

## **WORKING MUSIC AND EMPLOYEE SPIRIT AT ANGKASA PURA I INTERNATIONAL AIRPORT JUANDA SURABAYA**

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### **ABSTRACT**

*This study aims to determine employee perceptions of music accompaniment and employee morale at Angkasa Pura I (Persero) Juanda International Airport, Surabaya. Survey technique research with a descriptive quantitative method approach uses a sample of 94 respondents, while the analysis used is descriptive analysis. Data collection was done by using a questionnaire and the results of the data were processed using a computerized system (Microsoft Excel 2013). The results showed that music can increase morale, this is shown from 94 respondents there were 82 respondents who said they liked and were excited to listen to music while working, with a percentage level of 87% included in the category of the most percentages. This can be shown from the results of employees' perceptions of answers to each research variable*

**Keywords:** *work accompaniment music, work spirit*

### **A. INTRODUCTION**

In essence, throughout the world, human resources or workers/employees are very important assets and must be maintained so that they can continue to perform with the goals set within the organization (Sukanti et al., 2021). Initially, work boredom results in work fatigue, but over time it will potentially result in work accidents (Irawan et al., 2019). Boredom is a complex and individual matter, so not all individuals can survive all types of work that are always repeated or at the same job (Anderson, 2021). Boredom is usually marked by fatigue, lack of creativity, loss of interest in something that was originally of interest, laziness, lethargy and various unpleasant feelings if not handled quickly it will cause the individual to experience stress and even depression (Anderson, 2021).

Morale is something that is very important for employees of Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch, because enthusiasm for work is a reflection of every organization. Judging from the low morale, it can be seen from the level of work attendance, high work delays, unable to achieve targets within the organization, high labor turnover. Problems that occur because of low morale felt by employees, so they feel uncomfortable to be in the office, always

experience delays in completing their work and are thorough in work so that it can cause damage, because there is no enthusiasm at work.

The phenomenon shows that the work spirit of Angkasa Pura I Juanda International Airport Surabaya Branch has decreased due to the lack of togetherness among employees in attending apples, in working less productively during working hours so that this affects other employees to do the same thing, lack of leadership efforts in conduct coaching to his subordinates, so as to create a relationship that is not harmonious, both between leaders and subordinates as well as between fellow employees. From some of these descriptions that can cause other employees to be less enthusiastic about carrying out their work.

The results of research conducted by Noviani (2021) stated that work enthusiasm was able to provide an increase in the work productivity of its employees. Ali et al. (2020) concludes that morale has a simultaneous effect on the quality of administrative services. Different results from the research results of Kessi et al. (2022) stated that the decrease in work morale and work passion resulted in employees working less effectively. Jachimowicz et al. (2021) from the results of his research also states that work enthusiasm is able to provide positive performance improvements. And Parashakti et al. (2019) from the results of research that has been carried out there is a significant influence on employee morale.

The grand theory developed in this research adopts from Ajzen (1985) which is a refinement of Theory of Reasoned Action (TRA) which is named Theory of Planned Behavior (TPB). TPB explains the behavior carried out by each individual that arises because of the intention of the individual. Individual attitudes towards behavior which include beliefs about a behavior, evaluation of a behavior, subjective norms, normative beliefs and motivation to always obey (Ajzen & Fishbein, 1972, 1973). Therefore, there are several Theories of Planned Behavior according to the researchers above, it can be concluded that Theory of Planned Behavior is the intention that arises from the individual to behave caused by internal and external factors of the individual.

Monotonous work will result in psychological fatigue. Fatigue will cause workers to experience weakened activities, weakened motivation and also physical fatigue due to psychological (Cham et al., 2021; Irfan, 2022). Therefore, through work accompaniment music, employees can release their boredom and boredom. Feeling drowsy, tired or even mild dizziness that can be resolved by listening to music. Music that is comfortable to hear and in accordance with the employee's mood can stimulate feelings of happiness in the brain. Because music has a positive effect on the body that can give happiness to those who hear it.

