



## How Motivation, Training, and Communication Improve Employee Morale

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### ABSTRACT

This research highlights the importance of employee morale in facing competition and organizational efficiency demands in the era of globalization. Perumda Pasar Sewakadarma Denpasar City, as a traditional market manager, is experiencing signs of declining employee morale, as evidenced by an average attendance rate of 3.65% in 2024, which is categorized as high. Therefore, it is important to investigate the underlying issues that contribute to this issue. This study aims to analyze and explain the impact of motivation, training, and communication on employee morale, both collectively and individually. The study used a quantitative methodology using survey techniques, with a total of 679 workers asked to fill out the survey, and 87 of them were randomly selected. A variety of statistical tests, including multiple linear regression, t-test, F-test, and determination coefficient, were used to analyze the data. According to the study's findings, there was a positive and significant relationship between motivation, training, and morale (Sig. = 0.028), and training, communication, and enthusiasm all had a positive and significant influence (Sig. <0.001). Simultaneously, inspiration, instruction, and communication had a significant effect on morale (F = 58.375; Sig. < 0.001), with the model's ability to explain the variation in morale of 67.8% ( $R^2 = 0.678$ ). These findings confirm that increased employee morale can be encouraged through strengthening motivation, effective training, and clear and open organizational communication.

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### INTRODUCTION

In today's era of globalization, almost every business and company faces a major impact in an effort to seize market share, triggering increasingly fierce competition. From a business perspective, efficiency means carrying out work quickly, satisfactorily, and on time so as not to incur wasted costs. According to Mason and Mouzas (2012), businesses must be flexible in order to thrive in today's global market. Therefore, to compete with competitors, companies are expected to evolve into efficient and effective entities (Mouzas, 2006). In these circumstances, companies must maximize the utilization of all available resources, as competitive advantage is essential for survival in a highly competitive business environment. In addition, recent organizational phenomena show that companies are increasingly facing challenges related to declining employee engagement, increasing absenteeism, and reduced work enthusiasm, especially in public sector organizations and labor-intensive industries. This phenomenon

is driven by changing workforce characteristics, such as the dominance of younger generations (millennials and Gen Z), who tend to prioritize meaningful work, work-life balance, and open communication within organizations.

Furthermore, global trends indicate a shift toward human-centered management, where employee well-being, motivation, continuous training, and effective communication are becoming strategic priorities. The rise of digital transformation and flexible work systems has also changed how employees interact, learn, and stay motivated, making organizational communication and training systems more dynamic and technology-driven. Organizations that fail to adapt to these trends often experience decreased morale, higher turnover, and lower productivity. An important aspect of human resource management is employee morale. Pribadi et al. (2020) and Sapta et al. (2021) define work morale as a motivation to exert greater effort, thereby facilitating faster and more effective completion of tasks. Morale basically represents an individual's psychological or behavioral condition, which encourages a favorable environment that motivates employees to fulfill their responsibilities. In addition, work morale reflects the collective capacity to collaborate vigorously and persistently towards a common goal (Tsai et al., 2015). As a result, employee morale is a crucial indicator that organizations must maintain, as it directly affects discipline, productivity, and quality of performance.

The Regional Public Company (PERUMDA) Pasar Sewakadarma Denpasar City is a company owned by the Denpasar city government, responsible for managing traditional markets in Denpasar. PERUMDA oversees 14 markets, requiring a large workforce to support operational activities and public services. Leaders play a strategic role in maintaining employee morale by fostering positive relationships, involving employees in decision-making, providing career development opportunities, and offering appropriate incentives. However, PERUMDA Pasar Sewakadarma is currently facing problems related to declining employee morale, as indicated by attendance rates. Employee attendance data shows that the average absenteeism rate in 2024 reached 3.65%, equivalent to 6,242 days of absence per year or approximately 520 lost working days per month. According to Mudiarta Utama (2016), an absenteeism rate above 3% is categorized as high and reflects suboptimal discipline. Therefore, this condition requires serious managerial attention. Furthermore, the Bureau of Labor Statistics (2024) states that an absenteeism rate below 2% is generally considered healthy, while higher rates may indicate internal organizational problems. Fluctuations in absenteeism, such as peaks in January (4.39%) and September (3.84%), suggest the presence of burnout, weak emotional attachment to work, or ineffective reward systems. If not addressed properly, these issues may negatively impact long-term productivity, service quality, and organizational climate. Many previous studies indicate that motivation, training, and communication are key factors influencing employee morale. Work morale is strongly affected by motivation, work environment, and communication (Nugroho & Wahjoedi, 2024). Employees with high morale tend to show stronger motivation and better performance (Hartadi & Sujoko, 2025). Motivation plays a critical role in encouraging employees through fair rewards and recognition (Matsaung, 2014).

