



# **LAPORAN PENELITIAN**

## **OPTIMIZING MOTIVATION: LEADERSHIP STYLE THAT INSPIRES THE WORK ENVIRONMENT**

**Oleh:**

**Ketua : Aldi Friyatna Dira SE, MM**  
**Anggota : 1. Ina Sawitri, S.Si, MM**  
**2. Abdul Rahman**  
**3. Kurniawan Prambudi Utomo**

**PENELITIAN INI DILAKSANAKAN ATAS BIAYA ANGGARAN  
PENDAPATAN DAN BELANJA STIE GICI TAHUN AKADEMIK  
2023/2024. NOMOR KONTRAK: 276/LPPM-GBS/XI/2023**

**PROGRAM STUDI AKUNTANSI  
SEKOLAH TINGGI ILMU EKONOMI "GICI"  
2023**

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## **SURAT PERJANJIAN KONTRAK PENELITIAN**

### **Nomor : 276/LPPM-GBS/XI/2023**

Pada hari ini, Senin, tanggal Enam bulan November tahun Dua Ribu Dua Puluh Tiga (06-11-2023), kami yang bertanda tangan di bawah ini:

- 1) Herman Susilo, SE, MM.  
Selaku Ketua LPPM STIE “GICI” untuk Program Pasca Sarjana Sekolah Tinggi Ilmu Ekonomi “GICI”, selanjutnya disebut **PIHAK PERTAMA**;
- 2) Aldi Friyatna Dira SE, MM  
Selaku Peneliti, selanjutnya disebut **PIHAK KEDUA**; menyatakan bersepakat untuk membuat perjanjian kontrak penelitian sebagai berikut.

#### Pasal 1 JUDUL PENELITIAN

**PIHAK PERTAMA** dalam jabatannya tersebut di atas, memberikan tugas kepada **PIHAK KEDUA** untuk melaksanakan penelitian yang berjudul: **“Optimizing Motivation: Leadership Style that Inspires the Work Environment”**

#### Pasal 2 WAKTU DAN BIAYA PENELITIAN

- 1) Waktu penelitian adalah 6 bulan, dari 6 November 2023 sampai dengan 22 April 2024.
- 2) Biaya pelaksanaan penelitian ini dibebankan pada pos Anggaran Pendapatan dan Belanja (APB) Jurusan Peneliti bersangkutan tahun 2023/2024 dengan nilai kontrak sebesar **Rp. 2.000.000 (Dua Juta Rupiah)**.

#### Pasal 3 PERSONALIA PENELITIAN

Susunan personalia penelitian ini sebagai berikut :

- Ketua : Aldi Friyatna Dira SE, MM  
Anggota : 1. Ina Sawitri, S.Si, MM  
          2. Abdul Rahman  
          3. Kurniawan Prambudi Utomo

#### Pasal 4 CARA PEMBAYARAN

Pembayaran biaya penelitian diberikan sesuai dengan aturan dan tata cara yang telah ditetapkan dalam Pedoman Penelitian STIE “GICI”, yaitu:

- 1) Tahap I sebesar 70% dari nilai kontrak yang diterimakan paling cepat dua minggu setelah surat perjanjian kontrak penelitian ini ditandatangani oleh kedua belah pihak melalui Bendahara STIE “GICI”.
- 2) Tahap II sebesar 30% dari nilai kontrak yang diterimakan setelah **PIHAK KEDUA** menyelesaikan seluruh kewajiban pekerjaan penelitian

