THE INFLUENCE OF WORK SPIRIT AND WORKLOAD ON EMPLOYEE PERFORMANCE AT SANTO THOMAS CATHOLIC UNIVERSITY

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Abstract. *Morale is a psychological condition or motivation possessed by an employee to carry out tasks and responsibilities with enthusiasm, commitment. Morale reflects the level of involvement, energy, and positive attitude shown by employees in completing their work. Workload is a task, responsibility and work that must be completed. This study provides empirical evidence of the effect of work enthusiasm and workload on the performance of educational staff at Santo Thomas Catholic University. The population in this study were 63 employees where the number of samples was also 63 education personnel using saturated or census sampling techniques based on several predetermined criteria. The analysis method used is multiple linear regression and conducts the t test and F test. The results showed that work enthusiasm and workload together had a positive and significant effect on the performance of educational staff at Santo Thomas Catholic University. Likewise, partially shows that work enthusiasm and workload have a positive and significant effect on employee performance.*

Keywords: *Educational Personnel Performance, Work Spirit, Workload.*

1. INTRODUCTION

Santo Thomas Catholic University (UNIKA) is a private institution situated in Medan, playing a key role in providing higher education. The university relies heavily on its educational staff to carry out various academic and administrative duties effectively. In order to achieve its institutional objectives, UNIKA requires the support of skilled and dedicated human resources, especially those working in educational roles. High-quality performance from these staff members is crucial, as their contributions directly impact the university's overall success. When educational personnel consistently meet or exceed the established performance standards, it not only enhances their individual capabilities but also fosters a productive academic environment, leading to improved outcomes for the entire institution. This strong performance can help elevate the reputation of UNIKA and ensure that it remains competitive in the higher education sector. Furthermore, investing in the professional development of the educational staff can help maintain high standards and further drive the institution's progress in achieving its long-term goals.

Human resources in a university must be effectively managed to achieve its goals. Innovations by educational staff can enhance motivation and impact their workload, which in turn affects their performance.

Universities really need human resources in this case education personnel who have good performance. According to Ernie (2019) states that performance is a comparison of the results or achievements of an employee in accordance with predetermined standards. According to Ramadani et al., (2022) performance is the result of the correlation between three key elements, including capacity, employee enthusiasm for carrying out tasks, as well as work ethic and level of responsibility.

According to Tarigan and Rozzyana (2018), employee performance can be evaluated based on work performance, discipline, loyalty, responsibility, creativity, and

knowledge. Performance is closely tied to the organization's strategic goals, customer satisfaction, and economic contributions (Wibowo in Saragih and Ananda, 2019). In summary, performance reflects how effectively employees carry out their assigned duties and responsibilities according to the company's established standards.

Santo Thomas Catholic University in Medan has seen a decline in the performance of its teaching staff from 2021 to 2023, leading to a failure to meet set standards of excellence. This decline can be attributed to several reasons, among them low morale and excessive workload. Morale among employees is defined as the propensity and willingness to cooperate to achieve organizational goals (Murdani, 2012).

The theory of work enthusiasm, as explained by Sari (2019), enables employees to reach high levels of productivity without feeling more exhausted, thus motivating them to actively engage in their duties and to resist external stressors. In addition, the workload aspect is significant to employee performance. Jufri and Mellanie (2019) define workload as the set of tasks that an employee must complete within a specified period, which can further be classified into quantitative and qualitative workloads (Muslih and Hardani, 2022).

Moreover, research supports the hypothesis that both workload and work enthusiasm have a substantial effect on employee performance. A few studies conducted by Nasrul (2023), Martini and Sitiari (2018), and Marianto (2022) found out that workload affects performance positively. In relation, work enthusiasm has been revealed to influence performance positively, according to Ni Luh Ratnadi Antari (2022), Oskooe (2023), and Suryani (2023)..

2. LITERATURE REVIEW
2.1. Work Spirit
Busro (2018) refers to work enthusiasm as an organizational climate that creates enthusiasm, which in turn motivates the workers to work more effectively and productively. Moreover, Suryani (2023) explains that work enthusiasm covers the psychological condition of a person or groups characterized by a readiness to carry out tasks, foster cooperation, and keep promises timely with a high degree of responsibility.

According to Rozi (2021) work enthusiasm is a need to help individuals work faster and better in the organization. According to Riyanto (2022) work spirit Work spirit is doing work more actively so that work can be expected faster and better. Otto (2018) a workforce or employee who has a good and good work spirit will certainly provide a positive and maximum attitude and desire to do work with enthusiasm and pleasure.

