

The Influence of Job Satisfaction, Work Motivation, and Work Environment on Employee Morale at the Medan City Market Regional Public Company

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This study examines the effect of job satisfaction, work motivation, and work environment on employee morale at Medan City Market Regional Public Company. The population consisted of 418 employees, and a sample of 82 respondents. A quantitative approach was employed, with data collected through Likert-scale questionnaires. Data analysis was conducted using validity and reliability tests, classical assumption tests, and multiple linear regression analysis. The findings reveal that job satisfaction, work motivation, and work environment have a positive and significant effect on employee morale, both partially and simultaneously. The coefficient of determination (Adjusted R²) is 0.863, indicating that 86.3% of the variance in employee morale is explained by these variables, while the remaining 13.7% is influenced by other factors not examined in this study. These results highlight the importance of improving job satisfaction, strengthening work motivation, and creating a supportive work environment to enhance employee morale.

Keywords: Job Satisfaction; Work Motivation; Work Environment; Employee Morale

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1. Introduction

Human resources constitute a strategic element in supporting organizational effectiveness and the achievement of institutional goals (Dessler, 2023). An organization cannot operate optimally without employees who demonstrate responsibility, enthusiasm, and commitment in carrying out their duties (Lestari, 2021). In public service-oriented institutions, human resources are not only required to complete administrative and operational tasks, but also to maintain service quality and organizational productivity (F. R. A. Lubis et al., 2023).

Employee morale is an important factor in determining the continuity and effectiveness of organizational performance (Hasrul Azwar Hasibuan et al., 2022). Morale refers to the psychological condition and work attitude of employees that encourages them to work earnestly, enthusiastically, and consistently in achieving organizational goals (Hakim et al., 2022). Employees with high morale tend to show stronger discipline, cooperation, responsibility, and work productivity (Azmy et al., 2022). In this context, employee morale is closely related to several organizational factors, including job satisfaction, work motivation, and work environment, as these factors influence employees' comfort, encouragement, and willingness to contribute optimally to the organization (Pamungkas et al., 2023).

Medan City Market Regional Public Company, as a regional-owned enterprise, plays an important role in managing traditional market activities in Medan City. The institution is responsible for supporting market governance, maintaining service activities, and ensuring that market operations run effectively. However,

performance reports and preliminary observations indicate that employee productivity still experiences fluctuations, which may be related to the level of employee morale (Iskamto, 2023). These conditions show that employee morale needs to be examined more deeply, particularly by considering the factors that may influence it, such as job satisfaction, work motivation, and work environment (Bhastary, 2020).

Job satisfaction is one factor that may influence employee morale. Job satisfaction reflects employees' affective evaluation of their work, including their feelings of comfort, pleasure, and fulfillment toward job responsibilities, compensation, relationships with coworkers, and organizational systems (Puspasari et al., 2023). Employees with high job satisfaction tend to demonstrate stronger enthusiasm and willingness to complete their tasks properly (Iskamto, 2023). Previous studies also show that job satisfaction plays an important role in strengthening employee work outcomes and organizational performance (Nirmalasari & Amelia, 2020). In the context of Medan City Market Regional Public Company, job satisfaction is important because employees who feel comfortable with their duties, rewards, and work relationships are more likely to maintain positive morale in carrying out organizational responsibilities.

Work motivation is also an important factor in increasing employee morale. Motivation refers to internal and external encouragement that drives employees to perform their work optimally and achieve certain goals (Pambudi et al., 2022). Employees with strong work motivation tend to show higher enthusiasm, responsibility, productivity, and commitment in completing their duties (Iqbal, 2021). Motivation is also related to compensation, work conditions, facilities, and professional achievement, which can encourage employees to improve their work performance. (Hou et al., 2022) also emphasize that achievement motivation can be strengthened when employees demonstrate a good work ethic and responsibility, while the work environment may support the motivational process. Work motivation needs to be examined as one of the factors that may influence employee morale at Medan City Market Regional Public Company.

The work environment is another essential factor that can influence employee morale. The work environment includes both physical and non-physical conditions surrounding employees while they perform their duties, such as cleanliness, lighting, air circulation, workplace comfort, social interaction, and psychological atmosphere (Pamungkas et al., 2023). A conducive work environment can create a sense of comfort and security, allowing employees to work more effectively and productively (Ernawati & Sinambela, 2021). Previous research shows that the work environment has a positive role in improving employee performance and work behavior (Nasib & Amelia, 2018). In addition, work conditions that are not properly managed may create psychological pressure and reduce employee attachment to their work, as indicated in studies discussing workplace psychological challenges and employee attitudes (Susanto et al., 2025).

