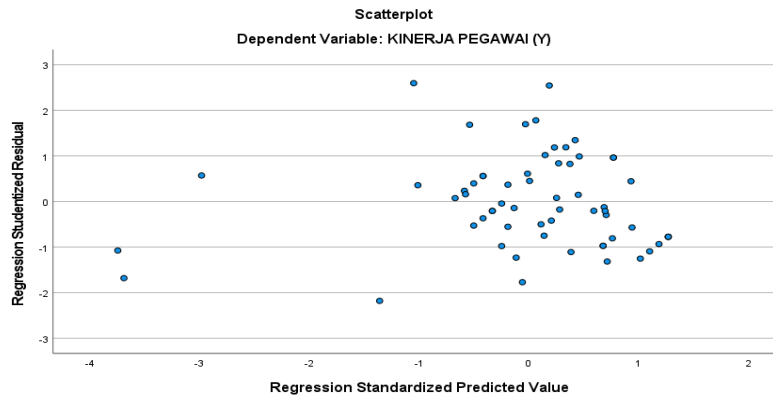


Figure 2 Heteroscedasticity test

Source: SPSS 27.0 data

Based on Figure 2, the scatterplot above shows that the points are spread randomly and do not form any clear patterns, and are spread above or below the number 0 on the Y axis. This shows that there is no heteroscedasticity in the regression model, so it can be used to predict employee performance variables based on work morale and work culture.

3. Multicollinearity Test

Table 2 Multicollinearity test

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.	Collinearity	
	Coefficients					Coefficients	Statistics
	B	Std. Error	Beta				Tolerance
1 (Constant)	-2.183	.984		-2.220	.030		
WORK SPIRIT (X ₁)	.826	.034	.566	24.407	.000	.386	2.593
WORK CULTURE (X ₂)	.735	.035	.486	20.922	.000	.386	2.593

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Source: SPSS 27.0 data

Based on Table 2 above, it can be seen that the independent variable is the Work Morale variable (X₁) has a tolerance value of 0.386 and a VIF of 2.593, the Work Culture variable (X₂) has a tolerance value of 0.386 and a VIF of 2.593, of all the VIF values for each independent variable

having a value below 10 and a tolerance value above 0.10, it can be concluded that in this study there was no multicollinearity.

Analysis Test Results

1. Correlation Analysis (Y) through (X₁) and (X₂).

Table 3 Correlation Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.988	.988	1.09357
a. Predictors: (Constant), WORK CULTURE (X ₂), WORK SPIRIT (X ₁)				
b. Dependent Variable: EMPLOYEE PERFORMANCE (Y)				

Source: SPSS 27.0 data

Based on Table 3, the correlation value of increasing employee performance through work enthusiasm and work culture means that the relationship between employee performance variables through work spirit and work culture is significantly related simultaneously. Meanwhile, the R value is 0.994, so it is included in the very strong correlation interval.

Thus it can be concluded that employee performance (Y) is linked to work enthusiasm (X₁) and work culture (X₂) there is a very strong 99% improvement. Meanwhile, the direction of the relationship is positive because the R value is positive, which means that the stronger the work spirit and work culture, the greater the employee performance.

2. Determination Coefficient Analysis (R²)

Table 4 Analysis of Determination Coefficient

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.988	.988	1.09357
a. Predictors: (Constant), Work Culture (X ₂), Work Spirit (X ₁)				
b. Dependent Variable: Employee Performance (Y)				

Source: SPSS 27.0 data

Based on table 4, it can be seen that the coefficient of determination (R²) is 0.988. Next, the coefficient of determination (KD) calculation is used to determine the magnitude of the contribution of work-life balance and work environment in explaining employee performance variables.

$$\begin{aligned}
 \text{KD} &= R^2 \times 100\% \\
 &= 0,988 \times 100\%
 \end{aligned}$$

= 98,8%.

It can be concluded that the contribution to improving employee performance (Y) through work enthusiasm (X₁) and work culture (X₂) is 98.8%, while the remaining 1.2% is influenced by other variables not explained in this research model.