Another opinion according to (Sedarmayanti, 2017) that the indicators in the work environment are one of them lighting, air temperature, air circulation, workspace size, workspace layout, work privacy, cleanliness, noisy room, use of color, office equipment, work security, peer relations, work relations between superiors and subordinates and workplace music are the main topics in this study. Music is present in human life in various ways, including through television, radio, cellphones, computers, laptops, etc. There is no one who does not like music, because it is undeniable that everyone must have at least one favorite song

(Wibowo, 2016). The results of research from Li et al. (2019) concluded that music is effective in reducing work boredom. Toraldo et al. (2019) states that a simple and inexpensive way is given so that a job gives the impression of being enthusiastic, cheerful, not boring and can be applied in all kinds of industries, namely by playing work accompaniment music which is included in the work environment factor. Furthermore, the results of the research from Liu et al. (2019) who gave the treatment of giving music for two weeks, had a difference in the previous score with the provision of music with the type of Background Music.

According to experts, better feelings arise because of the relationship between music and emotions, namely making people feel happy, sad and can provide peace emotions that cannot be explained in words. Words can be vented in music (Warrenburg, 2019). Thus, it is true that emotions in humans can be generated in music, these emotions can make individuals feel positive feelings or better feelings (Pandeya & Lee, 2020). Music can also affect breathing, heart rate, pulse, blood pressure, reduce muscle tension, improve body coordination, strengthen memory, body temperature, and regulate hormones related to stress (Wibowo, 2016).

In Wibowo's research (2016), according to Fox in Osborne (1995), distinguishes music in work into two types, namely background music (background music) and industrial music (industrial music). Defines background music as a type of music that appears throughout the day, such as music that is often heard in stores and supermarkets. The influence of background music can be seen from the reduction in employee absenteeism, time management, and turnover so that overall it can increase work productivity. While industrial music is a type of music that appears only at certain times, for example at the beginning of work, in the middle, and at the end of work. Industrial music is not played all day long, but only at a predetermined period.

The installation of music in the workplace is a factor that can lead to a positive direction starting from the effect of music on human feelings or mental conditions. Music that plays can increase one's work spirit because it creates a happy and not boring atmosphere (Moreschi et al., 2020). This is what is needed by employees who often feel bored, tired, and sleepy due to doing the same job while working in the office. If employee morale has decreased, productivity will also decrease. Music, especially in accordance with the tastes of the listener, can reduce feelings of boredom and fatigue and raise the spirit of work again.

Angkasa Pura I (Persero) is a company engaged in airport management services, where Juanda International Airport Surabaya is one of the airports included in the management of Angkasa Pura I (Persero). Reliable and competent human resources are important factors for the excellence of PT Angkasa Pura I (Persero), so that the development of human resources is one of the key success factors for achieving the vision and mission of Angkasa Pura I (Persero). In line with the company's vision, mission, and strategy to become a world-class company in airport services, it is necessary to implement more focused efforts in developing human resources consistently and continuously.

In the busy atmosphere of the Angkasa Pura I (Persero) Juanda International Airport Branch Office, Surabaya, which is busy making employees work optimally, so that employees often become tired while working and feel bored. This is

triggered by jobs that require high concentration, and the time to work more than ten hours in the office at normal times, in contrast to employees who take overtime. Based on the author's experience when making observations at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch, the author found a phenomenon, music sounded in the room of the Shared Services Department division that accompanied employees while working. This rarely happens, because the function of the loudspeaker (sound system) is used to convey information to all lines about the company's activities.

From the observation of the researcher when he was in the room, when the music was playing, the writer found that there was a reaction from employees who felt excited by the music. According to one employee, he said that "music always accompanied this room before, and that was good in my opinion, but not sustainable due to changes in organizational structure". Therefore, the authors find a problem, whether work music can increase overall morale in the office, or vice versa work music can have a bad impact and interfere with concentration while working. Therefore the author takes the title "Increasing Employee Morale with Music Accompaniment for Employees of Angkasa Pura I Branch of Juanda International Airport Surabaya".

## **B. LITERATURE REVIEW**

### ***Human Resource Management***

According to Rizki and Sulistyan (2022), human resource management is planning, organizing, directing and supervising the activities of procurement, development, compensation, integration, maintenance and release of human resources in order to achieve various individual, organizational and societal goals. Sutrisno (2020) states that human resource management is a process of planning, organizing, directing and supervising the activities of procuring, developing, providing compensation, integrating, maintaining and releasing human resources in order to achieve various individual, organizational and societal goals.