Several previous studies have shown that job satisfaction, work motivation, and work environment are related to employee morale and work performance. (Azhari et al., 2022) (Wulan Dari et al., 2023) (Odi-owei, 2024) found that the work environment and work morale have a significant impact on employee performance, while (Syahiratunnisa et al., 2021) showed that motivation and work environment contribute to improving employee morale and performance. Studies that specifically examine the influence of job satisfaction, work motivation, and work environment on employee morale in regional-owned market institutions are still limited. Based on the theoretical explanation, preliminary conditions, and previous empirical findings, this study analyzes the influence of job satisfaction, work motivation, and work environment on employee morale at Medan City Market Regional Public Company.

2. Method

This study employed a quantitative approach with a causal associative research design. This approach was used to examine the influence of the independent variables: job satisfaction, work motivation, and work

environment, on the dependent variable: employee morale. The research was conducted at the Medan City Market Regional Public Company, located at Jalan Razak Baru No. 1, Medan. The research process was carried out from August 2025 to May 2026. This design was considered appropriate because the study seeks to explain the relationship and influence among variables based on numerical data obtained from respondents. The population of this study consisted of all employees of the Medan City Market Regional Public Company, totaling 418 employees. The sampling technique used in this study was proportional random sampling, allowing each work unit to have a proportional and equal opportunity to be represented in the research sample. The sample size was determined using the Slovin formula with an error tolerance of 10% (Sugiyono, 2017). Based on the calculation, the minimum sample size was 81 respondents. However, in the implementation of the study, 82 respondents were selected because they met the research criteria and provided complete responses.

Data were collected using questionnaires as the main research instrument. The questionnaire was designed based on the indicators of each research variable and measured using a five-point Likert scale, ranging from “strongly disagree” to “strongly agree”. Before conducting hypothesis testing, the research instrument was tested through validity and reliability tests. These tests were conducted to ensure that the questionnaire items were able to measure the research variables accurately and consistently. The data analysis technique used in this study was multiple linear regression analysis. Before regression analysis was conducted, classical assumption tests were performed, including the normality test, multicollinearity test, and heteroscedasticity test(Field, 2024). Hypothesis testing was conducted using the t-test to examine the partial effect of each independent variable on employee morale, and the F-test to examine the simultaneous effect of job satisfaction, work motivation, and work environment on employee morale.

3. Results And Discussion

Results

Validity Test

Table 1. Validity Test

Variable	Correlation Value	r-table	Questionnaire. Items	Information
Job Satisfaction	0.879–0.917	0.217	10 items	Valid
Work Motivation	0.858–0.892	0.217	8 items	Valid
Work Environment	0.871–0.929	0.217	10 items	Valid
Employee Morale	0.923–0.950	0.217	8 items	Valid

Source : SPSS 26 Data Processing Results

Based on the validity test results, all questionnaire items for job satisfaction, work motivation, work environment, and employee morale were declared valid. The correlation values of all items were higher than the r-table value of 0.217. This indicates that each statement item was able to measure the intended variable appropriately. Therefore, all items used in this study were suitable for further statistical analysis.

Reliability Test

Table 2. Reliability Test

Variable	Cronbach's Alpha	Critical Value	N of Items	Information
Job Satisfaction	0.739	0.60	10 items	Reliable
Work Motivation	0.956	0.60	8 items	Reliable
Work Environment	0.973	0.60	10 items	Reliable
Employee Morale	0.981	0.60	8 items	Reliable

Source : SPSS 26 Data Processing Results

The reliability test results show that all variables had Cronbach’s Alpha values above the minimum threshold of 0.60. Job satisfaction obtained a Cronbach’s Alpha value of 0.739, work motivation obtained 0.956, work environment obtained 0.973, and employee morale obtained 0.981. These results indicate that the research instrument had good internal consistency. Thus, the questionnaire items were reliable and appropriate for hypothesis testing.

Classical Assumption Test

Normality Test

Table 3. Normality Test

Variable	Test Statistic	Sig.	Information
Unstandardized Residual	0.704	0.200	Normally distributed

Source : SPSS 26 Data Processing Results

Based on the normality test results, the significance value was 0.200. Since this value is higher than 0.05, the residual data were normally distributed. This finding indicates that the regression model fulfilled the normality assumption and could be used for further analysis.

