# Optimizing Motivation: Leadership Style that Inspires the Work Environment

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## ABSTRACT

The purpose of the research is to determine the influence of each variable of leadership style and work environment on motivation, as well as to optimize these variables in order to enhance employee motivation. This research method employs quantitative descriptive analysis using SPSS V.26 on the results from 40 respondents. The findings from the employees of the Transportation Department and the community as users of related transportation services indicate that the variables of the work environment's role and leadership style have a significant positive impact on employee motivation. Therefore, it is recommended that the Transportation Department (Dishub) of Bekasi City should continue to maintain a harmonious relationship between leaders and employees to improve performance, thereby producing effective and adequate transportation services to increase the satisfaction of the Bekasi City community as users of transportation services.

**Keywords        :   Optimization; Work Environment; Leadership Style; Motivation; Employees.**

### ABSTRAK

*Tujuan penelitian adalah untuk mengetahui pengaruh setiap variabel gaya kepemimpinan dan lingkungan kerja terhadap motivasi serta mengoptimalkan variabel tersebut sehingga mampu meningkatkan motivasi pegawai. Metode penelitian ini menggunakan deskriptif kuantitatif, dengan menggunakan SPSS V.26 terhadap hasil 40 responden dari hasil tersebut pegawai Dinas Perhubungan dan masyarakat selaku pengguna jasa transportasi terkait, hasil penelitian ini menunjukkan pengaruh variabel peran lingkungan kerja dan gaya kepemimpinan terhadap motivasi pegawai positif signifikan sehingga dapat direkomendasikan agar Dinas Perhubungan (Dishub) Kota Bekasi tetap perlu menjaga hubungan yang harmonis pimpinan dan pegawai dalam meningkatkan kinerja untuk menghasilkan pelayanan transportasi yang efektif dan memadai guna meningkatkan kepuasan masyarakat Kota Bekasi sebagai pengguna jasa tranfortasi.*

***Kata Kunci     :   Optimalisasi; Lingkungan Kerja; Gaya Kepemimpinan; Motivasi; Pegawai.***

**INTRODUCTION**

Management is the knowledge and skills of organizing the use of human capital and other capital in an efficient and influential way to obtain a set direction, including in the work environment and leadership style (Susan, 2019). While human resource management should participate actively in the design, leadership and direction of the institution in relation to the division and improvement of human resources. Changing responsive operating methods to be more active, and functional forms to easier forms and carrying out strategic procedures (Utamy et al., 2020). The work environment can influence the desires and aspirations of organizational members, so that it can create satisfaction and become a strong motivation for its members (Lestiowati et al., 2021).

The work environment is about employees who can influence how work is done. (Lumenta et al., 2019). While the work environment includes all elements surrounding a person's work that have the potential to influence the individual in carrying out the tasks assigned to him (Nazaruddinaziz & Mulia, 2022). Apart from that, the work environment includes all factors surrounding an employee that have a significant influence on the performance and fulfillment of the tasks assigned to them in a particular field (Sentosa et al., 2019). The most important part in achieving optimal management goals is the most supportive aspect, namely the work environment and leadership style applied.

Therefore, it is necessary to make efforts to improve management to be able to produce a creative workforce so as to motivate them to act more effectively and efficiently, because with effective management or improvement of human resources, a person can easily face and complete the tasks given at the moment or which will come, previous research shows the importance of the leader's function as role model in the organization. By demonstrating the principles of discipline they can be a strong example for other members of the workforce (Tri & Mildawani, 2023), and only uses two variables and focus at work discipline, while this research uses three variables, meanwhile, other research shows that employee productivity still does not contribute to the business, resulting in lessthan optimal employee discipline and performance, so the leadership style that occurs in the company is still not good (Azis et al., 2022).

The difference from previous research is that this research looks at different variables and measures the influence between three different variables, namely leadership style and work environment and motivation. Apart from that, this research also adds another variable, namely motivation, to determine satisfaction from leadership style variables and environmental variables.

Apart from that, they must have skills, interpersonal relationships and technical skills, an employee must have conceptual abilities that support management work, human resources are crucial figures in institutions or agencies, because human resources are the element that drives an organization. Achieving the goals of a company or agency has many important things to achieve, including a leadership style, a place where the work environment can be effective and efficient, this is in accordance with the definition that leadership style is a form of attitude that can be created to connect direction with individual direction, leadership style is a standard human attitude that is used to influence other people according to one's wishes (Parmansyah & Hanadelansa, 2022).