Robbins (2003) states that factors influencing employee morale include mentally challenging tasks, fair rewards, supportive work conditions, cooperative coworkers, and personality fit with the job. Handoko (2017) adds that morale is also affected by leadership, motivation, communication, human relations, employee participation, physical work environment, and health and safety.

The indicators of work enthusiasm according to Nurmansyah (2016) are: enterprising work and not easily giving up on difficult work, employee creativity to create and provide new ideas, calmness at work. The indicators of morale according to Juwita (2024) are: attendance rate, cooperation, responsibility, employee work productivity, enthusiasm, creativity, calmness at work, work turnover rate.

2.2 WorkLoad
Vanchapo (2020) defines workload as the collection of tasks a worker must finish within a set time. If the worker can manage all tasks independently, it is not considered a workload. Nurhandayani (2022) adds that workload occurs when there is a limitation in the capacity to complete the tasks.

According to Maharani and Budianto (2019) workload is how employees can do the work they are responsible for and how they can manage tasks to meet the demands of the operating system. Nurhasannah (2022) workload is a set of tasks or activities that

must be done with the time rules that have been given, where these tasks or activities must be completed on time.

According to Mahawati (2021) workload is the work capacity that is burdened on each employee physically and mentally which is an obligation that they must do. Eduard Yohannis Tamaela & Surijadi Herman, (2018) that workload can be grouped into two parts, namely quantitative and qualitative workload.

Workload is influenced by internal factors, such as gender, age, posture, health status, and psychological factors like satisfaction or perception, which are responses to external workloads. External factors, including the work environment, physical tasks, and work organization, also play a significant role in determining workload.

According to Nabila and Syarvina (2022) the factors that affect workload are:
A. External Factors
    1.Task
    2 Work Organization
    3. Work Environment

B. Internal Factors
    1. Stomatic
    2. Psychic

The impact of excessive employee workload will result in stress on employees physically and psychologically, emotional reactions such as indigestion, irritability, and headaches. The impact of too little workload is to cause boredom with work because there are too few tasks and jobs. In addition, other negative impacts such as decreased work quality, customer complaints, and increased absenteeism rates.

According to Munandar (2010) the indicators in workload are:
1.Targets that must be achieved
2. Work conditions
3. Job Standards

According to Somadayo (2017) the indicators in workload are:
1. Target achievement
2. Condition at work
3. Perdormancy of time requirements
4. Time Requirement
5. Frustration Level
6. Effort Level

2.3. Employee Performance

According to Kurnia and Humala (2022) employee performance is the result or output produced from an indicator or instruction in a particular job. According to Maknun (2019) Performance is a measure of whether the organization is running well or not. Teacher performance is calculated based on the results of work that has been obtained or achieved by someone in a group or organization based on standards that are adjusted to the type of work and the norms set to achieve goals. According to Nabawi (2019) Employee performance is a description of the level of success in implementing a program that has been determined by the company quickly.

According to Adhari (2020), employee performances on the job depend on direct and indirect factors, such as formal skills and motivation. Rismawati (2018) recognizes influences of mental abilities, including an employee's potential or IQ and his real skills through education, beside motivational factors that emanate from how the employee feels about work situations.

Mangkunegara (2020) explains that several factors affect performance. One of these is ability, which includes psychological and practical skills. Workers possessing above-

average IQs—between 110 and 120—sufficient education, and skill in their work are more likely to perform as expected. Another factor is putting the right employees in the right jobs that best fit their skills. The motivation factor concerns the feelings of the employees toward their work, which in turn propels them toward achieving their goals.

Afandi (2018) identifies key performance indicators as how much work is done, the quality of work, efficiency, initiative, attention to detail, and leadership. Sutrisno (2019) adds that job knowledge, quick thinking, and attitude are also important indicators. Based on these opinions, the authors conclude that employee performance indicators include how much work is done, the quality of work, efficiency, initiative, attention to detail, leadership, job knowledge, quick thinking, and attitude.

The Effect of Workload on Employee Performance

Workload, according to Maharani and Budianto (2019), refers to how an employee manages his or her tasks and the responsibilities needed to be performed in order to meet the operational demand. A high work load negatively affects employee performance since an increase in workload reduces the quality of performance.

This is supported by research by Perkasa and Mulyanto in 2023, which found that workload had a positive and significant effect on performance. Dhelvia (2018), Spagnoli et al. (2020), Setiawan and Rahayu (2020) and Sudarsih and Supriyadi (2019) agreed with the result showing that workload positively and significantly affects performance.