Multicollinearity Test

Table 4. Multicollinearity Test

Independent Variable	Tolerance	VIF	Information
Job Satisfaction	0.309	3.241	Free from multicollinearity
Work Motivation	0.310	3.224	Free from multicollinearity
Work Environment	0.380	2.628	Free from multicollinearity

Source : SPSS 26 Data Processing Results

The multicollinearity test was conducted to determine whether there was a strong linear relationship among the independent variables. The results show that all tolerance values were higher than 0.10 and all VIF values were lower than 10. Therefore, job satisfaction, work motivation, and work environment did not experience multicollinearity problems. This means that each independent variable could be included in the regression model.

Heteroscedasticity Test

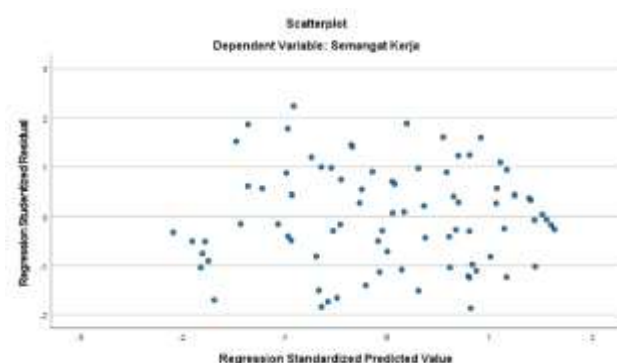


Figure 1. Scatterplot of Heteroscedasticity Test

The scatterplot shows that the data points are randomly distributed above and below the zero line on the Y-axis. The points do not form a clear or systematic pattern, such as a funnel shape, wave pattern, or clustering tendency. This visual result indicates that there is no apparent heteroscedasticity in the regression model.

Multiple Linear Regression Test

Table 5. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1 (Constant)	-1.880	1.342				-
Job Satisfaction	.353	.062	.423	5.708	<0.001	.309	3.241
Work Motivation	.281	.079	.262	3.545	<0.001	.310	3.224
Work Environment	.275	.056	.328	4.915	<0.001	.380	2.628

a. Dependent Variable: Employee Morale
 Source : SPSS 26 Data Processing Results

Based on the multiple linear regression results, the regression equation is formulated as follows:

$$\text{Employee Morale} = -1.801 + 0.353X_1 + 0.281X_2 + 0.275X_3 + e$$

The constant value of -1.801 indicates that when job satisfaction, work motivation, and work environment are assumed to be zero, employee morale has a value of -1.801. The regression coefficient of job satisfaction is 0.353, which means that a one-unit increase in job satisfaction will increase employee morale by 0.353 units, assuming that other variables remain constant. The significance value of <0.001 indicates that job satisfaction has a positive and significant effect on employee morale.

The regression coefficient of work motivation is 0.281, meaning that a one-unit increase in work motivation will increase employee morale by 0.281 units, assuming that other variables remain constant. The significance value of <0.001 indicates that work motivation has a positive and significant effect on employee morale.

The regression coefficient of work environment is 0.275, which means that a one-unit increase in work environment will increase employee morale by 0.275 units, assuming that other variables remain constant. The significance value of <0.001 indicates that work environment has a positive and significant effect on employee morale. Overall, these results show that job satisfaction, work motivation, and work environment have positive relationships with employee morale at the Medan City Market Regional Public Company.

Coefficient of Determination Test

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.932	0.868	0.863	3.29633

a. Predictors: Job Satisfaction, Work Motivation, Work Environment
 b. Dependent Variable: Employee Morale

Source: SPSS Data Processing Results

The coefficient of determination test shows that the R Square value was 0.868. This means that 86.8% of the variation in employee morale can be explained by job satisfaction, work motivation, and work environment. Meanwhile, the remaining 13.2% is influenced by other factors outside the research model. The Adjusted R Square value of 0.863 indicates that after adjustment for the number of independent

variables, the model still has a very strong ability to explain employee morale. In addition, the R value of 0.932 indicates a very strong relationship between the independent variables and employee morale.

t-Test

Table 7. t-Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-1.880	1.342		-1.342	.184		
Job Satisfaction	.353	.062	.423	5.708	<0.001	.309	3.241
Work Motivation	.281	.079	.262	3.545	<0.001	.310	3.224
Work Environment	.275	.056	.328	4.915	<0.001	.380	2.628

a. Dependent Variable: Employee Morale
 Source : SPSS 26 Data Processing Results

The t-test results show that job satisfaction had a t-count value of 5.708 with a significance value of <0.001. Since the significance value is lower than 0.05, job satisfaction has a positive and significant effect on employee morale. Therefore, the first hypothesis is accepted.