### ***Work environment***

One of the determining factors for organizational success is to pay attention to the work environment of each worker/employee where they are placed to work. Creating a work environment that is conducive and in accordance with the comfort of working, is the main thing and continues to be considered for the smooth running of the company's activities. The work environment is everything that is around workers who can influence them in carrying out assigned tasks, for example cleaning, music and so on (Nitisemito, 2015).

According to Sedarmayanti (2017), the work environment is one of the factors that influence an employee's performance. An employee who works in a work environment that supports him to work optimally will produce good performance, conversely if an employee works in a work environment that is inadequate and does not support optimal work it will make the employee concerned become lazy, get tired quickly so that the performance the employee will be low.

### ***Definition of Music***

Music is a work that can affect human feelings. The strains of the voice, the tone and the lyrics that are heard, make people lowest in emotion and adjust to the atmosphere they feel. According to Djohan in Wibowo (2016), music is defined as the science or art of composing tones or sounds with sequences, combinations, and temporal relationships to produce compositions (sounds that have unity and continuity). According to Jamalus in Wibowo (2016), music is a work of sound art in the form of songs or musical compositions, which expresses the thoughts and feelings of the creator through musical elements, namely rhythm, melody, harmony, song form/structure, and expression as a single unit. Music is the result of work and art, music is essentially a product of the mind. Responses to music occur from cognitive processes that include emotions in the form of behavior.

In this study, the authors took the type or genre of music that was familiar to employees while working at Angkasa Pura I Juanda International Airport, Surabaya, based on the experience of the researcher making observations and initial observations and the results of the researcher's discussion with the head of the Human Resource Development (HRD) unit.

The cause of fatigue due to inappropriate conditions of infrastructure and work environment is the dominant factor for the decline or low work productivity of a person's workforce. A work atmosphere that is not supported by a healthy working environment is one of the causes of work fatigue. Many cases of work fatigue are found as a result of excessive workload, including inconsistent work rhythms, monotonous work and unexciting workplace conditions.

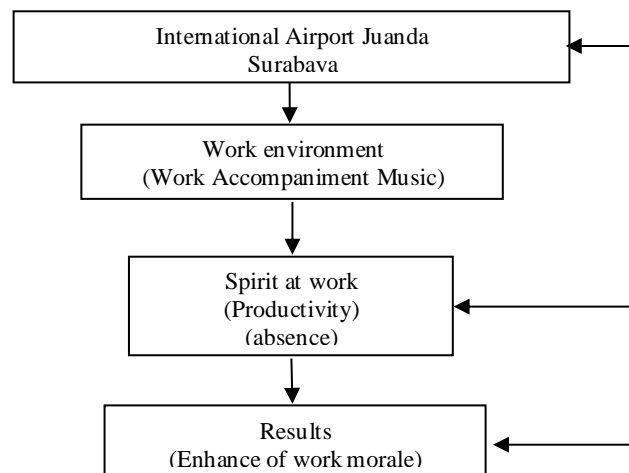
### ***Understanding Work Spirit***

According to Nitisemito (2015), enthusiasm and enthusiasm for work are difficult to separate, although enthusiasm for work has a considerable influence on morale. With increased morale and enthusiasm for work, the work will be completed more quickly and all the bad effects of decreased morale such as absenteeism and subsequent attendance will be minimized and further increase morale and enthusiasm for work which means it is hoped that it will also increase employee productivity.

Wahyudi (2022), states that morale is an attitude at work which is characterized by the presence of self-confidence, strong self-motivation to continue work, joy, and good organization. One of the factors that influence high and low morale is the work atmosphere and relationships at work (Pattnaik & Jena, 2020). Acceptance and appreciation can increase morale. On the other hand, there are several causes of low employee morale. This is related to the lack of attention to work arrangements regarding work discipline, working conditions and the shortage of skilled and expert workers in their fields.

The framework is a conceptual model of how the theory relates to various factors identified as important issues. Morale is one that must be considered in an organization. Therefore, every institution should try to increase the morale of its employees. According to Nitisemito (2015), that a clean environment can increase feelings of pleasure so that it can affect enthusiasm and enthusiasm for work. Based

on the description that the researcher describes on the background and on the literature review, the researcher describes the framework of thought which will then be used as a guide in this research which can be seen in the following figure:



**Image 1.**  
**Framework**

### C. RESEARCH METHOD

This research is a research using descriptive quantitative method with a survey technique (descriptive survey), which collects as much data as possible by using a questionnaire, employee morale and musical accompaniment at Angkasa Pura I Juanda International Airport Surabaya. According to Yin (2018) that the descriptive research method with a quantitative approach can be used if the aim is to describe or explain an event or an event that is happening at the present time, in the form of numbers that have meaning. Therefore, to get the expected results, it is necessary to distribute questionnaires to several respondents involved in this study.