Training is also a strategic factor in improving morale, as it enhances employee competence and confidence (Singh, 2023; Lang Cheng, 2012). Meanwhile, effective organizational communication fosters trust, collaboration, and a supportive work environment. However, previous studies show inconsistent findings regarding the influence of these variables, indicating a research gap that requires further investigation. Based on preliminary observations, PERUMDA Pasar Sewakadarma shows indications of low morale due to limited employee involvement, inadequate training implementation, and less effective communication. This condition supports the argument that improving motivation, training, and communication is essential to enhance employee morale. Therefore, this study aims to analyze the influence of motivation, training, and communication on employee morale at PERUMDA Pasar Sewakadarma Denpasar City, both partially and simultaneously.

## **LITERATURE REVIEW**

### ***Goal Setting Theory***

Goal Setting Theory was first developed by Edwin A. Locke in 1968 and later expanded by Locke and Gary P. Latham through various studies in industrial and organizational psychology. According to this idea, people will perform better if they set specific, difficult, and well-defined goals and collectively by

providing direction, increasing attention, and encouraging increased effort (Locke & Latham, 2002). Locke emphasized that there is a direct relationship between the goals set and the individual's motivation to achieve certain results, because goals are able to direct work behavior to be more structured and measurable.

In Goal Setting Theory, there are several main concepts. First, the specificity of the goal indicates that the right goal is more effective than the general or ambiguous goal (Locke and Latham, 1990). Second, goal difficulty states that challenging but achievable goals can increase motivation and performance, while goals that are too simple fail to generate enough effort, and goals that are too difficult can result in dissatisfaction (Latham & Locke, 2007). Third, feedback, which acts as an evaluation of progress so that individuals can know achievements and make improvements if necessary (Locke & Latham, 2002). Fourth, commitment to goals, because high commitment will increase individual efforts to achieve goals despite facing obstacles (Latham, 2003). Fifth, self-efficacy refers to an individual's belief in their own abilities, where those with strong self-efficacy usually set more ambitious goals and show greater effort. (Locke and Latham, 2013). This theory is relevant in work morale research because morale can increase if employees have clear goals, consistent organizational support, and encouragement to achieve work targets through motivation, training, and effective communication.

### ***Employee Morale***

Optimism in the workplace is a mental state experienced by employees that shows an individual's level of enthusiasm, readiness, and dedication to their work. Sturmberg, J. P. (2017) defines work ethic as the capacity of a group to collaborate effectively and persistently towards a common goal, which indicates a favorable work environment and atmosphere. Porter, G. (2010) explained that work ethic is the encouragement to carry out tasks more diligently, thus facilitating faster and more effective completion. It indicates a person's spiritual condition or behavior that fosters a positive work atmosphere. Work morale can be defined as the psychological disposition of an individual or group that fosters a constructive, collaborative, and disciplined work environment, thus facilitating the timely completion of work and minimizing errors.

### ***Work Motivation***

Work motivation is an intrinsic drive that drives individuals to act. Thrash, T. M., & Elliot, A. J. (2004) believes that inspiration is a driving factor behind human actions to participate and perform as well as possible to achieve certain goals, including organizational goals. (Pryima, L. Y., et.al., 2020) explain that motivation comes from motives, which are internal forces that force individuals to behave. (Carstensen, L. L., et.al., 2006) states that motivation is a psychological state that drives an individual, which leads to behavior modification aimed at achieving goals.

According to Riyanto, S., et.al., 2021, the goals of increasing work motivation include increasing employee satisfaction, productivity, loyalty, health and well-being, creativity, minimizing absenteeism, encouraging employee engagement, increasing accountability, and reducing work accidents. Motivation is categorized into direct and indirect forms based on its implementation (Armanu, A., & Sudjatno, S., 2017). Direct motivation is explicitly provided to meet the needs of employees, while indirect motivation is facilitated through supportive work resources. Motivation includes both positive and negative aspects. Positive motivation is carried out through positive rewards or incentives such as rewards, participation, pride, genuine attention, information, and competition. Meanwhile, negative motivation is carried out through punishments such as reprimands and punishment for poor performance. Kanfer, R., Frese, M., & Johnson, R. E. (2017) identifies markers of work motivation as: (1) the desire to succeed; (2) to feel accepted; (3) to feel competent; and (4) to have an influence.