Work motivation had a t-count value of 3.545 with a significance value of <0.001. This result indicates that work motivation has a positive and significant effect on employee morale. Therefore, the second hypothesis is accepted.

Work environment had a t-count value of 4.915 with a significance value of <0.001. This indicates that work environment has a positive and significant effect on employee morale. Therefore, the third hypothesis is accepted. These results indicate that the better the job satisfaction, work motivation, and work environment perceived by employees, the higher the employee morale at the Medan City Market Regional Public Company.

F Test

Table 9. F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5568.223	3	1856.074	170.818	<.001 ^b
Residual	847.533	78	10.866		
Total	6415.756	81			

a. Dependent Variable: Employee Morale

Source: SPSS 26 Data Processing Results

Based on the F test results, the calculated F value was 170.818 with a significance value of <0.001. Since the significance value is lower than 0.05, job satisfaction, work motivation, and work environment simultaneously have a positive and significant effect on employee morale. Therefore, the fourth hypothesis is accepted. This means that the three independent variables together are able to explain changes in employee morale at the Medan City Market Regional Public Company.

Discussion

The Influence of Job Satisfaction on Employee Morale

The results of the first hypothesis test indicate that job satisfaction has a positive and significant influence on employee morale at the Medan City Market Regional Public Company. This is shown by the t-count value of 5.708 and the significance value of <0.001 , which is lower than 0.05. This finding means that employees who feel satisfied with their work tend to show higher enthusiasm, responsibility, and commitment in carrying out their duties. (Robbins & Judge, 2022) explain that job satisfaction reflects an employee's positive feeling toward work, which can influence attitudes, behavior, and organizational contribution. This finding is supported by (Nirmalasari & Amelia, 2020), who found that job satisfaction has an important role in strengthening employee performance. (Syaifuddin et al., 2022) also emphasized that job satisfaction is closely related to employees' work performance and safety perception. (Napitupulu et al., 2026) found that satisfaction is an important factor in improving employee performance, while (Riyanto et al., 2021) confirmed that job satisfaction contributes positively to employee performance through employee engagement. In addition, (Tambun et al., 2026) showed that job satisfaction affects employee behavioral outcomes, and job satisfaction significantly shapes employee job behavior in the workplace (Gazi et al., 2024).

The managerial implication of this finding is that the Medan City Market Regional Public Company needs to strengthen the aspects that form employee satisfaction, including fair compensation, clear supervision, opportunities for promotion, and good relationships among coworkers. Employees who feel satisfied with their job conditions are more likely to show stronger morale and willingness to support organizational activities. Therefore, improving job satisfaction is not only important for employee comfort, but also for increasing work enthusiasm and service effectiveness in traditional market management.

The Influence of Work Motivation on Employee Morale

The results of the second hypothesis test indicate that work motivation has a positive and significant influence on employee morale at the Medan City Market Regional Public Company. This is shown by the t-count value of 3.545 and the significance value of <0.001 , which is lower than 0.05. This result indicates that stronger motivation can increase employee morale in performing organizational duties. (Faris et al., 2024) explain that motivation refers to the forces within individuals that influence the direction, intensity, and persistence of work behavior. This finding is supported by (Permadi et al., 2024), who found that work motivation plays an important role in strengthening employee morale. Motivation contributes to employee morale in an organizational context (Silaen et al., 2021). (Murniawati & Achmad, 2024) showed that work motivation is relevant in explaining employee morale, while (Astika et al., 2022) found that work motivation has an influence on employee work morale. Furthermore, (Lilo & Ardiansari, 2025) stated that work motivation contributes to employee performance through job satisfaction, and (Bhastary et al., 2024) confirmed that work motivation is one of the important factors supporting employee performance in public-sector organizations.

The managerial implication of this finding is that the Medan City Market Regional Public Company needs to develop a more consistent motivation system. Management can increase motivation by providing fair rewards, recognizing employee achievements, improving communication, and offering opportunities for self-development. Motivation should not only be built through financial incentives, but also through appreciation, trust, involvement, and career clarity. When employees feel motivated, they will be more enthusiastic, responsible, and committed to supporting organizational goals.