The leadership style applied will have an influence on the running of the organization. Transformational leadership is trust, admiration, loyalty and respect for leaders and they are motivated to do more than their initial expectations (Supriyanto et al., 2021). leadership can be defined as a person's ability and readiness to influence, encourage, invite, demand, use, and if necessary, force other people so that they accept this

influence and take actions that can help achieve certain goals or objectives in a business.(Efendi, 2020), according to Yulk, "Leadership is the ability of a leader to influence employees so they can work effectively and efficiently in order to achieve organizational goals" (Koyongian, 2020). Leadership style is an approach used by a leader to influence his subordinates to be willing to work together and increase productivity in achieving organizational goals (Maro & Hermayanti, 2021).

If existing resources are not managed well, they will not achieve the direction that has been set, so the character of a leader who is able to use authority and power to obtain direction is very important. Basically, leadership is for leaders to lead their subordinates. Another thing that is important for a leader to know to manage individuals is that situations are difficult and complicated because they have strong minds, apart from leadership style, the work environment can influence employee motivation to do maximum work in certain fields such as public services or others, besides that The work environment can also create a relationship of decisive activity between the individuals around them.

Therefore, if an orderly and supportive work environment can be maintained, a good and safe work environment will make employees feel comfortable in the scope of work and enthusiastic in carrying out each task. A work environment that is considered unfavorable due to a lack of harmonious relationships between co-workers, co-workers and leaders, and even fellow leaders can affect employee morale, work climate, and even an unhelpful atmosphere, this is according to opinion Utomo et al. (2021) that elements of the work environment that help workers work, such as compatible colleagues, a pleasant work atmosphere and work support accommodation can increase employee morale to innovate performance commitment institute.

If someone feels enthusiastic about their work, they will try their best to carry out their obligations properly and will be responsible for the tasks given so that all obligations given will be completed with the impression of good work. Then the work environment also influences the level of employee morale and influences employee performance. The maturity of experts supported by an experienced and qualified workforce can bring great benefits to an agency in accordance with the needs of changing conditions. Human resources are the driving force of an agency. In this case, agencies also have things that need to be considered, namely the motivation of their employees.

Motivation is a concept that leaders in carrying out operations need to prioritize a participative style, even providing a dependent goal, namely public trust, leadership must be able to carry out the task is well done by directing, giving motivation to the employee (Syarief et al., 2019). Meanwhile, in public agencies, employee motivation must be able to provide quality services to the public that are appropriate, fast and cheap, such as in completeness of population identification card (KTP), birth certificate, death certificate and administrative document and so on (Kurniawan et al., 2018).

The purpose of this research is to determine the influence between the variables of motivation, leadership style and work environment and to optimize if there is a weak influence between these variables so that the ability to improve environmental performance at the Bekasi City Transportation Department can be determined and to measure this influence, how much the influence of each variable is large so that there is an interrelationship between one variable and another, the Bekasi City Transportation Service Office is a government agency engaged in services and serving the wider community.

Therefore, the Bekasi City Transportation Service Office demands optimal employee performance to serve the wider community, as well as adequate infrastructure.

The role of a leader can also influence how a comfortable work environment can be created. A good leadership style greatly influences employee performance in the agency. Leadership style has a huge influence on performance, especially the performance of employees in the agency. The effect really depends on how the leader treats his subordinates. Good performance grows naturally when leaders in a leadership style are able to empower subordinates to pay attention, appreciate and create profitable situations in the work environment.

These effects include, for example, increases in employee workload, employee discipline and ability to bear responsibility. On the other hand, employee performance decreases if the leader cannot be a leader who has a positive impact on his employees. At the Bekasi City Transportation Service Office, it is suspected that there were and still are several obstacles regarding an inappropriate leadership style and an uncomfortable work environment where the role of the leader has not shown the expectations of employees to carry out shared responsibilities in improving public services in accordance with the wishes of the people of Bekasi City, thereby affecting the performance of Transportation Service employees.

