

Influence of Work Environment, Organizational Culture, and Providing Incentives on Employee Work Spirit at Syantikara Foundation

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ABSTRACT

The abstract is this study aims to investigate now of work environment , organizational culture, and incentive affect at Yayasan Syantikara employees work spirit. This study used a quantitative methodology with information gathered from 56 employees. A likert scale was used to collec data, and multiple regression was used for analysis. The results showed that employees were significantly positively influenced by the work environment and organizational culture. that the work environment and organizational culture have a significant positive impact on employees' work spirit. Together, the work environment, organizational culture, and insentif significantly affect employees' spirit. The results indicate that improving the effectiveness of the insentif system is necessary to maximize its impact. The results may not be as broadly applicable as they could be because this study was restricted to a single foundation and had a small sample size.

Keywords: Work Environment, Organizational Culture, Incentive, Employee Work Spirit.

Pengaruh Lingkungan Kerja, Budaya Organisasi, dan Pemberian Insentif terhadap Semangat Kerja Karyawan di Yayasan Syantikara

Abstrak

Abstrak ini menjelaskan bahwa tujuan penelitian ini adalah untuk menguji pengaruh lingkungan kerja, budaya organisasi, dan pemberian insentif terhadap semangat kerja di Yayasan Syantikara. Penelitian ini menggunakan metodologi kuantitatif dengan informasi yang dikumpulkan 56 karyawan. Skala likert digunakan untuk mengumpulkan data, dan regresi berganda digunakan untuk analisis. Hasil penelitian menunjukkan bahwa signifikan dipengaruhi secara positif oleh lingkungan kerja dan budaya organisasi. Lingkungan kerja dan budaya organisasi memiliki dampak positif yang signifikan terhadap semangat kerja karyawan. Secara bersamaan lingkungan kerja, budaya organisasi, dan pemberian insentif secara signifikan memengaruhi semangat kerja karyawan. Hasil penelitian menunjukkan bahwa peningkatan efektivitas sistem insentif diperlukan untuk memaksimalkan dampaknya. Hasil penelitian mungkin tidak dapat diterapkan secara luas karena penelitian ini terbatas pada satu yayasan dan memiliki ukuran sampel yang kecil.

Kata kunci: lingkungan kerja, budaya organisasi, pemberian insentif, semangat kerja

INTRODUCTION

Technological developments and global dynamics require organizations to improve the quality of human resource management. In the era of globalization, rapid advances in information technology have

significantly transformed organizational operations, requiring employees to adapt to new systems and work practices (Rahmawati *et al.*, 2025). Human resources are critical assets that determine the achievement of an organization's vision and mission, as

organizational success is highly dependent on the effectiveness and performance of its employees (Ferlianto & Saputra, 2023; Sewang *et al.*, 2024).

In the context of the Syantikara Foundation, employees play an essential role in implementing various social, educational, and pastoral programs. As a foundation engaged in community service and organizational development, Syantikara relies heavily on the commitment, motivation, and morale of its employees to ensure the sustainability and effectiveness of its activities. High employee morale reflects positive work attitudes, enthusiasm, and responsibility in completing organizational tasks (Siregar *et al.*, 2022).

However, preliminary observations at the Foundation show that the compensation system in place is not solely dependent on employee performance evaluations. However, preliminary observations at the Syantikara Foundation indicate that the compensation system implemented is not fully based on employee performance evaluations. This misalignment may lead to dissatisfaction, decreased motivation, and a decline in employee morale and productivity, as fair and performance-based compensation is a key factor in encouraging work enthusiasm (Pari & Sawaji, 2022; Rizki & Alamsyah, 2024). In addition, the process of strengthening organizational culture within the workplace still faces several challenges, particularly in fostering integrity values such as discipline, honesty, and responsibility.

Organizational culture plays a vital role in shaping employee behavior, attitudes, and work spirit. A weak organizational culture can hinder employee engagement and reduce morale, whereas a strong culture promotes shared values and positive work behavior (Pasaribu *et al.*, 2022; Triana *et al.*, 2023). Similarly, the work environment—including physical conditions, interpersonal relationships, and workplace comfort—has a significant influence on employee morale and motivation (Dolar *et al.*, 2021; Syafrizal,

2021).

