

## THE INFLUENCE OF LEADERSHIP AND WORK ENVIRONMENT ON WORK MOTIVATION OF EMPLOYEES AT THE TANAH DATAR REGENCY TRANSPORTATION SERVICE

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### ABSTRACT

This study aims to analyze the influence of leadership and work environment on employee work motivation at the Tanah Datar Regency Transportation Office. The research approach used is associative quantitative with a sample of 60 employees taken using total sampling technique. Data collection was carried out through questionnaires compiled based on the indicators of each variable, and analyzed by multiple linear regression using the SPSS version program. The results of the study indicate that: (1) leadership has a positive and significant effect on employee work motivation, (2) the work environment has a positive and significant effect on employee work motivation, and (3) simultaneously, leadership and work environment have a significant effect on employee work motivation. These findings strengthen the view that employee work motivation in government organizations is greatly influenced by the leadership style applied and the conditions of the work environment created. Therefore, it is important for agency leaders to create a conducive work climate and apply a leadership style that can encourage employee enthusiasm and involvement to the maximum.

**Keywords:** Leadership, Work Environment, Employee Work Motivation

### INTRODUCTION

Global changes in social, economic, and technological dynamics require government bureaucracies to remain adaptive, professional, and responsive to public needs. Amid these challenges, the success of government agencies in carrying out their functions depends heavily on the quality of their human resources. Civil servants, as the driving force of the bureaucracy, play a strategic role in ensuring the achievement of regional development goals. Therefore, improving employee motivation is crucial to supporting overall agency performance.

Work motivation is a key element in effective human resource management. Motivation is an internal or external drive that causes a person to be willing and strive to carry out an activity diligently and consistently in order to achieve a specific goal. Motivated employees will demonstrate high work ethic, loyalty to the organization, and commitment to completing the tasks they are responsible for. Conversely, less

motivated employees tend to work carelessly, lack initiative, and have low productivity. In government environments, particularly at the Tanah Datar Regency Transportation Office, employee motivation is a crucial issue because this agency plays a crucial role in managing the land transportation system, traffic control, and providing safe and efficient public transportation services. Good transportation services are determined not only by infrastructure, but also by the readiness and motivation of the employees who organize and manage it.

However, based on initial observations and informal interviews with several employees, it was discovered that there were still indications of low work motivation among Transportation Agency employees. Some employees appeared less enthusiastic in carrying out their duties, were less disciplined in attendance, and showed no interest in participating in self-development activities such as training or workshops. This indicates that there are still internal and external factors that influence employee work motivation levels. One determining factor that can contribute to motivation is leadership and the environment in which employees are located.

To achieve organizational goals, leadership is an important factor that influences organizational work performance. (Andayani & Tirtayasa, 2019), define leadership as the process of influencing the activities of each individual or group to achieve organizational goals in certain situations. Leadership is the process of influencing others in determining the direction of organizational goals, how to motivate each member of the organization to achieve goals and build a good work culture in an organization. Leadership is the ability of a leader to be able to influence others so that they are willing to do something as desired by the leader. To be able to create strong leadership, it should also be supported by a good and positive work culture in an organization. defines leadership as the process of directing, guiding and influencing the thoughts, feelings, actions and behavior of others to be moved towards certain goals. (Fatmasari & Haeranah, 2024), defines leadership as the process of influencing others to make more effort to direct their energy, in their tasks or change their behavior. Meanwhile, according to (Hizkia, 2024), Leadership is an effort to use a type of influence, not coercion, to motivate people to achieve certain goals. The leadership problem that

has occurred in the Civil Service Police Unit of Solok Regency so far is that the leadership has not been able to optimize the potential of the organization and has not been able to adapt to the demands of the external environment, which in this case is related to fulfilling employee needs because so far they are still bound by the existing regulations so that they do not carry out improvisation and innovation aimed at improving employee welfare.

Besides leadership, the work environment is also a factor that determines the increase or decrease in employee motivation. An uncondusive work environment will easily make employees fall ill, easily stressed, have difficulty concentrating and feel uncomfortable in carrying out their duties which results in decreased employee motivation in carrying out their duties, on the other hand, a good work environment will make employees feel comfortable in working and this comfort will have an impact on increasing employee motivation which affects their performance (Nugroho, 2021). The work environment is everything that surrounds workers and influences how they carry out the tasks assigned. According to (Manoppo et al., 2021) "The work environment is everything around workers that can influence their work including lighting arrangements, noise control, workplace cleanliness arrangements and workplace security arrangements". According to (Nopitasari et al., 2025) "The work environment is the environment where employees carry out their daily work". A supportive work environment will lead to increased performance for employees in a company. According to (Elvatiana et al., 2024), indicators for measuring the work environment include the workplace building, adequate equipment, facilities, transportation, relationships with colleagues at the same level, and superior-subordinate relationships. A clean, comfortable, safe work environment that supports collaboration among employees will create a positive and enjoyable work atmosphere. Furthermore, harmonious relationships between employees and open communication will provide employees with a sense of comfort in carrying out their duties.