A good leader is able to provide the right direction so that employee performance can be maximized and can create a comfortable work environment for his employees. There are several leadership factors that are still felt to be less motivating for employees, as well as a workplace that is less supportive because the work space is felt to be less spacious and circulation is not good, thereby reducing employee concentration at work because the work environment is less comfortable.

## RESEARCH METHOD

This research method uses quantitative research, using field research to obtain primary and secondary data, as well as self-administered questionnaires mode, namely distributing questionnaires to 40 respondents, this is in accordance with Population is a collection of objects or subjects that have certain traits and characteristics, which is an area of generalization studied by researchers with the aim of concluding research results (Ideswal et al., 2020), according to Sugiono, population is a domain or area that includes objects and subjects that have certain characteristics and traits that are studied by researchers, with the aim of gaining understanding and concluding research results (Adha et al., 2019).

As well as direct interviews to obtain answers and a questionnaire return rate (response rate) of 100%. The sampling method was carried out using saturated samples, namely by including the entire sample and then the author carried out processing using multiple regression analysis with SPSS Version 26 with a research time of August – November 2023 to test the level of validity and reliability to determine whether there was an influence of two or more independent variables on the variable. Bound, the equation 1 is the formula for the multiple regression equation.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \mu i \qquad (1)$$

Form the regression equation formula, it can be explained that in the context of research on work motivation, the variables involved include Y, which is work motivation, and $X_1$ and $X_2$, which represent work environment and leadership style variables respectively. Work Motivation = a + $\beta_1$ * Work Environment + $\beta_2$* Leadership Style + $\mu i$, in this formula, the constant a represents the influence of fixed or other constant factors on

work motivation. The coefficients β₁ and β₂ reflect the relative impact of work environment variables and leadership style on work motivation. *μi* are errors or other unmeasured factors that may influence work motivation

Internal work motivation as a constant value, where the equation has a coefficient function where the role of the work environment and leadership style is constant, in estimating the appropriate model to be used in panel data regression it can be seen from the structure of the classical assumption test model which consists of a normality test, a heteroscedasticity test, multicollinearity test and hypothesis testing with t test and f test, definition is partial test (t test) is to test how each independent variable individually influences the dependent variable. Which is considered constant. Simultaneous test (f test) is a test to see how all the independent variables together influence the dependent variable and developed namely work environment and leadership style on employee work motivation the following is the rationale for this research as Figure 1.
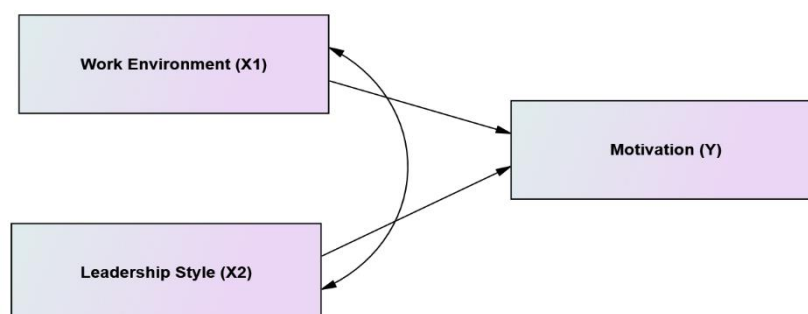


Source: Processed data, 2023

**Figure 1. Research Model**

In figure 1 is shows that the hypothesis of work environment variables and leadership style affects employee work motivation, but this research was developed again using hypothesis testing as a temporary answer to the research problem.

If the results of the analysis show that there is a positive and significant relationship between work environment variables and leadership style on employee work motivation, then this hypothesis can be accepted. However, if there is no significant relationship between work environment variables and leadership style on employee work motivation, then the hypothesis is rejected.

**RESULTS AND DISCUSSION**

**Validity and Reliability Test**

On role research environment and the leadership style on the work motivation of employees of the Bekasi City Transportation Department will be tested for validity using Pearson validity correlation or validity testing for each variable using the product moment technique, namely giving a value to each item which is correlated with a total value which aims to test the correlation or relationship between one variable and another. One other variable on the Table 1.