3. Multiple Linear Regression Test Analysis Variable (Y) Through Work Morale (X₁) and Work Culture (X₂).

Table 5 Multiple linear regression test analysis

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2.183	.984		-2.220	.030		
	Work Spirit (X ₁)	.826	.034	.566	24.407	.000	.386	2.593
	Work Culture (X ₂)	.735	.035	.486	20.922	.000	.386	2.593
a. Dependent Variable: Employee Performance (Y)								

Source: SPSS 27.0

Based on Table 5 above, the regression equation can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + \epsilon$$

Calculation: $Y = (-2.183) + 0.826X_1 + 0.735X_2$

Information :

AND = Dependent Variable (Employee Performance)

A = Constant (-2.183)

b₁ = Work Morale Regression Coefficient (0.826)

b₂ = Work Culture Regression Coefficient (0.735)

X₁ = Work Spirit

X₂ = Work Culture

In accordance with the regression line equation obtained, the regression model can be interpreted as follows:

- a. The constant of -2.183 means if (X₁) and (X₂) value is zero, then (Y) is -2.183.
- b. Variable regression coefficient value (X₁) has a positive value of 0.826, meaning that if the variable (X₂) the value is fixed and variable (X₁) has increased 1 time or 100%, then (Y) has increased by 0.826 units.

- c. Variable regression coefficient value (X_2) has a positive value of 0.735, meaning that if the variable (X_1) has a fixed value and (X_2) has increased 1 time or 100%, then (Y) has increased by 0.735 units.

Hypothesis Testing Results

1. Uji T

Table 6 T Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.183	.984		-2.220	.030
	Work Spirit (X_1)	.826	.034	.566	24.407	.000
	Work Culture (X_2)	.735	.035	.486	20.922	.000
a. Dependent Variable: Employee Performance (Y)						

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rice: SPSS 27.0 data

- 1) To test employee performance variables through work enthusiasm, the following steps are carried out:

- a. Deciding on a statistical hypothesis

H_0 : There is no increase in employee performance through work enthusiasm in the Cilegon City District, Banten Province.

H_1 : There is an increase in employee performance through work enthusiasm in the Cilegon City District, Banten Province.

- b. Determining t_{table}

Determine the real level (α) = 0.05.

Degrees of freedom (df) = $n - k - 1$

Calculation:

$$df = 61 - 2 - 1$$

$$df = 58$$

then the value of t_{table} that is :

(α : df) = t (t distribution table) (Attached)

$$(0,05 : 58) = 1,671.$$

- c. Determine the magnitude of t_{count}

The amount is searched with the help of the SPSS program and the result t is obtained t_{count} amounting to 24,407.

d. Test criteria

H_0 accepted and H_1 rejected if: $t_{count} < t_{table}$.

H_0 rejected and H_1 accepted when: $t_{count} > t_{table}$.

Because the value of $t_{count} > t_{table}$ ($24,407 > 1,671$), eye H_0 rejected and H_1 accepted.

Based on the significance test, it was found that there was a significant increase in employee performance through work morale in the District of Cilegon City, Banten Province.

2) To test organizational culture variables on employee performance, the following steps are carried out:

a. Formulate a statistical hypothesis

H_0 : There is no increase in employee performance through work culture in the Cilegon City District, Banten Province.

H_1 : There is an increase in employee performance through work enthusiasm in the Cilegon City District Environment, Banten Province.

b. Determining t_{table}

Determine the real level (α) = 0.05.

Degrees of freedom (df) = $n - k - 1$

Calculation:

$$df = 61 - 2 - 1$$

$$df = 58$$

then the value of t_{table} that is :

(α : df) = t (t distribution table) (Attached)

$$(0,05 : 58) = 1,671.$$

c. Determine the magnitude of t_{count} .

The amount is searched using the SPSS program and the result t is obtained t_{count} amounting to 20,922.

d. Test criteria.

H_0 accepted and H_1 rejected if: $t_{count} < t_{table}$.

H_0 rejected and H_1 accepted when: $t_{count} > t_{table}$.

Because the value of $t_{count} > t_{table}$ ($20,922 > 1,671$), H_0 rejected and H_1 accepted. Based on the significance test, it was found that there was a significant increase in employee performance through work culture in the District of Cilegon City, Banten Province.