Various previous studies have shown that leadership and the work environment significantly influence work motivation. However, in a local context such as the Tanah Datar Regency Transportation Agency, such studies are still very limited. In fact, it is

important for local government agencies to understand the internal factors that influence work motivation in order to design more targeted HR management policies. Therefore, this study is important to conduct to determine the extent of the influence of leadership and the work environment on the work motivation of employees at the Tanah Datar Regency Transportation Agency. With these research results, it is hoped that the agency can evaluate its management strategies and create a more conducive work environment to improve employee performance.

## METHODE

This research uses a quantitative approach with this type of research. associative, namely research that aims to determine the relationship or influence between two independent variables (leadership and work environment) on one dependent variable (work motivation). A quantitative approach was chosen because it allows researchers to measure the relationship between variables objectively through numerical data and statistical analysis. This research was conducted at the Transportation Office of Tanah Datar Regency, West Sumatra. This location was chosen because it is a local government agency that has a strategic role in transportation and public services, and is the main target in research on employee work motivation. The sample is part of the number and characteristics possessed by the population (Apriyanto et al., 2022). Saturated or census samples, namely the number of samples that reflect the entire population, were chosen to be used in this analysis. In this analysis, the sample was 46 State Civil Apparatus. Data collection was carried out using a questionnaire to measure employee perceptions of leadership, work environment, and employee work motivation. The questionnaire was compiled based on indicators of each variable using a Likert scale of 1–5. Data analysis was carried out in several stages, namely 1) Validity test was tested with Pearson correlation ( $r_{\text{count}} > r_{\text{table}}$ ). 2) Reliability was tested with Cronbach Alpha ( $> 0.60$  is considered reliable). 3) Normality test to determine whether the data is normally distributed or not. 4) T test to determine the effect of each independent variable on the dependent variable. 5) F test to determine the effect of leadership and work environment simultaneously on employee

work motivation. 6) Coefficient of Determination ( $R^2$ ) to determine how much the independent variable contributes in explaining the dependent variable.

## RESEARCH RESULTS AND DISCUSSION

In this study, a normality test was conducted to determine whether the residual values in the regression mode were normally distributed or not. The test used was the non-parametric Kolmogorov-Smirnov statistical test. If Asymp. Sig. (2-tailed)  $<0.05$ , the data is not normally distributed. If Asymp. Sig. (2-tailed)  $>0.05$ , the data is normally distributed (Mainita, 2022). The results of the data normality test can be seen in the table below:

**Table 1. Normality Test Results**

### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		46
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	5.843287
Test Statistic		.087
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>

Based on the SPSS output results for the normality test in table 1 above, it can be seen that the Asymp. Sig. (2-tailed) value obtained is 0.200, which means it is greater than 0.05, so it can be concluded that the data is normally distributed.

The T test is used to see the level of significance of the independent variable affecting the dependent variable partially or individually. The test is carried out using a significance level of 0.05. To test the influence of each independent variable partially, the t test is used. ((Larosa et al., 2022) If the calculated  $t > t$  table, then there is an influence between the independent variable and the dependent variable. If the calculated  $t < t$  table, then there is no influence between the independent and dependent variables, or if the sig value  $<0.05$  then the independent variable has a

significant effect on the dependent variable. If the sig value > 0.05 then the independent variable does not have a significant effect on the dependent variable.

**Table 2. Results of T-Test (Partial)**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.437	8.318		1.616	.111
	leadership	.508	.069	.600	6.564	.000
	work environment	.498	.126	.322	4.780	.000

Dependent Variable: employee work motivation

Based on the results of the t-test in table 2 above, it can be interpreted that:

1. Hypothesis testing of the influence of leadership on employee work motivation

Based on the results of the t-test above, the calculated t-value of the leadership variable is 6.564 > the t-table value of 1.67866 with a significance value of 0.000 which is < the  $\alpha$  value of 0.05. Therefore, it can be concluded that leadership has no significant effect on employee work motivation.

2. Hypothesis testing of the influence of the work environment on employee work motivation

Based on the results of the t-test above, the calculated t-value of the work environment variable is 4.780 > the t-table value of 1.67866 with a significance value of 0.000 which is < the  $\alpha$  value of 0.05. Therefore, it can be concluded that the work environment has no significant effect on employee work motivation.

The F-test aims to examine whether independent variables have a simultaneous or joint influence on the dependent variable. The decision-making criteria are: if the sig value is < 0.05, then all independent variables simultaneously influence the dependent

variable in the study. However, if the sig value is  $>0.05$ , it means that all independent variables simultaneously have no influence on the variable in the study.