### ***Job Training***

Training is the systematic delivery of assistance to employees through deliberate activities and carried out from time to time to improve their competence, thereby increasing work efficiency and productivity

(Sal, A., & Raja, M. (2016). Sal, A., & Raja, M. (2016) stated that training is an effective instrument to improve employee performance and productivity so that it can improve organizational performance. In addition, training is characterized as a process of increasing employee efficiency by fostering habits of thinking, behavior, skills, knowledge, and attitudes (Cabrera, E. F., & Cabrera, A. (2005).

The objectives of the training include performance improvement, skill renewal accordingly reducing the time it takes for new employees to adapt, assisting in the resolution of operational challenges, preparing for promotions, adapting employees to the organization, and meeting personal development needs (Park, S., & Park, S. (2021). Training can be done through on-the-job methods, including work rotations and internships, or off-the-job training methods, such as simulations, role-playing, case studies, and laboratory training (Park, S., & Park, S. (2021). Blom, K., & Meyers, D. (2003) explained that training indicators include: (1) objectives, (2) course materials, (3) approaches, (4) requirements for participants, and (5) qualifications for instructors.

### **Organizational Communication**

What we now call "communication" has its roots in the Latin word *communis*, which means "equal" or "equal". The act of communicating ideas or information from one person to another to gain a common understanding is defined by Savolainen, R. (2017). The act of sending information from one party (sender) to another party (receiver) in the hope of understanding and response is known as communication (Pingree, R. J. (2007).

Baker, K. A. (2002) states that different types of organizational communication can occur in different directions. Co-workers are involved in horizontal communication, superiors and subordinates in vertical communication, and colleagues in diagonal communication between individuals at different levels in the organizational hierarchy.

Buck, R. (2019) describes the function of communication as regulating behaviour, increasing motivation, articulating emotions, and facilitating decision-making considerations. According (Tsuji, S., et.al., 2009) communication indicators include: (1) the way employees interact, (2) dedication to downward and upward communication, (3) the priority of face-to-face contact, and (4) bad news management, in addition to the recognition of communication as an ongoing activity. effective organizational communication is characterized by interactive dialogue, feedback mechanisms, openness to upward communication, and constructive management of negative information (Adi et al., 2021). When communication flows smoothly within an organization, it fosters trust, strengthens teamwork, and creates a positive work climate.

### **METHOD**

This study uses a quantitative approach with a survey method, which aims to analyse the influence of motivation, training, and communication on employee morale. This approach was chosen because it is able to objectively explain the relationship between variables through numerical measurement and statistical analysis. The research was carried out at the Regional Public Company (Perumda) Sewakadarma Market, Denpasar City, which is located at Jl. Hasanuddin No. 1, Suci Sarijaya Shopping Center Third Floor, Denpasar, Bali. The research was conducted in 2025. The population in this study is all employees of Perumda Pasar Sewakadarma, Denpasar City which totals 679 people. The determination of the number of samples was carried out using the Slovin formula with an error rate of 10%, so that a sample of 87 respondents was obtained. The sampling technique uses proportional random sampling, so that each work unit has a proportional opportunity to be represented. This study involved three independent variables and one dependent variable, namely: Motivation ( $X_1$ ); Training ( $X_2$ ); Communication ( $X_3$ ); Employee Morale ( $Y$ ). Employee morale is defined as a psychological condition that reflects the enthusiasm, responsibility, and discipline of employees in carrying out their work. Motivation is defined as internal and external motivation that encourages employees to work optimally. Training is a systematic effort by the organization to improve the competence and work skills of employees. Communication is the process of conveying information and work directions between leaders and employees as well as between employees. Data was collected through a questionnaire compiled using a five-point Likert scale, ranging from strongly disagree to strongly agree. In addition, supporting data was obtained through observation and brief interviews to strengthen understanding of field conditions. Data analysis is carried out with the help of statistical software. The analysis stages include the validity and reliability test of the instrument, the classical assumption test (normality,

multicollinearity, and heteroscedasticity), and multiple linear regression analysis. Hypothesis testing was carried out using the t-test to determine the partial effect and the F-test to determine the simultaneous effect with a significance level of 5% ( $\alpha = 0.05$ ).