## Pasal 5

### KEASLIAN PENELITIAN DAN KEBEBAS-IKATAN DENGAN PIHAK LAIN

- 1) **PIHAK KEDUA** bertanggung jawab atas keaslian judul penelitian sebagaimana disebutkan dalam pasal 1 Surat Perjanjian Kontrak Penelitian ini (bukan duplikat/jiplakan/plagiat) dari penelitian orang lain.
- 2) **PIHAK KEDUA** menjamin bahwa judul penelitian tersebut bebas dari ikatan dengan pihak lain atau tidak sedang didanai oleh pihak lain.
- 3) **PIHAK KEDUA** menjamin bahwa judul penelitian tersebut bukan merupakan penelitian yang **SEDANG ATAU SUDAH** selesai dikerjakan, baik didanai oleh pihak lain maupun oleh sendiri.
- 4) Apabila di kemudian hari diketahui ketidak benaran pernyataan ini, maka kontrak penelitian dinyatakan batal, dan **PIHAK KEDUA** wajib mengembalikan dana yang telah diterima.

## PASAL 6

### PEMBIMBING/KONSULTAN PENELITIAN LATIHAN

- 1) Setiap Peneliti Latihan harus menunjuk seorang Pembimbing/Konsultan yang bertugas membimbing pelaksanaan penelitiannya.
- 2) Peneliti Latihan diharuskan berkonsultasi dengan pembimbingnya berkaitan dengan penelitian yang akan dilaksanakan serta laporan hasil penelitiannya.
- 3) *Honorarium* Pembimbing/Konsultan (untuk peneliti dari mahasiswa) ditanggung oleh institusi STIE “GICI” di luar nilai kontrak penelitian sesuai ketentuan yang berlaku, dan akan dibayarkan setelah laporan hasil penelitian beserta kelengkapannya diserahkan ke LPPM melalui Bendahara STIE “GICI”.

## Pasal 7

### MONITORING PENELITIAN

- (1) **PIHAK PERTAMA** berhak untuk:
  - a) Melakukan pengawasan administrasi, monitoring, dan evaluasi terhadap pelaksanaan penelitian.
  - b) Memberikan sanksi jika dalam pelaksanaan penelitian terjadi pelanggaran terhadap isi perjanjian oleh Peneliti.
  - c) Bentuk sanksi disesuaikan dengan tingkat pelanggaran yang dilakukan.
- (2) Pemantauan kemajuan penelitian dilakukan oleh **PIHAK PERTAMA** bersama dengan *Reviewer*, dan Pembimbing Penelitian untuk Penelitian Latihan.
- (3) **PIHAK KEDUA** diharuskan membuat dan menyampaikan Laporan Kemajuan atas pelaksanaan penelitiannya kepada **PIHAK PERTAMA** sebanyak 2 (dua) eksemplar.
- (4) Pelaksanaan kemajuan penelitian dijadwalkan pada bulan ke-3 setelah Kontrak Penelitian ditandatangani (Januari 2024).
- (5) Format Laporan Kemajuan dan Teknis pelaksanaannya akan diatur kemudian.

## Pasal 8

### LAPORAN SEMENTARA DAN SEMINAR HASIL PENELITIAN

- 1) **PIHAK KEDUA** wajib menyerahkan laporan hasil penelitian sementara kepada **PIHAK PERTAMA** paling lambat pada 29 April 2024 sebanyak 2 (dua) eksemplar.
- 2) Laporan sementara itu digunakan sebagai bahan seminar hasil penelitian yang penyelenggaraannya menjadi tanggung jawab **PIHAK PERTAMA**.
- 3) Ketua Peneliti diwajibkan hadir untuk mempresentasikan hasil penelitiannya pada seminar hasil penelitian.
- 4) Pelaksanaan teknis seminar hasil penelitian akan diatur tersendiri oleh **PIHAK PERTAMA**.