The total population in this research, all employees/employees at Angkasa Pura I Juanda International Airport are divided into 2 (two) management, namely Angkasa Pura Airport, totaling 240 people and Angkasa Pura Support, totaling 508 so that the total of the total becomes 748 employees as a population.

**Table 1.**

<b>Population Distribution of Angkasa Pura Juanda International Airport Surabaya</b>		
<b>No.</b>	<b>Division</b>	<b>Population</b>
1.	General Manager	6
2.	Procurement Section	6
3.	Shared Service Department	48
4.	Finance Department	14
5.	Sales Department Head	38
6.	Airport Security Department	297
7.	Airport Operations & Services Department	259
8.	Airport Facilities Readiness Department	15
9.	Airport Equipment Readiness Department	33
10.	Airport Safety & Quality Management Department	12
11.	Information Communication Technology Department	20
Total		748

Source: Data processed in 2022

The sample can be obtained from the results of the calculations put forward by Slovin in Ferdinand (2014). Thus, the number of samples used as respondents in this study were 94 respondents. Determination of the sample in this study using Probability Sampling using simple random sampling is said to be simple (simple) because the sampling of members of the population is carried out randomly without regard to the strata that exist in the population. Acceptance and appreciation can increase morale. On the other hand, there are several causes of low employee morale. This is related to the lack of attention to work arrangements regarding work discipline, working conditions and the shortage of skilled and expert workers in their fields (Sugiyono, 2016). Types of data and data sources used in the study consisted of primary data and secondary data. Data collection techniques need to be determined in advance, namely the appropriate data collection techniques. As for things that need to be done with the method of distributing questionnaires, observation.

The measurement scale used in this study is the Guttman scale, where the Gutman scale in question is a single-dimensional scale, namely a scale that produces cumulative answers whose question items are related to one another (Sekaran & Bougie, 2016). Another opinion, that Guttman's scale is very good for convincing researchers about a unified dimension and attitude or trait to be studied, which is often called a universal attribute. Descriptive data analysis method is a method used to describe or analyze a research result but is not used to make broader conclusions (Sugiyono, 2016).

The data obtained by the researcher is raw data that contains answers from respondents regarding the problems studied. The results of the respondents' answers to the questionnaire were then processed in a frequency distribution table for each question and statement in a computerized way, namely Microsoft Excel 2013, by grouping the results of answers that had been calculated or accumulated, namely the answers "YES" and "NO" and then the percentage technique (%). From the results of the percentage (%) can be translated into a table of percentage categories, so that it can be analyzed descriptively to find out the results of this study. The statistical technique used in this study is the percentage (%). Percentage (%) is used for each possible answer obtained by dividing the frequency obtained by the number of samples, then multiplied by 100%. The formula is as follows:

$$P = \frac{f}{n} \cdot 100\%$$

where  $P$  is the percentage,  $f$  is the frequency of the selected answer,  $n$  is the total number of respondents.

Furthermore, the percentage (%) obtained from the results of data processing can be translated into the following categories:

**Table 2.**  
**Percentage Category**

Percentage (%)	Category
0 – 1	There isn't any
2 – 25	Fraction
26 - 49	Less than half
50	half
51 – 75	More than half
76 – 99	Most of the
100	Whole

Source: Data Processed (2022)

#### **D. RESULTS AND DISCUSSION**

In this study, the number of respondents who were analyzed was 94 respondents, based on the criteria in the existing field of work, the respondents in this study could determine the respondents who were working in the Airport Security Department and Airport Operation & Services Department divisions representing administrative staff at branch offices, and employees working in the field were not involved in distributing the questionnaires in this study. This study has differences, the results of empirical research by Susanto and Suminar (2022) where the results state that music has a significant effect on morale and work productivity. In addition, Lisa and Dwiyanti (2022) found that the difference in this study used the Paired Sample t-test analysis. The results of their research showed that background music and industrial music had a significant effect on employee work productivity.