## **RESULT AND DISCUSSION**

### **Reliability test**

The validity test is conducted to measure whether the research instrument is able to accurately measure the variables under study. An instrument is considered valid if it can measure what it is intended to measure. The validity test in this study uses the Pearson Product Moment correlation by comparing the correlation value (r-count) with the r-table value at a significance level of 5% ( $\alpha = 0.05$ ) with  $n = 87$ .

The decision criteria are as follows:

- If  $r\text{-count} > r\text{-table}$ , the item is declared valid.
- If  $r\text{-count} \leq r\text{-table}$ , the item is declared invalid.

Based on the results of the validity test, all questionnaire items for the variables of motivation ( $X_1$ ), training ( $X_2$ ), communication ( $X_3$ ), and employee morale (Y) show correlation values greater than the r-table value (0.210). Therefore, it can be concluded that all statement items in this study are valid and suitable to be used as research instruments.

### **Validity test**

The reliability test aims to determine the consistency and stability of the research instrument in measuring variables. A reliable instrument will produce consistent results when used repeatedly under the same conditions. The reliability test in this study uses the Cronbach's Alpha coefficient. The decision criteria are as follows:

1. If Cronbach's Alpha  $\geq 0.70$ , the instrument is considered **reliable**.
2. If Cronbach's Alpha  $< 0.70$ , the instrument is considered **not reliable**.

Based on the results of the reliability test, the Cronbach's Alpha values for each variable are as follows:

- Motivation ( $X_1$ ):  $> 0.70$
- Training ( $X_2$ ):  $> 0.70$
- Communication ( $X_3$ ):  $> 0.70$
- Employee Morale (Y):  $> 0.70$

These results indicate that all variables have Cronbach's Alpha values above the required threshold. Thus, it can be concluded that the research instruments used in this study are reliable and consistent in measuring each variable.

### **Normality Test Interpretation**

Table 1 presents the results of the normality test using the Kolmogorov-Smirnov (K-S) method on the regression residual data with a sample size of 87 respondents. Based on the test results, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05. This indicates that the

residual data are normally distributed, as the significance value exceeds the threshold ( $p > 0.05$ ). In addition, the Monte Carlo Sig. (2-tailed) value is 0.471, which also exceeds 0.05, further strengthening the conclusion that the data follow a normal distribution. The use of Monte Carlo significance provides a more robust estimation, especially when dealing with sample sizes that may affect the sensitivity of the K–S test. The K–S statistic value of 0.065 and the relatively small differences between the empirical and theoretical distributions (absolute = 0.065) also indicate that there is no significant deviation from normality. Furthermore, the mean residual value of 0.0000000 and a standard deviation of 1.88577319 suggest that the residuals are centered around zero, which is one of the key assumptions of normal distribution in regression analysis. Therefore, it can be concluded that the regression model in this study meets the normality assumption, meaning the data are suitable for further analysis using multiple linear regression.

Table 1. Normality Test Results

<i>Component</i>	<i>Description / Statistic</i>	<i>Value</i>
<i>Normal Parameters</i>	<i>N</i> Sample Size	87
	Mean	0.0000000
	Std. Deviation	1.88577319
<i>Most Extreme Differences</i>	Absolute	0.065
	Positive	0.065
	Negative	-0.051
<i>Test Statistic</i>	K–S Statistic	0.065
<i>Asymp. Sig. (2-tailed)</i>	Significance Value	0.200
<i>Monte Carlo Sig. (2-tailed)</i>	Significance Value	0.471
<i>99% Confidence Interval</i>	Lower Bound	0.458
	Upper Bound	0.484

Source: Author's processing, 2025

Table 2. Multicolligiate Test Results

<b>Variable</b>	<b>Tolerance</b>	<b>VIF</b>	<b>Remark / Description</b>
Motivation (X <sub>1</sub> )	0.757	1.321	Free from multicollinearity
Training (X <sub>2</sub> )	0.831	1.203	Free from multicollinearity
Communication (X <sub>3</sub> )	0.654	1.529	Free from multicollinearity

Source: Author's processing, 2025

The results of the multicollinearity test presented in Table 2 show that all independent variables, namely motivation (X<sub>1</sub>), training (X<sub>2</sub>), and communication (X<sub>3</sub>), have Tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values less than 10. Specifically, the motivation variable has a tolerance value of 0.757 and a VIF of 1.321, training has a tolerance of 0.831 and a VIF of 1.203, and communication has a tolerance of 0.654 with a VIF of 1.529. These results indicate that there is no strong correlation among the independent variables. Therefore, it can be concluded that the regression model is free from multicollinearity problems, meaning that each independent variable can explain the dependent variable independently and the model is suitable for further regression analysis.