Pasal 9  
LAPORAN AKHIR PENELITIAN

- 1) Setelah seminar hasil penelitian sebagaimana dimaksud pada pasal 8 Perjanjian ini, **PIHAK KEDUA** wajib menyerahkan revisi laporan penelitiannya dalam waktu paling lambat dua minggu.
- 2) Revisi laporan penelitian yang sudah diseminarkan harus mendapat pengesahan dari *reviewer* dan dijilid dalam satu kesatuan dengan laporan.
- 3) Berkas-berkas laporan meliputi:
  - (a) Laporan lengkap penelitian terdiri dari: (A) Laporan Hasil Penelitian, (B) Naskah Publikasi, dan (C) Sinopsis Penelitian Lanjutan (jika ada kelanjutan).
  - (b) Laporan akhir penelitian rangkap 4 (empat) dengan perincian 1 eks. Untuk LPPM, 1 eks. Untuk Perpustakaan STIE “GICI”, 1 eks. Untuk Jurusan.
  - (c) Naskah publikasi dalam bentuk *feature* sebanyak 2 eksemplar yang terpisah dari laporan akhir hasil penelitian. Naskah *feature* (dalam bentuk *hardcopy* dan *softcopy*) ini disiapkan untuk publikasi di media massa.
  - (d) Disket atau CD berisi *file* laporan lengkap dan naskah publikasi bentuk *feature* sebanyak 1 keping.
- 4) Format laporan hasil penelitian sesuai dengan aturan-aturan yang berlaku dan telah ditetapkan dalam Pedoman Penelitian STIE “GICI” dan suplemen ralatnya baik dalam hal warna sampul, tata tulis maupun urutan masing-masing komponen.
- 5) Pada sampul bagian tengah dituliskan nama Peneliti atau Tim Peneliti lengkap dengan gelar masing-masing, sedangkan pada bagian bawah dari laporan tersebut harus dituliskan pernyataan yang berbunyi:

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TAHUN AKADEMIK 2023/2024  
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Pasal 10  
HAK KEPEMILIKAN ATAS BARANG/PERALATAN PENELITIAN

Segala barang atau alat yang dibeli atas biaya penelitian menjadi milik Jurusan Peneliti yang bersangkutan. Pengaturan kepemilikannya sebagai berikut :

- 1) Barang atau alat berupa *catridge*, *printer*, alat perekam, akses internet, dan sejenisnya selama masih dapat menggunakan fasilitas STIE “GICI” pada dasarnya tidak dianggarkan dalam biaya penelitian.
- 2) Kamera, alat perekam, dan semacamnya yang dapat dipakai ulang, Buku, Jurnal, CD, VCD, DVD, *cassete*, dan sejenisnya yang merupakan *software*, program, alat atau referensi penelitian yang didapatkan (dibeli) dari anggaran penelitian menjadi milik Jurusan Peneliti.
- 3) Pemindahan hak kepemilikan barang atau alat sebagaimana tersebut dilakukan melalui **PIHAK PERTAMA**.

Pasal 11  
*INSTITUSIONAL FEE*

Dalam rangka penyeragaman dan efisiensi administrasi pelaporan penelitian, **PIHAK PERTAMA** melakukan pemotongan terhadap dana penelitian yang telah disetujui sebesar 5% dengan alokasi pemanfaatan antara lain untuk :

- 1) Penggandaan laporan akhir penelitian sebanyak 4 eksemplar.
- 2) Kegiatan penunjang penelitian bagi dosen/pengusul penelitian.

Pasal 12  
SANKSI

Segala kelalaian baik disengaja maupun tidak, sehingga menyebabkan keterlambatan menyerahkan laporan hasil penelitian dengan batas waktu yang telah ditentukan sebagaimana dimaksud dalam pasal 8 Perjanjian ini akan mendapatkan sanksi sebagai berikut :

- 1) Diberhentikannya bantuan keuangan, dan **PIHAK KEDUA** diwajibkan mengembalikan dana yang sudah diterima kepada STIE “GICI” melalui **PIHAK PERTAMA**, atau
- 2) tidak diperbolehkan mengajukan usulan penelitian pada periode tahun anggaran tersebut bagi Ketua dan Anggota Peneliti.

Pasal 13  
PENUTUP

Perjanjian ini berlaku sejak ditanda tangani dan disetujui oleh **PIHAK PERTAMA** dan **PIHAK KEDUA**.