The Influence of Work Environment on Employee Morale

The results of the third hypothesis test indicate that the work environment has a positive and significant influence on employee morale at the Medan City Market Regional Public Company. This is shown by the t-count value of 4.915 and the significance value of <0.001 , which is lower than 0.05. This finding means that a better work environment can increase employee morale. (Sedarmayanti, 2018) explains that the work environment consists of physical and non-physical conditions surrounding employees that may affect comfort, safety, and work effectiveness. This finding is supported by (Zhenjing et al., 2022), who found that a positive workplace environment can improve employee performance. (Ballian, 2020) also found that the work environment affects employee morale. (Santanu & Utami, 2024) showed that work environment transformation contributes to employee satisfaction and workplace outcomes. (Syaifuddin et al., 2023) found that the work environment supports positive organizational behavior, while that work environment conditions influence employee morale (Acikin et al., 2025). In addition, show that better workplace conditions lead to stronger employee morale (Y. Lubis et al., 2025).

The managerial implication of this finding is that the Medan City Market Regional Public Company needs to improve both physical and non-physical work environment conditions. Physical improvements may include cleanliness, lighting, air circulation, workspace arrangement, and adequate facilities. Meanwhile, non-physical improvements can be carried out through better communication, teamwork, leadership support, and harmonious relationships among employees. A comfortable work environment can reduce work anxiety, increase focus, and encourage employees to work with stronger morale.

The Simultaneous Influence of Job Satisfaction, Work Motivation, and Work Environment on Employee Morale

The results of the simultaneous hypothesis test indicate that job satisfaction, work motivation, and work environment jointly have a positive and significant influence on employee morale at the Medan City Market Regional Public Company. This is shown by the F-count value of 170.818 and the significance value of <0.001 , which is lower than 0.05. The Adjusted R Square value of 0.863 indicates that 86.3% of the variation in employee morale can be explained by job satisfaction, work motivation, and work environment. Human resource management must integrate psychological, motivational, and organizational support factors to improve employee contribution (Sofiyani et al., 2026). This finding is supported by (Setiawan, 2022), who found that morale, discipline, and work environment are related to employee performance. (Khumalo, 2021) also showed that employee morale is influenced by various organizational factors in the workplace. Emphasized that improving employee morale is essential for strengthening organizational structure and performance (Susanto et al., 2025). (Sulaeman et al., 2025) found that work morale and job satisfaction influence employee productivity, while (Harinto, 2024) confirmed that motivation and work environment significantly affect employee work spirit. In addition, employee morale is an important factor in shaping positive employee behavior in organizations (Satrianny, 2025).

The managerial implication of this finding is that the Medan City Market Regional Public Company should manage job satisfaction, work motivation, and work environment as an integrated human resource strategy. Employee morale cannot be strengthened only through one aspect, because satisfaction, motivation, and workplace conditions support one another. Job satisfaction creates positive feelings toward work, motivation encourages employees to achieve organizational goals, and a conducive work environment supports comfort and productivity. Therefore, the company needs to build an integrated policy that improves employee welfare, appreciation, workplace facilities, communication, and career opportunities so that employee morale can increase more effectively.

4. Conclusion

This study concludes that job satisfaction, work motivation, and work environment have a positive and significant influence on employee morale at the Medan City Market Regional Public Company. Partially, job satisfaction significantly increases employee morale, indicating that employees who feel satisfied with their work, salary, supervision, promotion opportunities, and coworker relationships tend to show stronger enthusiasm in carrying out their duties. Work motivation also has a positive and significant influence on employee morale, meaning that stronger internal and external encouragement can increase employees' willingness, responsibility, and commitment to achieve organizational goals. In addition, the work environment has a positive and significant influence on employee morale, showing that a comfortable, clean, safe, and supportive workplace can strengthen employees' enthusiasm and reduce discomfort in performing their work.

Simultaneously, job satisfaction, work motivation, and work environment have a positive and significant influence on employee morale. The coefficient of determination shows that these three variables explain 86.3% of the variation in employee morale, while the remaining 13.7% is influenced by other factors outside this research model. These findings indicate that employee morale is shaped not only by one organizational factor, but also by the combined role of satisfaction, motivation, and workplace conditions. Therefore, the Medan City Market Regional Public Company needs to improve employee satisfaction, strengthen motivation through fair appreciation and career opportunities, and create a more conducive work environment to support higher employee morale.

This study also has several limitations. The research was limited to employees of the Medan City Market Regional Public Company and only examined three independent variables, namely job satisfaction, work motivation, and work environment. Future studies are recommended to include other variables that may influence employee morale, such as leadership, compensation, organizational culture, work discipline, or career development. Future researchers may also expand the research object and use different analytical methods to obtain broader and more comprehensive findings.

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