Table 3. Heteroscedasticity Test Results

<b>Model</b>	<b>Variable</b>	<b>B (Unstandardized)</b>	<b>Std. Error</b>	<b>Beta (Standardized)</b>	<b>t</b>	<b>Sig.</b>
1	Constant	2.369	0.996	—	2.380	0.020
	Motivation	-0.057	0.042	-0.167	-1.372	0.174
	Training	0.062	0.035	0.206	1.780	0.079

	Communication	-0.048	0.050	-0.127	-	0.335
					0.969	

**Source: Author's processing, 2025**

The results of the heteroscedasticity test using the Glejser method, as shown in Table 3, indicate that all independent variables have significance (Sig.) values greater than 0.05. Specifically, the motivation variable ( $X_1$ ) has a significance value of 0.174, training ( $X_2$ ) has 0.079, and communication ( $X_3$ ) has 0.335. Since all significance values exceed the threshold of 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model. This means that the variance of the residuals is constant across all levels of the independent variables. Therefore, the regression model meets the assumption of homoscedasticity and is considered appropriate for further multiple linear regression analysis.

Table 4. Results of multiple linear regression analysis.

Model	Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t	Sig.
1	Constant	2.369	0.996	—	2.380	0.020
	Motivation	-0.057	0.042	-0.167	-	0.174
	Training	0.062	0.035	0.206	1.372	0.079
	Communication	-0.048	0.050	-0.127	-	0.335
					0.969	

**Source: Author's processing, 2025**

Table 4 shows that the results of multiple linear regression analysis show that employee morale at Perumda Pasar Sewakadarma in Denpasar City is positively influenced by training, communication, and motivation. The positive and significant impact of motivation on work enthusiasm was shown by a regression coefficient of 0.171, which had a significance level of 0.028 (<0.05). Training significantly and positively affects employee work enthusiasm, as shown by a training coefficient of 0.462 at a significance level of <0.001. The communication showed a positive and significant impact, with a coefficient of 0.474 and a significance level of <0.001. As a result, increased motivation, training, and communication within the organization will increase employee morale. In addition, according to standard beta values, training is the dominant variable that affects morale compared to motivation and communication.

Table 5. Determination Coefficient Test Results (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.824	0.678	0.667	1.91955

**Notes:**

- **Predictors:** (Constant), Communication, Training, Motivation
- **Dependent Variable:** Work Motivation

**Source: Author's processing, 2025**

Table 5 shows that the determination coefficient test yielded an R-square value of 0.678 and an adjusted R-square of 0.667. This shows that 67.8% of variations in employee morale can be explained by three

aspects, namely motivation, training, and communication. Compensation, work environment, leadership, organizational culture, and other variables not included in the study accounted for the remaining 32.2%. The Adjusted R-square score of 0.667 indicates that the model's explanatory power regarding morale remains strong after considering the number of independent variables used. The high level of correlation between independent variables and employee morale is shown by an R-squared score of 0.824.

Table 6. F Test Results

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	645.275	3	215.092	58.375	<0.001
	Residual	305.828	83	3.685	—	—
	Total	951.103	86	—	—	—

**Notes:**

- **Dependent Variable:** Work Motivation
- **Predictors:** (Constant), Communication, Training, Motivatio

**Source:** Author's processing, 2025

The significance level of  $< 0.001$  is indicated by an F value of 58.375 on the results of the F test presented in Table 6. The combination of motivation, training, and communication at Perumda Pasar Sewakadarma, Denpasar City, has a significant influence on employee work enthusiasm, as shown by a significance value of  $< 0.05$ . Therefore, the regression model in this study is considered appropriate to explain the relationship between the two sets of variables.

**Discussion**

**Hypothesis Test Results (t-Test)**

The influence of Motivation, Training, and Communication factors on Employee Morale at Perumda Pasar Sewakadarma, Denpasar City, was assessed using a t-test. A null hypothesis (H0) is rejected and an alternative hypothesis (H1) is accepted according to the evaluation criteria of the interpretation of the relationship between variables, which states that the significance value is  $< 0.05$ . The alternative hypothesis (H1) is rejected and the null hypothesis (H0) is accepted if the significance value (P)  $> 0.05$ . The results of the evaluation of the influence of variables can be expressed as follows: The impact of the variables Motivation, Training, and Communication on Employee Morale at Perumda Pasar Sewakadarma, Denpasar City, was assessed using a t-test. The test criteria stipulate that Hypothesis H0 is rejected and Hypothesis H1 is accepted if the significance value  $< 0.05$ ; conversely, the H0 hypothesis is accepted and the H1 hypothesis is rejected if the significance value is  $> 0.05$ . The results of the preliminary test can be explained as follows:

**The Influence of Motivation on Employee Morale**

The t-test results indicate that motivation has a significant positive effect on employee morale. The significance value obtained was 0.028, which is below the standard alpha level of 0.05, meaning that the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. The regression coefficient (B) of 0.171 also demonstrates that motivation contributes positively to morale improvement.

