

THE INFLUENCE OF LEADERSHIP, WORKLOAD AND WORK ENVIRONMENT ON THE WORK MOTIVATION OF EMPLOYEES OF THE PERSONNEL AGENCY AND RESOURCE DEVELOPMENT HUMAN SOUTH COAST DISTRICT

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Abstract

This study aims to determine the effect of leadership, workload and work environment on work motivation employees of Agency For Personnel and Human Resources Development Agency (BKPSDM) Pesisir Selatan Regency. The method used in this research is quantitative research with survey and descriptive approach. The population in this study were employees of Agency For Personnel and Human Resources Development Agency (BKPSDM) Pesisir Selatan Regency. The sample used was 48 people using saturated sampling technique. The data analysis technique is multiple linear regression. The results showed that: (1) Leadership has a positive and significant effect on work motivation employees, (2) Workload has a negative and significant effect on work motivation, (3) Work environment has a positive and significant effect on work motivation employees.

Keywords: Leadership, Workload, Work Environment, Work Motivation.

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I. Introduction

Important assets in operational activities and the achievement of the vision and mission of the organization, one of which is in employees, so employee work motivation is considered to play a very important role in achieving organizational goals. Motivation in organizational management is aimed generally at HR and in particular to the community. However, the issue of motivation is more towards morale and the potential to work more productively in achieving organizational goals.

According to Darmawan (2013), motivation is the encouragement to be active and move so that a person acts in accordance with the achievement of the goal. Motivation is considered important because it is able to encourage and support employees to be willing to work hard and have enthusiasm to work optimally. Aldi & Susanti (2019) stated that the motivation given to employees is a foundation that is able to cause a sense of discipline for their work. Motivation is one of the ways to influence his subordinates in improving the quality of their work so that organizational goals can be achieved.

Leadership is the dominant thing in the organization because not only does it plan or implement the course of the organization, but the leader also organizes the pegawai. One of the critical management problems at this time is leadership, because there are still leaders who are not able to carry out their duties properly, as well as leaders who are underappreciated by their subordinates. In addition to leadership, workload is the second factor that affects employee motivation. Workload is the amount of work carried by employees or the result of multiplying the volume of work by the norm of time. A conducive work environment is the third factor that is suspected to affect and decrease employee work motivation. Heriati et al. (2016) in their research found that the work environment has a strong influence in creating optimal work motivation. A good leadership style is a leadership style that dapat gives work motivation to his subordinates. Widyatmini and Hakim. (Junaidi, Susanti, High, Eknomi, & Kbp, 2017)

The Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency is a regional apparatus organization with its main duties under the Regent who assists in the implementation of work in the field of personnel and management of apparatus resources in the South Coast Regency. The phenomenon related to the decrease in motivation observed by researchers, namely that there are still employees who do not understand work procedures so that the results of work are not optimal. Researchers also conducted a preliminary survey on employees where employee responses related to work motivation were dominated by the perception of respondents who gave "No" answers by 60% and "Yes" answers by 40%. This is known from the results of collecting survey data as follows:

Table 1.

Respondents' Perceptions of Work Motivation of BKPSDM Employees of the South Coast District in 2021

No	Indicators	Respondents' Responses		Percentage (%)	
		Yes	Not		
1	Compensation compliance with workloads	6	9	40	60
2	Availability of job security guarantees	5	10	33	67
3	Availability of a clear procedure	7	8	47	53
4	The existence of an impact on the results of the work	6	9	40	60
5	The existence of career development	7	8	47	53
Average				40	60

Source: Processed Data, 2021.

In addition, problems related to work motivation can be seen from the results of observations about work motivation in BKPSDM employees, namely: (1) there is still a discovery of completing routine tasks in service by employees who experience delays, (2) lack of sense of responsibility of employees at work, for example, many files are not found because of the employee's low certainty about its implementation, (3) low quality of service and seemingly unprofessional, and (4) the low attendance rate of the employees is proved by the employee's delay, violating the rules of rest and returning which is not in accordance with the schedule specified. The problem also lies in the attendance rate of BKPSDM employees is still not in line with expectations, namely from the number of all employees only 88%, while the expected target is above 90%. This indicates that BKPSDM needs to evaluate employee work motivation so that organizational goals can be achieved optimally.

To make things easier in this study, researchers limited the variables of leadership, workload, and work environment. From the description of this background, researchers are interested in knowing the influence of leadership, workload and work environment on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.