The Effect of Morale on Employee Performance

According to Rozi (2021) work enthusiasm is a need to help individuals work faster and better in organizations. Work enthusiasm greatly affects employee performance; if there is no work enthusiasm, employee performance will go down; conversely, if employees have high work enthusiasm, employee performance will increase and they will make their work results fast, precise, and effective in achieving organizational or company goals.

This theory is supported by research from Laksarini (2018), which indicates that work enthusiasm positively and significantly affects performance. Similarly, Sidik and Sumardin (2023) assert that work enthusiasm has a positive and significant impact on employee performance, as does Syihab (2020), who also finds a positive and significant effect of work enthusiasm on performance.

The Effect of Morale and Workload on Performance

Workload and work morale have a significant impact on employee performance. High work morale can improve employee work quality, productivity, and commitment to the organization, thereby improving their overall performance. Conversely, tasks that match the abilities and capacities of workers can motivate them to achieve their best potential. However, excessive workload can cause physical and mental fatigue, and stress that negatively impacts employee performance by reducing their productivity, work quality, and motivation. Therefore, it is important for management to pay attention to these two factors in a balanced way in managing human resources so that employees can work optimally and maintain their well-being.
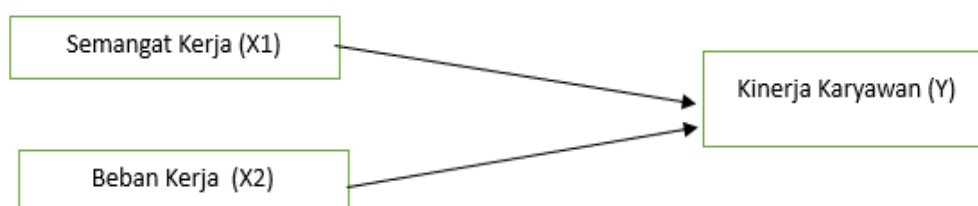

Figure 1. Conceptual Framework

3. RESEARCH METHODS

This study focused on the educational staff at Santo Thomas Catholic University Medan, with a total of 63 individuals. The sampling method used was saturated sampling, or a census, meaning all members of the population were included. Data analysis was conducted using multiple linear regression with the following model:

$$Y = a + b_1 X_1 + b_2 X_2 + e_i.$$

Y = Employee Performance
X1 = Morale
X2 = Workload
b1, b2 = Regression Coefficient
a = Constant
ei = Standard error

4. RESULTS AND DISCUSSION

The following are the results of multiple linear regression testing using the help of the SPSS 25 program which are presented in Table 1 below:

Table 1. Multiple regression results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	2.297	2.848		.807	.423
	Semangat_Kerja	.585	.118	.480	4.980	.000
	Beban_Kerja	.545	.119	.441	4.569	.000

a. Dependent Variable: Kinerja Karyawan
(Source: Data processed with SPSS)

Based on the regression estimation test results above, the multiple linear regression model can be formulated as follows:
Y = 2.297 + 0.585 X1 + 0.545 X2

Based on the above equation, the multiple linear regression equation can be explained as follows: Work morale has a value of 0.585. This means that employee performance will increase by 1 unit if morale increases by 0.585, and if morale decreases by 1 unit if employee performance decreases by 0.585. The performance of educators will increase by 0.545 if the workload increases by 1 unit, and if the workload decreases by 1 unit, the performance of educators will decrease by 0.545.

Partial Test Results (t Test)

Based on Table 1, the work enthusiasm variable shows a t-count value of 4.980, which is greater than the t-table value of 1.671, with a significance level of 0.000, which is less than α (0.05). This leads to the rejection of H0 and acceptance of Ha, indicating that work enthusiasm positively and significantly affects the performance of educational staff at Santo Thomas Catholic University. Similarly, for the workload variable, the t-count value is 4.569, also greater than the t-table value of 1.671, with a significance level of 0.000, which is less than α (0.05). This results in rejecting H0 and accepting Ha, confirming that workload positively and significantly influences the performance of educational staff at the university

Simultaneous Test Results (F Test)

This test aims to assess the simultaneous impact of independent variables on the dependent variable. The results of the test are presented in Table 2 below:

Table 2. F Test Regression Results

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	819.896	2	409.948	69.907	.000b
	Residual	307.818	60	5.130		
	Total	1127.714	62			

a. Dependent Variable: Kinerja_Karyawan
b. Predictors: (Constant), Beban_Kerja, Semangat_Kerja
(Source: Data processed with SPSS)

Based on the regression analysis results, we can know that both independent variables have a significant influence on the dependent variable simultaneously. The Fcount value of 69.907 is greater than 2.76 (Ftable), with a significance level of 0.000 < α (0.05), indicating that H0 is rejected and Ha is accepted. This means that work enthusiasm and workload simultaneously have a major impact on the performance of education personnel at Santo Thomas Catholic University.