These conditions indicate that issues related to compensation, work environment, and organizational culture have the potential to reduce employee morale at the Syantikara Foundation. Therefore, it is important to conduct further research to analyze how the work environment, organizational culture, and incentive systems influence employee work spirit. Understanding these relationships is expected to provide valuable insights for improving human resource management practices and enhancing employee morale within the foundation (Faruk, 2020)

Literature Review

Work Environment

The work environment is an inseparable part of the type and location of work in which employees carry out their activities (Syafrizal, 2021). According to (Rozi, 2021), the work environment encompasses various internal and external conditions that directly or indirectly affect employees work activities and performance. Meanwhile, according to (Dolar *et al.*, 2021) explained that the work environment is objects located in building spaces. A supportive work environment enables employees to work optimally, increases effectiveness and motivation, and ultimately enhances employee work spirit.

Organizational Culture

Organizational culture is a strategic that can motivate employees to achieve optimal performance. A strong organizational culture provides shared values and norms that shape employee action and contribute to improved work (Siregar *et al.*, 2022). According to (Wanggol *et al.*, 2020) in organizational culture, there is socialization of values and internalization in the members in the organization. The importance of organizational culture, understanding organizational culture as a common agreement regarding the values that bind all individuals in an organization to determine the normative

boundaries of organizational members' behavior (Andayani & Tirtayasa, 2019). Organizational culture is characterized by values that emphasize the importance of human resources in addressing external issues and efforts to modify integration within the company. Consequently, every member of the organization must understand the prevailing norms and values and know how they should act and behave (Kurnia *et al.*, 2023).

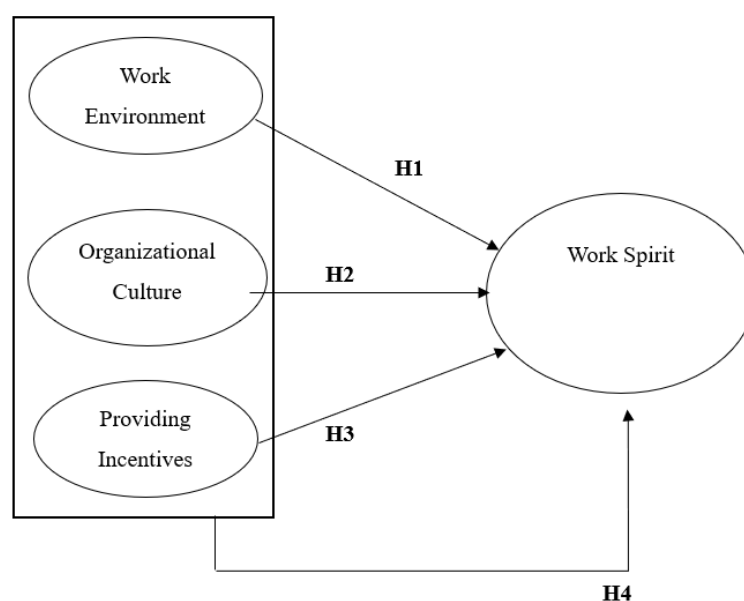
Providing Incentives

Incentive provision according to (Pairi & Sawaji, 2022) is a stimulus given to certain employees based on their work performance to encourage them to do better at work. The amount of incentives provided can influence employees work spirit. Employees who perceive that the incentives they receive are not proportional to their efforts are more likely to experience a decline in motivation and work enthusiasm, which can effect their work performance. Therefore, the provision of

appropriate incentives, supported by effective work methods, can encourage employees to work more optimally and help ensure that organizational goals are achieved (Rizki & Alamsyah, 2024).

Employee Work Spirit

Passion is the need to help people in an organization work faster and better. There is a direct correlation between high morale and high profitability, faster and better working conditions are early evidence of representative efficiency. His work effectiveness shows a high enthusiasm to achieve organizational goals. According to (Rozi, 2021), work spirit can be understood as the collective enthusiasm and confidence of employees in working collaboratively to achieve shared organizational objectives. (Refiana *et al.*, 2024) states that Work ethic describes the overall atmosphere felt by employees in the office.



Source: Processed data, 2025

Figure 1. Theoretical Framework

It can be seen that H1 shows that the work environment affects work morale, H2 shows that organizational culture affects work morale, H3 shows that giving incentives affects work morale, and H4 shows that the work environment, organizational culture, and giving incentives affect work morale.

RESEARCH METHOD

This research adopts a quantitative methodology based on a positivist paradigm to verify hypotheses through statistical methods exploring the linkages between work environment, organizational culture, and incentive distribution (Sugiyono, 2019). The variables comprise on dependent variable, employee work spirit (Y), and three independent variables . work environment (X₁), organizational culture (X₂), and incentive provision (X₃). Each variable is operationally defined to allow empirical assessment using pertinent indicators (Hafni Sahir, 2022).