## Table 1. Validity Test Results

| Correlations | | Environment | Leadership Style | Motivation |
|---|---|---|---|---|
| Environment | Pearson Correlation | 1 | -.147 | ,160 |
| Leadership style | Sig. (2-tailed) | 40 | ,366 | ,324 |
| Motivation | N | -.147 | 40 | 40 |
| | Pearson Correlation | ,366 | 1 | .111 |
| | Sig. (2-tailed) | 40 | 40 | ,495 |
| | N | ,160 | .111 | 40 |
| | Pearson Correlation | ,324 | ,495 | 1 |
| | Sig. (2-tailed) | 40 | 40 | 40 |
| | N | | | |

*Source: Processed data, 2023*

In Table 1 is shows the correlation value environment is 0.160, the Leadership Style value is 0.111 and the Motivation value is 1, all variables are > Sig 5% or 0.05.

## Table 2. Validity Test Recapitulation

| Variable | Score | R Table | Information |
|---|---|---|---|
| Environment | 0.160 | 0.05 | Valid |
| Leadership Style | 0.111 | 0.05 | Valid |
| Work motivation | 1.00 | 0.05 | Valid |

*Source: Processed data, 2023*

In Table 2 is shows the correlation value environment is 0.160, the Leadership Style value is 0.111 and the Motivation value is 1, all variables are > Sig 5% or 0.05 so it can be said that the variables have valid values.

## Table 3. Reliability Test

| Reliability Statistics | |
|---|---|
| Cronbach's Alpha | N of Items |
| ,815 | 3 |

*Source: Processed data, 2023*

In the Table 3 it can be seen that the reliability testing in the research has a Cronbach's Alpha value of 0.815.

## Table 4. Reliability Test Recapitulation

| Variabel | Score | Cronbach Alpha (α) | Information |
|---|---|---|---|
| Environment | 0.815 | 0.6 | Reliable |
| Leadership Style | 0.815 | 0.6 | Reliable |
| Work motivation | 0.815 | 0.6 | Reliable |

*Source: Processed data, 2023*

In Table 4 is shows with the requirements that variable environment, leadership style and work motivation have a Cronbach's Alpha value of more than > 0.60, so it can be concluded that all variables fall into the Reliable category. Next, classical assumption tests will be carried out, including normality tests, namely to find out whether the research data can be distributed properly, in accordance with the requirements, if it occurs

at a significance level of α = 5% or a probability value < 0.05, then it is normal and the research can be continued, in Table 5 here are the results of the data normality test.

## Table. 5 Normality Test

**One-Sample Kolmogorov-Smirnov Test**

|  |  | Unstandardized Residuals |
|---|---|---|
| N |  | 40 |
| Normal Parameters, b | Mean | .0000000 |
| Most Extreme Differences | Std. Deviation | 1.64921484 |
|  | Absolute | .131 |
|  | Positive | ,062 |
|  | Negative | -.131 |
| Statistical Tests |  | .131 |
| Asymp. Sig. (2-tailed) |  | .083c |

*This method involves statistical calculations and significance adjustments to ensure more accurate results.*
*Source: Processed data, 2023*

In Table 5 is shows on the environment and leadership style on work motivation of Bekasi City Transportation Department employee it can be seen that the value of A symp. The Sig value is 0.083, which means that the value is well distributed, in accordance with the requirements. If it occurs at a significance level of α = 5% or a probability value > 0.05, then it is normal and can be continued to the next test, namely the heteroscedasticity test, where this test has the aim of find out whether there are differences in research variables regarding the influence of organizational culture and motivation on performance quality simultaneously or together, the results of the heteroscedasticity test, the Figure 2 is the results of data processing from the heterokedoxity test are as follows.
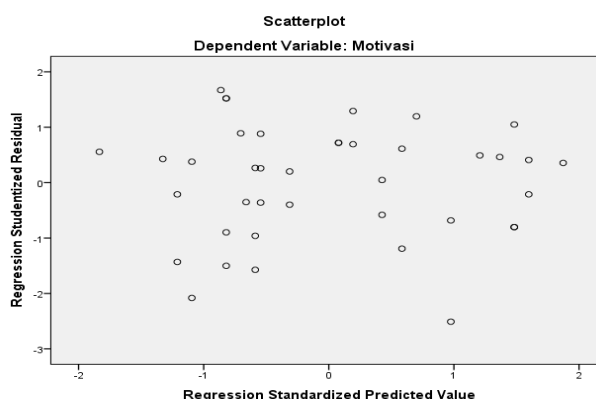