Depok, 06 November 2023,

**PIHAK PERTAMA,**

**PIHAK KEDUA,**



**Herman Susilo, SE, MM**

Ketua LPPM

**Aldi Friyatna Dira SE, MM**

Peneliti

**HALAMAN PENGESAHAN  
PENELITIAN DOSEN STIE “GICI”**

Judul Penelitian : Optimizing Motivation: Leadership Style that Inspires the Work Environment

**Ketua Peneliti**

- a. Nama Lengkap : Aldi Friyatna Dira SE, MM
- b. Jenis Kelamin : Laki - Laki
- c. NIDN : 0404119201
- d. Jabatan Fungsional : Lektor
- e. Jurusan : Manajemen
- f. Nomor Handphone : 081287029875
- g. Alamat E-mail : [aldi\\_dira88@stiegici.ac.id](mailto:aldi_dira88@stiegici.ac.id)

**Anggota Tim**

- a. Nama Anggota 1/Jurusan : Ina Sawitri, S.Si, MM
- b. Nama Anggota 2/Jurusan : Abdul Rahman
- c. Nama Anggota 3/Jurusan : Kurniawan Prambudi Utomo

Lokasi Penelitian : -  
Alamat : -  
Lama Penelitian : 6 (Enam) Bulan  
Biaya yang diperlukan : Rp. 2.000.000  
Sumber Pendanaan : LPPM GICI  
Sumber Lain :

Depok, 22 April 2024

Mengetahui:  
Ketua Jurusan,

Ketua Peneliti

**Drs. Henky Hendrawan, MM, M.Si.**

NIDN: 0416076506

**Aldi Friyatna Dira SE, MM**

NIDN: 0404119201

Menyetujui,  
Ketua LPPM STIE GICI

  
LPPM  
GICI BUSINESS SCHOOL  
SEKOLAH TINGGI ILMU EKONOMI

**Herman Susilo, SE, MM**

NIDN: 0401128604

## **ABSTRAK**

Judul Penelitian : Mengoptimalkan Motivasi: Gaya Kepemimpinan yang Menginspirasi Lingkungan Kerja

Ketua Peneliti : Aldi Friyatna Dira SE, MM

Anggota : 1. Ina Sawitri, S.Si, MM  
2. Abdul Rahman  
3. Kurniawan Prambudi Utomo

Kata Kunci : Pengoptimalan; Lingkungan Kerja; gaya kepemimpinan; Motivasi; Karyawan.

Tujuan penelitian ini adalah untuk mengetahui pengaruh setiap variabel gaya kepemimpinan dan lingkungan kerja terhadap motivasi, serta mengoptimalkan variabel-variabel tersebut dalam rangka meningkatkan motivasi karyawan. Metode penelitian ini menggunakan analisis deskriptif kuantitatif menggunakan SPSS V.26 atas hasil dari 40 responden. Temuan dari karyawan Dinas Perhubungan dan masyarakat sebagai pengguna layanan transportasi terkait menunjukkan bahwa variabel peran dan gaya kepemimpinan lingkungan kerja memiliki dampak positif yang signifikan terhadap motivasi karyawan. Oleh karena itu, direkomendasikan agar Dinas Perhubungan (Dishub) Kota Bekasi terus menjaga hubungan yang harmonis antara pimpinan dan karyawan untuk meningkatkan kinerja, sehingga menghasilkan layanan transportasi yang efektif dan memadai untuk meningkatkan kepuasan masyarakat Kota Bekasi sebagai pengguna jasa transportasi.

## ***ABSTRACT***

Judul Penelitian : *Optimizing Motivation: Leadership Style that Inspires the Work Environment*

Ketua Peneliti : Aldi Friyatna Dira SE, MM

Anggota : 1. Ina Sawitri, S.Si, MM  
2. Abdul Rahman  
3. Kurniawan Prambudi Utomo

Kata Kunci : *Optimization; Work Environment; Leadership Style; Motivation; Employees.*

*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.*

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# **BAB I**

## **PENDAHULUAN**

### **1.1. Latar Belakang Masalah**

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 less than 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 (Syarif 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..