Hypothesis Development

Leaders play an important role in creating work motivation in employees, meaning that the application of leadership is important in work motivation because work motivation requires support from leaders, therefore leaders must know the needs of employees and organizations so that more effective cooperation can be established (Akadely, 2017). In line with the opinion of Ningsih (2017) states that one of the factors that influence motivation is the leadership of a leader. In accordance with the results of research by Alhudhori & Aldino (2017) that leadership affects work motivation.

H₁: It is suspected that leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of South Coast District.

Tarwaka (2011) explained that workload arises due to the interaction of demands for tasks in the work environment used as a workplace, work skills, and employee perceptions. The workload should be evenly distributed so that the division of labor becomes fairer. However, the fairness of the workload does not mean that every employee has the same workload in the organization. The provision of workload should be adjusted to the expertise and needs of the employee. Excess workload triggers a decrease in employee morale and motivation so that it becomes one of the causes of work fatigue. However, if the employee considers that every job charged to him is a responsibility, the workload is not felt when the employee completes his duties (Hariyono et al. in Azwar & Siswanto, 2015). This is supported by the latest research by Jawad & Iqbal (2018) showing that there is a significant influence between workload on work motivation.

H₂: It is suspected that the workload has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of South P-District.

The work environment includes both the physical work environment and the non-physical environment. A good work environment such as adequate facilities, sufficient lighting, maintained cleanliness, tranquility, security guarantees and the presence of good work connections will make employees feel comfortable at work so that the motivation to complete work will also increase. Sutrisno (2013), stated that the work environment can increase employee work passion or work motivation. Research by Warouw et al. (2017) proved that the work environment has a significant effect on work motivation. Likewise in the research of Prakoso et al. (2014) found that the work environment has a significant effect on work motivation which means that a good work environment will motivate employees at work.

H₃: It is suspected that the work environment has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency

II. Material and Method

Data and Samples

This research is of quantitative type. In this study, the population was the staff of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency based on the field of workers totaling 48 people. Researchers used a *nonprobability sampling* technique, namely saturated sampling as a sampling technique

where all employees in the population were taken into research samples. Therefore, the number of research samples was 48 respondents

Variable Operational Definition

Operational explanations and indicators of many studies are found in such tables as:

Table 2.
Variable Operations

Variable	Indicators	Source	Scale
Leadership	1. Autocratic type	Sutikno (2014)	<i>Likert</i> (1-5)
	2. Free control type		
	3. Democratic type		
Workload	1. Time <i>load</i>	Tarwaka (2011)	<i>Likert</i> (1-5)
	2. Mental <i>effort load</i>		
	3. Psychological <i>stress load</i>		
Working environment	1. Employee relations	Sunyoto (2015)	<i>Likert</i> (1-5)
	2. Noise level		
	3. Work regulations		
	4. Lighting		
	5. Air circulation		
	6. Security		
Work motivation	1. Physiological needs	Maslow in Priansa (2014)	<i>Likert</i> (1-5)
	2. The need for a sense of security		
	3. Social needs		
	4. The need for self-esteem or recognition		
	5. The need for self-actualization		

Data Analysis Techniques

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

Table 3.
Hasil Test Validity of Leadership Variables(X₁)

Items	Corrected Item-Total Correlation (r calculate)	Information
X1.1	0,641	Valid

X1.2	0,739	Valid
X1.3	0,742	Valid
X1.4	0,725	Valid
X1.5	0,738	Valid
X1.6	0,742	Valid
X1.7	0,688	Valid
X1.8	0,670	Valid
X1.9	0,676	Valid

Source: Processed primary data, 2021.

Based on Table 3 above, all statements of the leadership variable(X_1) are declared valid because the *corrected value of the item-total correlation*(r) is greater than the table r (0.284) so that it can be used for subsequent testing.

Table 4.
Workload Variable Validity Test Results(X_2)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
X2.1	0,781	Valid
X2.2	0,773	Valid
X2.3	0,770	Valid
X2.4	0,819	Valid
X2.5	0,800	Valid
X2.6	0,627	Valid
X2.7	0,660	Valid
X2.8	0,625	Valid
X2.9	0,656	Valid

Source: Processed primary data, 2021.

Based on Table 4 above, all workload variable statements (X_2) are declared valid because the *corrected item-total correlation*(r) value is greater than the table r (0.284) so that it can be used for subsequent testing.

Table 5.
Work Environment Variable Validity Test Results(X₃)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
X3.1	0,693	Valid
X3.2	0,594	Valid
X3.3	0,647	Valid
X3.4	0,611	Valid
X3.5	0,632	Valid
X3.6	0,675	Valid
X3.7	0,513	Valid
X3.8	0,660	Valid
X3.9	0,507	Valid
X3.10	0,455	Valid
X3.11	0,486	Valid
X3.12	0,383	Valid

Source: Processed primary data, 2021.