##### ***Analysis of Respondents' Answers to Work Accompaniment Music***

The intended work music is how many employees like listening to music while working and the views of employees regarding the analysis of their needs in providing work music at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch. Where are the respondents who like to listen to music while working:

##### ***The number of respondents who like music***

Retrieval of data by adding manually on the answers to the questionnaires that have been collected. Following are the results of the respondents' answers in Table 3.

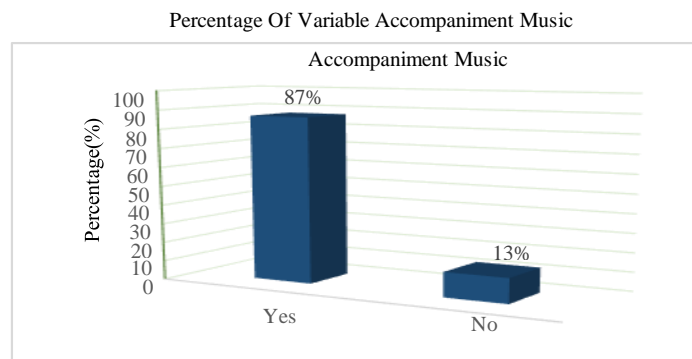
**Table 3.**  
**Frequency of Respondents' Answers**

Respondents	Answer	
	Yes	Not
94 Employees	82	12

Source: Data Processed (2022)



Data from Table 3 shows that of the 94 respondents who filled out the questionnaire, there were 82 respondents who answered “Yes” (Like) liked listening to music while working and 12 respondents who answered “No” (Disliked) liked music while working. The 12 respondents who answered No (Don't like) listening to music while working could not continue the questions and follow-up statements in the questionnaire. Then 82 respondents will be analyzed about the needs of employees in providing work accompaniment music, in the answers to questions and statements of the following indicator variables. The percentage of respondents' answers in Figure 2 are as follows:



Source: Data Processed (2022)

**Figure 2.**  
**Percentage of Variable Accompaniment Music**

From the results of the percentage of respondents who answered "Yes" (like) as much as 87% which means that if it is categorized in the percentage category table, it is the "Most" category. This means that most employees like to listen to music while working at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch.

#### ***Analysis Of Respondents Who Like Listening To Music***

The media listens to music with a room *sound system* . This means that more than half of employees agree to listen to music in the room using a loudspeaker ( *sound system* ) and can listen to music privately while working. This means that most employees like to listen to music privately at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch.

The type or genre of music employees like dangdut music while working. less than half of employees like listening to dangdut music while working at PT Angkasa Pura I Branch of Juanda International Airport Surabaya. Meanwhile, only a small portion of those who like rock music are employees of Angkasa Pura I (Persero) Branch of Juanda International Airport, Surabaya. Furthermore, most of the employees like jazz music while working. And those who like Pop music while working are also most of the employees. Those who like metal music only a small number of employees like listening to metal music while working at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch. Most of the employees

like hip-hop music and those who like classical music can be seen by more than half of the employees. And those who like instrument music (without lyrics) when working for more than half of the employees at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch.

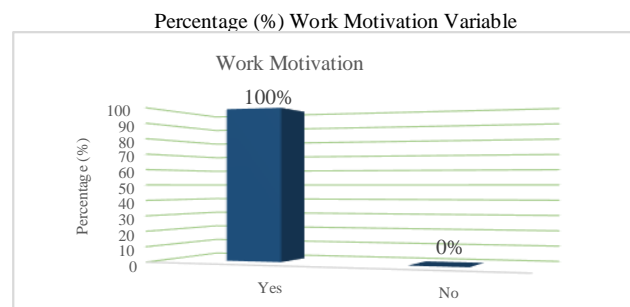
Classification of music (atmosphere) for listening to music because the office atmosphere is calm and listening to music because the office atmosphere is hectic. more than half of employees agreed to listen to music because of the noisy office atmosphere. Then it's time (presentation of music). While those who like listening to music playing all day long, at work ( *background music* ) there are less than half of the employees. Furthermore, those who like listening to music playing only at certain times while working ( *Industrial music* ) in fact employees prefer listening to music playing at certain times while working at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch.