RESULTS AND DISCUSSION

Respondents Characteristics

This study analyzed data collected from 56 respondents who were employees of Yayasan Syantikara. Respondent characteristics are an important element in quantitative research because they provide contextual information that may influence perceptions, attitudes, and responses to the variables under study (Saunders *et al.*, 2020). Based on gender distribution, the majority of respondents were female (57,8%), while male respondents accounted for 42,9%. This composition reflects the workforce structure of the foundation, which is dominated by female employees, particularly in social and administrative roles.

In terms of age, most respondents were within the productive age range. The largest group was employees aged 41-60 years (46,4%), followed by those aged 21-30 years (32,1%) and 31-40 years (21,1%). This indicates that the foundation is supported by a

The research population includes all 56 employees of the Syantikara Foundation. Sampling utilized a saturated approach, indicating that the entire population acts as the sample. The study incorporates both primary and secondary data, with collected via questionnaires given to participants.

Respondent attitudes, opinions, and perceptions on the variables were evaluated utilizing a survey that is closed-ended featuring a Likert scale. Quantitative data processing was performed with statistical software. Evaluations of data quality, normality, multicollinearity, and heteroscedasticity (Ghozali, 2021). Hypotheses were tested employing multiple linear regression, with partial assessments via t-tests and simultaneous assessments via f-tests. Moreover, the coefficient of determination (R²) was employed to gauge the extent of influence exerted by the independent variables on the dependent variable.

relatively mature workforce with substantial work experience, which may influence work attitudes and organizational commitment.

Regarding marital status, 58,9% of respondents were married, while 41,1% were unmarried. Married employees tend to have higher levels of responsibility, which may contribute to stronger work motivation and stability. In terms of educational background, most respondents had completed senior high school education (57,1%), followed by junior high school graduates (17,9%), and diploma and under graduated degree holders (each 12,5%)

Based on length of service, the majority of respondents (51,8%) had worked for 1-10 years, indicating moderate organizational tenure, while 28,6% had worked for more than 20 years. This suggests a relatively high level of employee retention, which may be associated with organizational culture and work environment conditions at Yayasan Syantikara.

Validity and Reliability Tests

Validity testing was conducted using the Person correlation method by comparing the calculated r-values with the r-table value of 0.2632 at a 5% significance level (n = 56). The results indicated that all questionnaire items for work environment, organizational cultur, incentive provision, and employee work spirit had r-values exceeding the r-table value, confirming that all items were valid, confirming that all items were valid. Reliability testing using Cronbach’s Alpha showed values above 0,60 for all variables, indicating good internal consistency and confirming that the measurement instruments were reliable for further analysis.

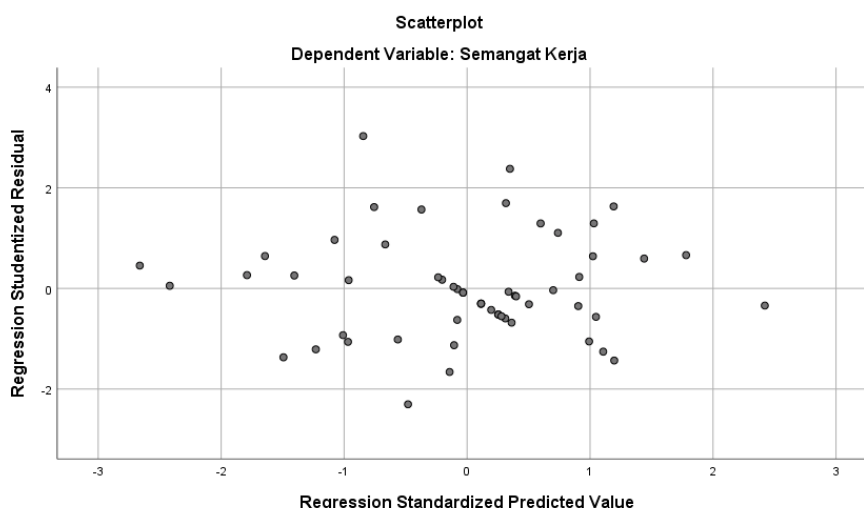
Normality Test

The normality of the regression

residuls was tested using the Kolmogorov-Smirnov test. The results showed a significance value of 0,200, which exceeds the 0,05 threshold, indicating that the residuals are normally distributed and that the regression model meets the normality assumption.

Multicollinearity Test

The multicollinearity test was conducted the Variance Inflation Factor (VIF) and tolerance values. The results showed that all independent variables work environment, organizational culture, and incentive provision had VIF values below 10 and tolerance values above 0.10. These findings indicate that there is no multicollinearity among the independent variables, and the regression model is appropriate for further analysis.