Based on Table 5 above, all statements of work environment variables (X₃) are declared valid because the *corrected value of the item-total correlation(r)* is greater than the r of the table (0.284) so that it can be used for subsequent testing.

Table 6.
Work Motivation Variable Validity Test Results(Y)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	Information
Y.1	0,750	Valid
Y.2	0,702	Valid
Y.3	0,709	Valid
Y.4	0,808	Valid
Y.5	0,343	Valid
Y.6	0,603	Valid
Y.7	0,677	Valid
Y.8	0,669	Valid
Y.9	0,498	Valid

Y.10	0,500	Valid
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Source: Processed primary data, 2021.

Based on Table 6 above, all statements of the work motivation variable (Y) are declared valid because the *corrected value of the item-total correlation*(r count) is greater than the table r (0.284) so that it can be used for subsequent testing.

Reliability Test

The reliability test according to Ghozali (2016), is a measure of the consistency of the research measuring instrument, the basis of the analysis is if the value of *cronbach alpha* > 0.7, then the measuring instrument is consistent or reliable. The reliability test can be seen in Table 7 below:

Table 7.
Reliability Test Results

Variable	Cronbach Alpha	Number of Items
Leadership (X ₁)	0,915	Reliable
Workload (X ₂)	0,922	Reliable
Working environment (X ₃)	0,879	Reliable
Work motivation (Y)	0,886	Reliable

Source: Processed primary data, 2021.

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0.7. This means that the entire variable can be used for further data processing.

Descriptive Analysis

Table 8.
Descriptive Leadership (X₁)

N o.	Alternative Answers										Mea n	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F	%	Fi	%			
	i												
Autocratic type													

1	1	27,	2	50	6	12,5	5	10,	-	-	3,94	78,8	Good Enough
	3	1	4					4					
2	1	27,	2	41,	9	18,8	6	12,	-	-	3,83	76,6	Good Enough
	3	1	0	7				5					
3	3	6,3	3	70,	6	12,5	5	10,	-	-	3,73	74,6	Good Enough
			4	8				4					
											3,83	76,6	Good Enough
Free control type													
4	2	43,	1	39,	3	6,3	5	10,	-	-	4,17	83,4	Good
	1	8	9	6				4					
5	1	33,	2	43,	7	14,6	4	8,3	-	-	4,02	80,4	Good
	6	3	1	8									
6	1	39,	1	33,	6	12,5	7	14,	-	-	3,98	79,6	Good Enough
	9	6	6	3				6					
											4,06	81,2	Good
Democratic type													
7	1	37,	2										Good
	8	5	4	50	2	4,2	4	8,3	0	0	4,17	83,4	
8	1	37,	2	43,									Good
	8	5	1	8	9	18,8	0	0	0	0	4,19	83,8	
9	2	43,	1	31,									Good
	1	8	5	3	10	20,8	2	4,2	0	0	4,15	83	
											4,17	83,4	Good
											4,02	80,4	Good

Source: Processed primary data, 2021.

Based on Table 8, it can be seen that the average respondent's response to the leadership variable was at 4.02 with a Respondent Achievement Rate (TCR) of 80.4%, which means **it is good**. Based on table 8, information was also obtained that the lowest TCR was in the autocratic type indicator worth 76.6% with an average score of 3.83, the free control type indicator had a TCR of 81.2% with an average score of 4.06. Indicators of the democratic type have the highest TCR of 83.4% with an average score of 4.17.

Thus, the leadership in the BKPSDM of Pesisir Selatan Regency needs to be maintained so that work motivation increases.

Table 9.
Workload Descriptive (X₂)

N o.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F i	%	Fi	%			
Time load													
1	1 3	27, 1	2 6	54, 2	8	16,7	1	2,1	0	0	4,06	81,2	Good
2	1 8	37, 5	1 9	39, 6	9	18,8	2	4,2	0	0	4,1	82	Good
3	1 8	37, 5	2 6	54, 2	4	8,3	0	0	0	0	4,29	85,8	Good
											4,15	83	Good
Mental effort load													
4	1 8	37, 5	2 0	41, 7	10	20,8	0	0	0	0	4,17	83,4	Good
5	1 6	33, 3	1 8	37, 5	14	29,2	0	0	0	0	4,04	80,8	Good
6	1 4	29, 2	2 4	50	9	18,8	1	2,1	0	0	4,06	81,2	Good
											4,09	81,8	Good
Psychological stress load													
7	1 3	27, 1	2 9	60, 4	6	12,5	0	0	0	0	4,15	83	Good
8	1 0	20, 8	2 7	56, 3	11	22,9	0	0	0	0	3,98	79,6	Good Enough

9	8	16,	3	66,	7	14,6	1	2,1	0	0	3,98	79,6	Good Enough
		7	2	7									
											4,04	80,7	Good
											4,09	81,8	Good

Source: Processed primary data, 2021.