The work spirit in question is to find out how many employees feel excited to work by listening to music, as well as how the indicators of morale felt by employees when working at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch. The number of respondents feel excited about listening to music while working. Data retrieval through manual summation of the answers to the questionnaires that have been collected. The results of respondents' answers in Table 4 are as follows:

**Table 4.**  
**Frequency of Respondents' Answers**

Respondent	Answer	
	Yes	Not
82 Employees	82	0

The percentage of respondents' answers in Table 4 as Figure 4 is as follows:



Source: Data Processed (2022)

**Figure 4.**  
**Percentage of Variable Music**

From the results of the graph above it can be seen that all employees who like music while working are excited to work by listening to music at PT Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch.

### *Analysis Of Respondents On Morale*

Then it can be analyzed through the 4 indicators of questions and statements in Table 5 as follows:

**Table 5.**  
**The Results Of The Tabulation Of Answers To The Work Spirit Variable**

No	Indicator	Respondents Answer			
		Yes		Not	
		Amount	Percentage (%)	Amount	Percentage (%)
1.	Satisfaction in the heart when the work is completed on time	76	93%	6	7%
2.	Come to work earlier than the appointed time	75	91%	7	9%
3.	Go to work with a strong heart	79	96%	3	4%
4.	Enjoy the work given by the boss	74	90%	8	10%
5.	Love the atmosphere of the workplace	71	87%	11	13%
6.	Thinking of ways to make the work better	82	100%	0	0%

Source: Data Processed (2022)

The explanation of the results of the tabulation of respondents' answers to the questions and statements of the variable indicators is the speed of time for doing work, absenteeism, coming to work earlier than the predetermined time, which means that most employees come to work earlier than time. determined, go to work with a steady heart which means that most of the employees go to work with a steady heart, feel at home (happy) while working and enjoy the work given by their superiors which means that most employees enjoy the work given by their superiors and tend to work carefully and thoroughly by thinking of ways to make work results better. This means that all employees think about ways to make their work results better at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch.

Work accompaniment music which is based on the theory put forward by Nitisemito (2015) regarding internal work environment factors, one of these factors, that music creates a happy atmosphere at work. Therefore, in this study, it was possible to find out employees' perceptions of music which creates a happy atmosphere at work from the internal work environment.

The results of research conducted by the author that most employees like music while working which is influenced by their work which requires concentration and is repetitive or monotonous, so they need music as an accompaniment while working. This is intended to reduce boredom, fatigue and boredom in their work, this is in line with Puspitaratna and Dwiyantri (2013) which states that work accompaniment music has a stimulus effect on the workforce so that workers can be more passionate and enthusiastic in doing their work. So it can be stated that work accompaniment music has a positive impact on employees who like music while working at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch.

In the work rhythm of employees at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch, they seem active. At the start of work starting at 08:00 where employees are busy with their respective jobs until mid-work starting at 10:00 until break at 12:00 and continuing back to work at 13:30 until the end time at 15 :00 and ends at 16:30. Therefore the presentation of music depends on the time of listening to the right music. Based on the theory proposed by Lisa and Dwiyanti (2022) says that presenting music at the right time can cause an attraction to music so that it can cause extraordinary inner satisfaction and feelings of pleasure and joy arise.

Meanwhile, according to Wibowo (2016) soft music and in accordance with the place, atmosphere and time will make employees feel happy working in the office. Listening to music while working needs to pay attention to the following considerations. The music that is played must be able to create a comfortable atmosphere at work. Second, the music played has value for employees who work physically and provides morale for employees who work with little mental activity. Third Music that is too loud will damage morale. Fourth, loud music should not be played in jobs that require a lot of mental activity and should not be played continuously. And fifth, the rhythm of music should be moderate, because music that is too slow can cause drowsiness, while rhythms that are too fast can be distracting and create a rush.

Therefore, the results of this study most employees like to listen to music that plays at certain times while working or *Industrial Music* (80%), where most employees like music in the middle of work and at the end of work while a small proportion at the beginning of work (25%), as a good time to listen to music while working. Compared to the continuous presentation of music or *background music* (20%) only a small percentage of people like to listen to music continuously throughout the day. We need to understand that employees who work at PT Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch, have a habit of listening to music through multimedia audio, namely computers. Each employee listens to music at a low volume without using a handset so that the music is heard a little to other employees but it does not interfere with the concentration of working in the room. Medical research states that a person can listen to music players such as MP3 players for a total duration of 1.2 hours a day by using the default earphones (earphones "default") from the manufacturer of the music player (MP3 player) at a volume of 80% of the maximum level. It is not recommended to increase the volume to the maximum (100%). WHO also recommends that when listening to music with a headset, it is at least 1 hour per day and with a volume not exceeding 60% (Satria Perdana, Hellosehat.com).