*Source: Processed data, 2023*

## Figure 2. Heteroscedasticity Test

The Figure 2 is shows on environment and leadership style on work motivation of Bekasi City Transportation Department employees, it can be seen from the figure 2 that the dots are scattered above the number 0, the dots do not gather at one particular point and at a distance, then the dots form a certain pattern and the distribution of the data points is not patterned, so the researcher can conclude that there is no problem of heteroscedasticity symptoms in the model good regression and can be fulfilled to continue to the next research, next, a multiple regression test will be carried out the data is normally distributed if the significance value from the results of the f test is used to show whether the independent variable has an effect on the dependent variable partially simultaneously

or together if the t coefficient value or Sig level.< 0.05, has a significant effect with an alpha level of 5%, conversely if the t coefficient value or Sig. level is > 0.05, there is no significant effect (Ningsih & Cahyaningdyah, 2014), the Table 6 are the results of data processing from the multiple regression equation.

**Table 6. Regression Equation Test**

| | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|
| Model | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| 1  (Constant) | 27,382 | 7,383 | | 3,709 | ,001 | | |
| Environment | ,180 | ,162 | ,180 | 1,109 | ,274 | ,978 | 1,022 |
| Leadership style | ,139 | ,164 | .138 | ,847 | .403 | ,978 | 1,022 |

a. Dependent Variable: Motivation
*Source: Processed data, 2023*

From the Table 6 will see what the variables environment and leadership style influence the work motivation of employees of the Bekasi City Transportation Department partially by looking at the t coefficient has a known result value of the t test which is homogeneous, can be with df 40-2 = 38 which is 1,655 from the t table value of 3,709 which is positive which shows t count > t table so it can be concluded that each independent variable, namely the leadership style variable and work environment has a positive influence on the final variable, namely the motivation variable, after the t test was carried out and it was stated that it had a partial effect so that the hypothesis test $H_0$ is rejected, while the regression equation table is as equation 2.

$$Y = 27.382 + 0.180X1 + 0.139X2 \qquad (2)$$

Based on the results, the constant value of 27.382 means that if the leadership style and work environment variables have a value of 0, then the value of the leadership style and work environment variables on motivation is 27.382, while the leadership style coefficient (β) If the leadership style is increased by 1 unit, the work environment will increase motivation by 1 unit, equal to 0.014 and the coefficient of growth (β) 1 unit is equal to 0.139. The results of research data processing are as in Table 7.

**Table 7. F-Test**

ANOVA a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| 1  Regression | 4,899 | 2 | 2,449 | ,044 | .434b |
| Residual | 106,076 | 37 | 2,867 | | |
| Total | 110,975 | 39 | | | |

a. Dependent Variable: Motivation
b. Predictors: (Constant), Leadership style, Environment
*Source: Processed data, 2023*

In Table 7 it can be seen that explains that the calculated f table value is 0.044, while the f table value can be seen from the f table of 2.85 from the F table, which means it has a calculated F value < F table so that there is no simultaneous influence between each

independent variable, namely leadership style and work environment on employee motivation, to find out how big the influence is, the Table 8 is correlation test can be done.

## Table 8. Analysis of R and R Square

| Model Summary b | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .210a | ,884 | ,008 | 1,693 |

a. Predictors: (Constant), Leadership style, Environment
b. Dependent Variable: Motivation

*Source: Processed data, 2023*

From the Table 8 it can be seen that on research environment and leadership style on work motivation of employees of the Bekasi City Transportation Department is known to be all independent variables, both environment and Leadership style contributes directly to the work motivation variable, namely 0.884 or 88.4% of the total, so it has a remaining value of 11.6%, from other factors not included in the research.

## The Relationship of the Environment to Work Motivation

On research role environment and leadership style as work motivation for Bekasi City Transportation Department employees that can be discussed, namely it can be seen that there is an R-Square value of 0.884 or 88.4%, indicating that one variable has a significant positive influence on the f test, or hypothesis test which states that the variable environment has a positive and significant influence on the variables work motivation which means hypothesis is accepted. In his study, environment be empirical evidence showing utilization environment can be effective in carrying out promotional efforts with the aim of increasing understanding and providing support to the community to behave as expected (Leonita & Jalinus, 2018), and in government agencies the employees who work, already understand their duties to be able to motivate themselves to work according to the law, regulations, time discipline, competent and caring service (Fadly et al., 2022). Through an appropriate work environment, Bekasi City Transportation Department employees will be able to motivate them in providing public services in the transportation sector and work effectively and efficiently.