2. Uji F

Table 7 F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5687.786	2	2843.893	2378.066	.000 ^b
	Residual	69.361	58	1.196		
	Total	5757.148	60			
A. Dependent Variable: Employee Performance (Y)						
B. Predictors: (Constant), Work Culture (X ₂), Work Spirit (X ₁)						

Source: SPSS 27.0 data

To test the increase in employee performance through the independent variables work morale and work culture, the following steps are carried out:

a. Formulate a statistical hypothesis

H_0 : There is no increase in employee performance through work culture in the Cilegon City District, Banten Province.

H_1 : There is an increase in employee performance through work culture in the Cilegon City District, Banten Province.

b. Determining F_{table}

Determine the real level (α) = 0.05.

Degrees of freedom for the Numerator $df_1 = k - 1$

Degrees of freedom for the denominator $df_2 = n - k$

Calculation:

$$df_1 = k - 1$$

$$= 2 - 1 = 1$$

$$df_2 = 61 - 2 = 59$$

then the value of F_{table} that is :

(α : df) = F (F distribution table) (Attached)

$$(0,05 : 59) = 4,00.$$

c. Determine the magnitude of F_{count} .

The amount is searched with the help of SPSS 27.0 and the result F is obtained_{count} amounting to 2,378.

d. Testing criteria

H_0 accepted and H_1 is rejected when : $F_{count} > F_{table}$.

H_0 rejected and H_1 accepted when : $F_{count} > F_{table}$.

Because of the F value_{count} > F_{table} (2.378 > 4,00) face H_0 rejected and H_1 accepted. Based on the significance test, it was found that simultaneously there was a significant increase in employee

performance through work enthusiasm and work culture in the Cilegon City District Environment, Banten Province.

Discussion of Research Results

In discussing the results of this research, we will obtain results that have been carried out using various types of hypothesis tests. These results can answer the questions outlined in the problem formulation in this research. The following are the results of this research, including:

1. Increasing employee performance through work enthusiasm

In the first hypothesis, it is stated that there is thought to be a significant increase in employee performance through work enthusiasm. Based on the results of SPSS 27.0 data calculations, the $t_{\text{count}} > t_{\text{table}}$ ($24,407 > 1,671$), H_0 rejected and H_1 accepted. Based on the significance test, it was found that there was a significant increase in employee performance through work morale in the District of Cilegon City, Banten Province.

2. Increasing employee performance through work culture

In the second hypothesis, it is stated that there is a significant increase in employee performance through work culture. Based on the results of SPSS 27.0 data calculations, the $t_{\text{count}} > t_{\text{table}}$ ($20,922 > 1,671$), H_0 rejected and H_1 accepted. Based on the significance test, it was found that there was a significant increase in employee performance through work culture in the Cilegon City District, Banten Province.

3. Increasing employee performance through work enthusiasm and work culture simultaneously

In the third hypothesis, it is stated that it is thought that there will be a significant increase in employee performance through work enthusiasm and work culture together. Based on the results of SPSS 27.0 data calculations, the coefficient of determination value was 98.8%, providing a significant contribution to improving employee performance (Y) through enthusiasm (X_1) and work culture (X_2).

At $F_{\text{grade}_{\text{count}}} > F_{\text{table}}$ ($2.378 > 4.00$) then H_0 is rejected and H_1 is accepted. Based on the significance test, it was found that collectively there was a significant increase in employee performance through work enthusiasm and work culture in the Cilegon City District Environment, Banten Province.

CONCLUSION

Based on the results of data analysis in this research, it can be concluded that there is a significant relationship between work enthusiasm and work culture on improving employee performance in the District of Cilegon City, Banten Province.

First, increasing employee performance through work enthusiasm has proven to be significant, with a t value of 24.407 which is greater than t table 1.671, which shows that work spirit has a positive

influence on employee performance. *Second*, work culture also contributes significantly to improving performance, with a t value of 20.922 which is also greater than t table, indicating that a good work culture can improve employee performance significantly. *Third*, when work morale and work culture are combined, both make a very significant contribution to increasing employee performance, with a coefficient of determination of 98.8%. This shows that most of the employee performance variables can be explained by work morale and work culture. Overall, this research confirms that work morale and work culture are key factors that need to be considered in efforts to improve employee performance in the District of Cilegon City, Banten Province. Implementing strategies to improve these two factors will have a significant positive impact on work productivity and efficiency.

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