### ***Spirit At Work***

In this study, most of the employees felt that their productivity increased because they listened to music while working so that they were enthusiastic about doing the work and finished on time or faster than the specified time (90%), this is in line with the theory put forward by Izzah et al. (2020) that the importance of morale work for a company or organization, one of these factors is; With the high work spirit of the worker or employee, the work given to him or assigned to him

will be completed in a shorter and faster time. However, it is not only music that makes employees enthusiastic to work, this can also be influenced by other factors such as; salary, career path, benefits and so on. Apart from these factors, this study tries to find out how music can increase employee morale.

In general, if morale drops, employees will be lazy to come to work and do things that are not related to the work they have to do. Therefore, employees who are enthusiastic at work can be seen from the lack of attendance or delays in arriving at the office. The results of the study stated that with music, more than half of the employees felt excited at work so they came to the office earlier than the set time (43%) and also with music, most of the employees psychologically went to work with a steady heart (90%) ). This can be explained that the effect of music that brings joy and relaxation can influence employees to reduce delays when employees arrive at the office and feel strong determination to finish the job well that starts when they go to work, where this proves that one's work enthusiasm can be measured. by how quickly they got to the office and how they felt when they got there.

In this study at the branch office of PT Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch. feel the impact of morale while listening to music that most employees enjoy the work given by their superiors (83%). This is good because enjoying the work given by the boss is one of the factors to reduce work stress experienced by employees. In the author's observations, namely the aspect of the atmosphere of the room when employees work, the observations are stated to be good. As for the explanation from the author's observations that from 9 divisions, the atmosphere of the employee's room at work seems conducive and relaxed, with a family atmosphere and communication between superiors and subordinates is well established. Therefore, in the research results, most employees like the atmosphere in which they work (87%).

Where the working atmosphere according to Sedarmayanti (2017) includes a non-physical work environment. This is in line with the theory put forward by Siregar (2019) that the importance of morale for companies or organizations, one of these factors is high morale, automatically making workers or employees feel at home (happy) or working, thus it is unlikely that employees or these workers will move to work elsewhere, thus means that high morale will be able to, emphasizing the number of labor transfers.

Basically, morale is an individual thing, because it is required that every employee must have high morale, the ups and downs of an employee's morale will bring good and bad sides to the organization (Fehr et al., 2019). Every employee is required to produce better work where the creativity and ability of employees are tested to solve problems in the work given by their superiors. This study tries to combine *working with pleasure* with listening to music so that psychologically employees are more inspired and can easily get ideas for doing difficult jobs. Therefore the results of this study state that, with music, all employees at the branch office of PT Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch, can concentrate and think of ways to make their work results better (100%). The results of this study on the overall work spirit variable are in accordance with

the theory put forward by Nitisemito (2015), music that plays can increase one's morale because it creates a happy and not boring atmosphere.

## **E. CONCLUSION**

From the results of research conducted by the author, it can be concluded that work accompaniment music can increase employee morale at Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch, based on the need for providing work accompaniment music and the impact of morale felt by employees when listening to music. while working. The impact of work enthusiasm with music while working is as follows: The speed with which most employees are more satisfied if their work is completed on time; The attendance rate of employees is more than half coming to the office earlier than the appointed time; Most employees go to work with a strong heart; Most employees enjoy the work given by their superiors; Most like the atmosphere in which they work and All employees think of ways to make their work better good. It should be the policy of Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch to use music as a medium to increase employee morale. It should be the policy of Angkasa Pura I (Persero) Juanda International Airport Surabaya Branch. play music on the loudspeakers provided at low or medium volume, with the types of songs that employees like during mid and late hours of work. The researcher realizes that this research still has shortcomings. Therefore, it will be more perfect if the next researcher is more specific in discussing one of the indicators of employee needs for the provision of music, one of which is the benefits of this type of music.

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