## **BAB II**

### **TINJAUAN PUSTAKA**

#### **2.1. Landasan Teori**

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 (Syarif 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).

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## BAB III

### METODOLOGI PENELITIAN

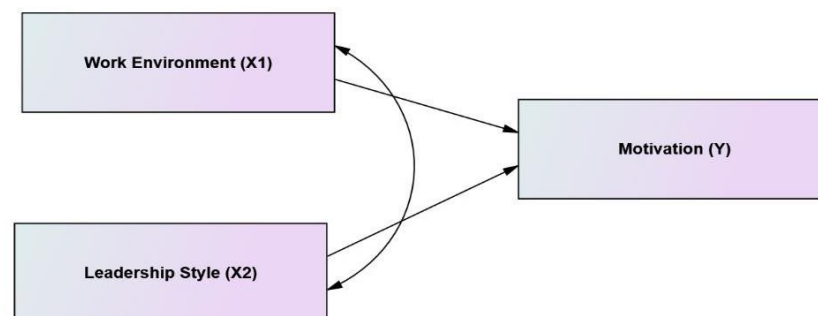
This research method uses quantitative research, using field research to obtain primary and secondary data, as well as self-administered questionnaires mode, namely distributing questionnaires to 40 respondents, this is in accordance with Population is a collection of objects or subjects that have certain 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.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \mu_i \quad (1)$$

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 X1 and X2, which represent work environment and leadership style variables respectively. Work Motivation =  $a + \beta_1 * \text{Work Environment} + \beta_2 * \text{Leadership Style} + \mu_i$ , in this formula, the constant a represents the influence of fixed or other constant factors on work motivation. The coefficients  $\beta_1$  and  $\beta_2$  reflect the relative impact of work environment variables and leadership style on work motivation.  $\mu_i$  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.

## BAB IV

### HASIL PENELITIAN DAN PEMBAHASAN

#### Hasil

##### 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
	Sig. (2-tailed)	40	.366	.324
Leadership style	N	-.147	40	40
	Pearson Correlation	.366	1	.111
Motivation	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 Work	0.111	0.05	Valid
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 ( $\alpha$ )	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*

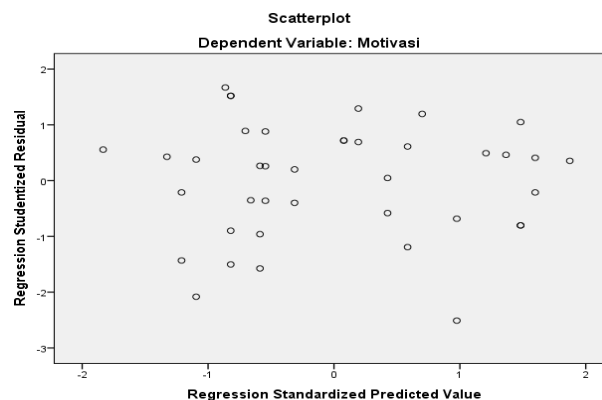
In Table 4 is shows with the requirements that variable environment, leadership style and work motivation have a Cronbach's Alpha value of more than  $> 0.60$ , so it can be concluded that all variables fall into the Reliable category. Next, classical assumption tests will be carried out, including normality 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  $\alpha = 5\%$  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  $\alpha = 5\%$  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

Model	Coefficients a					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
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.

$$Y = 27.382 + 0.180X_1 + 0.139X_2 \quad (2)$$

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 ( $\beta$ ) 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 ( $\beta$ ) 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		2,449		
	Residual	106,076	37	2,867	,044	,434b
	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%, while R & 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.

## **BAB V**

### **SIMPULAN DAN SARAN**

#### ***Kesimpulan***

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.

#### ***Saran***

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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