## The Relationship between Leadership Style and Work Motivation

On research role environment and leadership style as work motivation for Bekasi City Transportation Department employees, the relationship between variables leadership style as work motivation showing value of coefficients t environment of 1,109 or Sig level. Environment < 0.05, meaning variable environment has a significant effect on work motivation so that the hypothesis test is accepted, while the t coefficient value of leadership style is 0.847 or the Sig level. Leadership style is 0.847 > from 0.05, meaning that the leadership style variable has no direct significant effect on the work motivation of Bekasi City Transportation Department employees. They must be ready to face and answer the challenges of their duties as ASN *(Aparatur Sipil Negara)* to get leaders who are varied and work according to their needs and abilities. This is in accordance with previous research that the transformative leadership and organizational commitment of ASN employees of the Bekasi City Health Service must be maintained and able to provide services to hospitals and health centers in Bekasi with the various obstacles they face, so that it becomes a strong motivation to create appropriate and health-based service (Supriyanto et al., 2021).

**The Relationship between Environment and Leadership Style on Work Motivation**

On research environment and leadership style as work motivation for Bekasi City Transportation Department employees, variable environment and Leadership style on work motivation can be seen in data testing with multiple regression tests and simultaneous correlation of each variable, this influence is symbolized by R (correlation), as in table 8 that the application environment and leadership style on motivation that all independent variables, both environment and leadership style contributes directly to the work motivation variable, namely 0.884 or 88.4% of the total, so it has a remaining value of 11.6%, from other factors not included in the research such as compensation, intensive and reward and punishment, this is in accordance with study Putra & Pasaribu (2022) stated that leadership style and work environment partially influence employee performance. Leadership style and work environment influence employee performance by 72.4%, whileR & Wariyadi (2021). states that leadership style and work environment simultaneously have a significant positive effect on employee performance, so that this research can be further refined in the future by adding variables or by using moderating variables as research assistance variables.

**CONCLUSION**

The description of the research  optimize motivation; leadership style that inspires the Bekasi Transportation Department work environment, it can be concluded that in the current era the application of leadership styles and environment  very important and has a significant positive effect on work motivation, several things show that there is a work environment that is conducive and makes employees comfortable in the Bekasi City Transportation Department, such as management support, effective allowances and achievement awards which will be able to motivate employees to work well and perform well.

Effective and efficient public services, apart from a supportive work environment, the leadership style in the Bekasi City Transportation Department is also important, considering that the leadership in the agency will determine the goals to be achieved, by using a democratic leadership style, appreciating employees based on work performance and work quality will able to motivate and invite employees to encourage and carry out their main tasks and work functions according to the expectations of the people of Bekasi City by creating fast, easy and cheap transportation facilities and infrastructure so that there are problems both with traffic jams and violations. The accident rate can be minimized and kept as low as possible in Bekasi City and its surroundings.

**RECOMMENDATIONS**

The findings of this research reveal interesting results related to optimizing motivation and inspiring leadership styles at Bekasi City Transportation Department. The implementation of an empowering leadership style has been proven to have an effect and increase employee motivation, creating increased performance and job satisfaction. and active employee participation has been proven to have an effect on increasing involvement and motivation.

Meanwhile, the weakness of this research is that it does not cover all the factors that influence leadership style and work environment on motivation at DISHUB Bekasi, such as organizational culture, performance, legal regulations and more in-depth research is needed in understanding the characteristics. DISHUB Bekasi services and ensure that

the research findings are truly relevant and applicable, so that additional factors can be considered or identified that can make a significant contribution to each variable, while the limitation of this research is the limited sample size to generalize the findings to all research objects.

Therefore, recommendations for further research with a larger sample are needed to increase the long-term external validity and reality of the variable factors of leadership style and work environment on motivation. This can provide a more appropriate and practical solution for increasing motivation and inspiring leadership in the environment Bekasi City Transportation Department.

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