Source: Processed data, 2025

Figure 2 Scatterplot Graph

Heteroscedasticity Test

The heteroscedasticity test results indicate that all independent variables have significance values greater than 0,05, namely work environment (Sig. = 0,348), organizational culture (Sig. = 0,650), and incentive provision (Sig. = 0,165). This confirms that the regression model does not exhibit heteroscedasticity and fulfills the

homoscedasticity assumption.

F-Test

The F-test results show an F-value of 40.074 with a significance level of 0.000 (p < 0.05). This indicates that work environment, organizational culture, and incentive provision simultaneously have a significant effect on employee work spirit.

t-Test

The t-test results demonstrate that the work environment variable has a t-value of 2.314 (Sig. = 0.025), and organizational culture has a t-value of 3.829 (Sig. = 0.000), indicating a positive and significant effect on employee work spirit. Meanwhile, incentive provision has a t-value of 1.458 with a significance value of 0.151, indicating a positive but statistically insignificant effect.

Variable Index Scores Analysis

Based on the descriptive analysis using the Three Box Method, the work environment variable obtained an average score of 4.02, which falls into the good category, indicating that employees perceive the work environment at Yayasan Syantikara as supportive and conducive to enhancing work spirit. Organizational culture recorded an average score of 3.99, also categorized as good, reflecting positive shared values and norms within the organization. Meanwhile, incentive provision achieved an average score of 3.85, which is classified as good, although some indicators showed relatively lower scores, suggesting that incentive distribution has not been fully optimized. The employee work spirit variable recorded an overall average score of 4.04, indicating a good level of enthusiasm, satisfaction, and motivation

Coefficient of Determination

The coefficient of determination shows an R Square value of 0.698 and an Adjusted R Square of 0.681. This means that 69.8% of the variation in employee work spirit can be explained by work environment, organizational culture, and incentive provision, while the remaining 30.2% is influenced by other factors outside the model.

among employees.

Multiple Linear Regression Analysis

The multiple linear regression analysis produced the following equation:

$$Y = 0.406 + 0.217X_1 + 0.394X_2 + 0.096X_3$$

where Y represents employee work spirit, X₁ is work environment, X₂ is organizational culture, and X₃ is incentive provision. The results indicate that work environment and organizational culture have positive and significant effects on employee work spirit, while incentive provision shows a positive but statistically insignificant effect. Among the independent variables, organizational culture has the strongest influence on employee work spirit, as reflected by the largest regression coefficient.

Table 1. Multiple Linear Regression Analysis

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.406	2.280		.178	.859
	Lingkungan Kerja	.217	.094	.245	2.314	.025
	Budaya Organisasi	.394	.103	.496	3.829	.000
	Pemberian Insentif	.096	.066	.181	1.458	.151

a. Dependent Variable: Semangat Kerja

Source: Processed data, 2025

CONCLUSION

Based on the multiple linear regression analysis, the following conclusions are drawn

regarding factors influencing purchase decision:

- a. The work environment has a positive and

significant effect on employee work spirit at the Syantikara Foundation. Conducive workplace conditions, including physical comfort, supportive *interpersonal* relationships, adequate facilities, and well-organized workspaces, enhance employees' motivation and enthusiasm in performing their duties.

- b. Organizational culture positively and significantly influences employee work spirit. Shared values such as togetherness, discipline, and responsibility strengthen employee commitment and encourage active participation in achieving organizational goals.
- c. Together The incentive system has a positive and significant impact on employee work spirit. Transparent and performance-oriented incentive schemes contribute to increased employee motivation and productivity.
- d. Collectively, the work environment, organizational culture, and incentive systems explain 69.8% of the variation in employee work spirit, while the remaining proportion is influenced by other factors beyond the scope of this study.

Limitation and Recommendation

This study has several limitations that

should be considered when interpreting the findings. First, the research sample was limited to employees of Yayasan Syantikara, which may restrict the generalizability of the results to other organizations with different characteristics. Future studies are encouraged to involve respondents from various institutions or sectors to enhance the external validity of the findings.

Second, this study relied on self-reported questionnaire data, which may be subject to respondent bias, such as social desirability or subjective interpretation of the questions. Future research may combine survey methods with qualitative approaches, such as interviews or observations, to obtain a more comprehensive understanding of employee work spirit.

Third, the research model examined only three independent variables—work environment, organizational culture, and incentive provision—which explains 69.8% of the variance in employee work spirit. Although this indicates a strong model, other factors may also influence employee work spirit. Therefore, future studies are recommended to incorporate additional variables such as leadership style, job satisfaction, work motivation, or workload to improve the explanatory power of the model.

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