Coefficient of Determination (R2)
The results of R-Square from regression are used to determine the amount of employee performance that is influenced by work enthusiasm and workload. The results of the coefficient of determination are as follows:

Table 3. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853a	.727	.718	2.265

a. Predictors: (Constant), Beban_Kerja, Semangat_Kerja
(Source: Data processed with SPSS)

Based on the results of Table 3, it shows that the R value of 0.853 is equal to 85.3%, which means that there is a strong correlation between work enthusiasm and workload and employee performance. With a coefficient of determination (R Square) of 0.727, work enthusiasm and workload can contribute 72.7% of employee performance, and another 27.3% can contribute other factors such as supervision, work stress, and communication, which are not discussed in this study.

The Effect of Morale on Employee Performance in the Education Personnel of Santo Thomas Catholic University
From table 1, the regression coefficient value is 0.585, meaning that work enthusiasm has a positive effect on employee performance. This means that if morale rises, performance will also increase and vice versa if morale decreases, performance will also decrease. This is indicated from the regression coefficient value, it is known that the tcount for the work enthusiasm variable is 4.980 while the ttable value is 1.671 so that 4.980> 1.671. In addition, for the significance value (0.000 <0.05) by considering the ttable value, Ha is accepted and H0 is rejected. With the rejection of H0, it means that work enthusiasm has a positive and significant effect on the performance of the education staff of Santo Thomas Catholic University. This means that work enthusiasm in the Education Personnel of the Catholic University of Santo Thomas has an important role in efforts to improve employee performance.

The Effect of Workload on Employee Performance in the Education Personnel of Santo Thomas Catholic University
From table 1, the regression coefficient value is 0.545, meaning that workload has a positive effect on employee performance. This is indicated from the regression

coefficient value, it is known that the tcount for the workload variable is 4.569 while the ttable value is 1.671 so that 4.569> 1.671. In addition, for the significance value (0.000 <0.05) by considering the ttable value, Ha is accepted and H0 is rejected. With the rejection of H0, it means that workload has a positive and significant effect on the performance of the education staff of Santo Thomas Catholic University. This means that workload on the education staff of the Catholic University of Santo Thomas has an important role in efforts to improve employee performance.

The Effect of Work Morale and Workload on Employee Performance at the Education Personnel of Santo Thomas Catholic University

From table 2, the regression coefficient is known that the Fcount value is 69.907> Ftable of 2.76 with a significance level of 0.000 <0.05, then Ho is rejected and Ha is accepted. It can be seen from the regression coefficient that simultaneously there is a positive and significant influence between the work enthusiasm and workload variables on employee performance. This influence is shown in the Fcount value of 69.907> Ftable of 2.76 with a significance level of 0.000 <0.05, so it can be concluded that simultaneously the work enthusiasm and workload variables affect employee performance at the Education Personnel of Santo Thomas Catholic University. The results of this study are supported by Ni Luh Ratnadi Antari (2022) in her research entitled "The Effect of Workload, and Work Morale on Employee and Teacher Performance at SMP N 4 PETANG". The results showed that workload, work enthusiasm simultaneously or together had a significant effect on employee performance.

CONCLUSION

Based on the research and discussion, some conclusions can be made. The multiple linear regression equation obtained is as follows: $Y = 2.297 + 0.585X_1 + 0.545X_2$. This equation shows that work enthusiasm and workload have a positive effect on employee performance in the Education Personnel of Santo Thomas Catholic University.

Work enthusiasm has the greatest influence on performance. The F test shows that the significance level is $0.000 < \alpha$ (0.05). The coefficient of determination (R Square) result is 0.727. Thus, work enthusiasm and workload contribute 72.7% to employee performance, while the other 27.3% can be explained by additional variables, such as supervision, communication, and work stress, which are not examined in this study.

Based on the above conclusions, researchers can formulate several suggestions for consideration to company leaders, namely that companies should pay more attention to employee morale by implementing employee training and development programs aimed at increasing employee morale. This program can include motivational workshops, leadership training sessions, and achievement recognition activities that can increase employee morale, conduct regular employee satisfaction surveys to understand their needs and expectations. By taking employee feedback into account, companies can adjust company policies and practices to improve morale and reduce high workloads for employees as a whole and pay attention to the workload assigned to each employee according to the employee's ability and take into account the workload assigned to each employee.

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