This finding suggests that when employees receive recognition, incentives, and fair organizational policies, they tend to show greater enthusiasm and dedication in performing their duties. These results align with previous studies emphasizing that motivation encourages stronger employee morale and work commitment (Rachman, 2021; Rostina et al., 2023). Therefore, strengthening motivational strategies is essential for reducing absenteeism and increasing work spirit within Perumda.

### **The Effect of Training on Employee Morale**

Training was found to have the strongest influence on employee morale among the three independent variables. The t-test results show a significance value of  $<0.001$ , supported by a high t-value of 7.184 and a positive regression coefficient of 0.462. This confirms that training significantly enhances employee morale.

This implies that well-structured and relevant training programs improve employees' competence, confidence, and adaptability, which ultimately increases their morale and productivity. The finding supports prior research that training plays a vital role in boosting morale by enhancing skills and professional development (Lang Cheng, 2012; Singh, 2023). Thus, continuous training initiatives should become a priority for Perumda management.

### **The Influence of Communication on Employee Morale**

The results also show that organizational communication significantly affects employee morale. Communication obtained a significance value of  $<0.001$ , with a t-value of 5.172 and a regression coefficient of 0.474, indicating a positive and meaningful relationship.

Effective communication between leaders and employees fosters transparency, mutual understanding, and collaboration in the workplace. When employees feel informed and included, they are more likely to develop a stronger sense of belonging and motivation to contribute actively. This finding is consistent with the argument that communication is essential in regulating behavior, enhancing motivation, and building a supportive work environment (Baker, 2002; Buck, 2019).

### **Simultaneous Influence of Motivation, Training, and Communication**

The F-test results further confirm that motivation, training, and communication simultaneously have a significant impact on employee morale. The regression model produced an F-value of **58.375** with a significance level of  $<0.001$ , demonstrating that the three variables collectively explain employee morale effectively.

Moreover, the coefficient of determination shows an  $R^2$  value of 0.678, meaning that 67.8% of the variation in employee morale can be explained by motivation, training, and communication. The remaining 32.2% may be influenced by other factors such as leadership style, compensation, organizational culture, and work environment. Overall, these findings support Goal Setting Theory, which emphasizes that clear organizational support, feedback, and motivation mechanisms encourage employees to work toward shared goals with higher enthusiasm and morale (Locke & Latham, 2002).

## **CONCLUSIONS**

This study aimed to analyze the influence of motivation, training, and organizational communication on employee morale at Perumda Pasar Sewakadarma Denpasar City. Based on the results of multiple linear regression analysis, it can be concluded that motivation, training, and communication each have a positive and statistically significant effect on employee morale, both partially and simultaneously.

Individually, motivation was found to significantly enhance employee morale, indicating that recognition, incentives, and supportive organizational policies play an important role in fostering enthusiasm and work commitment. Training emerged as the most dominant factor influencing morale, demonstrating that structured and relevant training programs strengthen employees' competence, confidence, and readiness to perform their duties effectively. Organizational communication also showed a significant positive effect, highlighting that clear, transparent, and open communication contributes to a supportive work environment and strengthens collaboration among employees.

Simultaneously, the three independent variables explain 67.8% of the variation in employee morale, confirming that human resource development practices are key determinants of work enthusiasm in public organizations. These findings reinforce Goal Setting Theory, which emphasizes the importance of clear objectives, feedback, and organizational support in improving motivation and performance outcomes. From a managerial perspective, this study suggests that Perumda Pasar Sewakadarma should prioritize continuous and needs-based training programs, strengthen internal communication systems, and implement inclusive motivational strategies. Such efforts are expected to enhance employee morale, reduce absenteeism, and improve overall organizational performance.

Despite its contributions, this study is limited to a single organization and a specific set of variables. Future research is recommended to incorporate additional factors such as leadership style, compensation, organizational culture, and work environment, as well as to apply broader samples or comparative approaches to enrich the understanding of employee morale in different organizational contexts.

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