**Table 3. F-Test Results (simultaneous)**

**Analisis Varians<sup>A</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	643.432	2	2621.716	63.661	.000 <sup>B</sup>
	Remainder	5243.432	43	34.807		
	Total	7679.945	45			

a. Dependent Variable: Employee Work Motivation

b. Predictors: (Constant), work environment, leadership

Based on table 3 above, it shows that the significance value of the F test is 0.000, which is smaller than the significance value used, which is 0.05. Decision making can also be done by comparing the calculated F value with the F table value. Where the calculated F value is 63.661 while the F table value is 2.807. So the calculated F value is greater than the F table. Therefore, it can be concluded that leadership and work environment have a simultaneous influence on employee work motivation.

The coefficient of determination ( $R^2$ ) is a tool used to measure the extent to which a model can explain variations in the independent variable. The coefficient of determination ranges from 0 to 1. If the  $r^2$  value is close to 1, the independent variable provides almost all the information needed to predict variations in the dependent variable.

**Table 4. Results of Determination Test ( $R^2$ )**

**Model Summary<sup>B</sup>**

Model	R	R Square	Adjusted R Squared	Standard Error of Estimate
1	.826 <sup>A</sup>	.893	.563	5.65789

a. Predictors: (Constant), work environment, leadership

b. Dependent Variable: employee work motivation

Based on the results of the determination coefficient test in table 1.6, the adjusted  $r^2$  value was obtained as 0.563 or 56.3%. So it can be concluded that the ability

of the independent variables, namely leadership and work environment, to explain the variation in employee work motivation variables is 56.3%.

## DISCUSSION

### The Influence of Leadership on Employee Work Motivation

The analysis results show that leadership variables have a positive and significant effect on the work motivation of employees at the Tanah Datar Regency Transportation Agency. This means that the better the leadership style applied, the higher the level of employee work motivation. This can be explained through the leadership style approach applied by agency leaders, who not only act as task directors but also as role models and motivators for their subordinates. Effective leadership encourages employees to feel valued, supported, and involved in decision-making. Leaders who are able to build open communication and provide positive feedback will also increase employee morale and a sense of responsibility. These findings support the transformational leadership theory by (Sani et al., 2024), which states that leaders who are able to inspire, motivate, and pay attention to individual needs will significantly influence the attitudes and behavior of their subordinates, including in terms of work motivation. In the context of this study, participatory and communicative leadership appears to have a significant influence on employee work morale. In addition, these results are in line with previous research by (Suharyanto, 2012) which found that transformational leadership styles have a positive effect on employee work motivation in local government environments. This means that leaders have a strategic role in creating a work climate that can encourage employees to work more productively and enthusiastically.

### The Influence of the Work Environment on the Work Motivation of Officers

The results of the study also show that work environment variables have a positive and significant effect on employee work motivation. A conducive work environment, both physically and psychologically, has been shown to increase employee enthusiasm and desire to work optimally. The physical work environment referred to in this case includes office cleanliness, availability of work facilities, room comfort, air ventilation, and lighting. Meanwhile, the non-physical work environment is related to



relationships between employees, relationships with superiors, a pleasant work atmosphere, and a sense of security at work. Employees who work in a healthy and comfortable environment will feel more appreciated, feel more at home in the workplace, and are motivated to make the best contribution to the institution. Conversely, an unsupportive work environment, such as inadequate room conditions, conflict between employees, or a lack of work facilities, will reduce work enthusiasm and even cause stress that has an impact on decreasing motivation. These results are in accordance with the opinion of (Mahmudah et al., 2023) who stated that a supportive work environment directly influences employee motivation and work productivity. This finding is also supported by research (Trisnawaty & Parwoto, 2021), which states that a harmonious and comfortable work environment can significantly increase employee loyalty and work motivation.

### **The Simultaneous Influence of Leadership and Work Environment on Employee Work Motivation**

Simultaneously, the regression analysis results show that leadership and work environment variables jointly have a significant influence on employee work motivation. This indicates that these two variables complement each other and play a significant role in shaping and maintaining employee work motivation levels.

Good leadership and a supportive work environment create a positive synergy for employee work behavior. Leaders who are able to create a healthy work atmosphere, pay attention to the welfare of their subordinates, and maintain harmonious social relationships in the work environment will produce a pleasant and motivating work atmosphere. These findings indicate that the approach to human resource management in the Tanah Datar Regency Transportation Agency is not sufficient to rely solely on structural or administrative policies, but also needs to pay attention to aspects of leadership and a comfortable work environment as part of a strategy to increase employee motivation. In other words, loyalty, dedication, and work enthusiasm cannot be bought only with incentives or salary alone, but are more strongly shaped by the quality of social relationships and the work atmosphere that employees experience every day. Therefore, serious attention is needed from management to

create leadership conditions and a work environment that support long-term motivation.

## CONCULASION

Based on the research results and discussions presented above, the following conclusions can be drawn:

1. Leadership variables influence employee work motivation at the Tanah Datar Regency Transportation Agency. This means that better leadership can increase employee motivation.
2. Work environment variables influence employee work motivation at the Tanah Datar Regency Transportation Agency. This means that a better work environment will increase employee work motivation.
3. Simultaneously, leadership and the work environment have a positive influence on employee work motivation at the Tanah Datar Regency Transportation Service.

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