Table 9 shows information about workloads in the South Coast District BKPSDM. The descriptive test results explained that the workload variable TCR of 81.8% with an average score of 4.09 was in the good category. Indikator time *load* has the highest TCR of 83.3% with an average score of 4.15. The lowest TCR is in the psychological *stress load* indicator of 80.7% with an average score of 4.04. Thus, BKPSDM employees of Pesisir Selatan Regency need to better adjust their workload so that work motivation increases.

Table 10.

Descriptive Work Environment (X_3)

No.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F i	%	Fi	%			
Employee relations													
1	10	20,8	17	35,4	18	37,5	3	6,3	0	0	3,71	74,2	Good Enough
2	9	18,8	21	43,8	15	31,3	3	6,3	0	0	3,75	75	Good Enough
											3,73	74,6	Good Enough
Noise level													
3	14	29,3	23	47,9	7	14,6	4	8,3	0	0	3,98	79,6	Good Enough
4	7	14,6	30	62,5	9	18,8	2	4,2	0	0	3,88	77,6	Good Enough
											3,93	78,6	Good Enough

Work regulations													
5	6	12,5	27	56,3	12	25	3	6,3	0	0	3,75	75	Good Enough
6	10	20,8	19	39,6	16	33,3	3	6,3	0	0	3,75	75	Good Enough
											3,75	75	Good Enough
Lighting													
7	13	27,1	18	37,5	16	33,3	1	2,1	0	0	3,90	78	Good Enough
8	13	27,1	26	54,2	8	16,7	1	2,1	0	0	4,06	81,2	Good
											3,98	79,6	Good Enough
Air circulation													
9	7	14,6	28	58,3	13	27,1	0	0	0	0	3,88	77,6	Good Enough
10	5	10,4	26	54,2	17	35,4	0	0	0	0	3,75	75	Good Enough
											3,82	76,3	Good Enough
Security													
11	3	6,3	32	66,7	13	27,1	0	0	0	0	3,79	75,8	Good Enough
12	2	4,2	35	72,9	11	22,9	0	0	0	0	3,81	76,2	Good Enough
											3,80	76	Good Enough
											3,83	76,6	Good Enough

Source: Processed primary data, 2021.

Table 10 shows information about the work environment in the BKPSDM of Pesisir Selatan District. The results of the descriptive test explained that the TCR of the work environment variable of 76.6% with an average score of 4.09 was in the fairly good category. The hubungan employee indicator has the lowest TCR of 74.6% with an average score of 3.73. The lighting indicator has the highest TCR of 79.6% with an average score of 3.98. Thus, BKPSDM employees of Pesisir Selatan Regency still need to create conducive environmental conditions so that work motivation is increased.

Table 11.

Descriptive Work Motivation (Y)

No.	Alternative Answers										Mean	TCR	Ket
	SS		S		N		TS		STS				
	Fi	%	Fi	%	Fi	%	F i	%	Fi	%			
Physiological needs													
1	14	29,2	20	41,7	10	20,8	4	8,3	0	0	3,92	78,4	Good Enough
2	20	41,7	17	35,4	6	12,5	5	10,4	0	0	4,08	81,6	Good
											4,04	80,0	Good
The need for a sense of security													
3	14	29,2	26	54,2	6	12,5	2	4,2	0	0	3,98	79,6	Good Enough
4	11	22,9	28	58,3	6	12,5	3	6,3	0	0	3,83	76,6	Good Enough
											3,91	78,1	Good Enough
Social needs													
5	12	25	20	41,7	12	25	4	8,3	0	0	3,83	76,6	Good Enough
6	12	25	25	52,1	10	20,8	1	2,1	0	0	4,00	80	Good

											3,92	78,3	Good Enough
The need for self-esteem or recognition													
7	17	35,4	24	50	6	12,5	1	2,1	0	0	4,19	83,8	Good
8	17	35,4	20	41,7	8	16,7	3	6,3	0	0	4,06	81,2	Good
											4,13	82,5	Good
The need for self-actualization													
9	10	20,8	30	62,5	8	16,7	0	0	0	0	4,04	80,8	Good
10	6	12,5	33	68,8	8	16,7	1	2,1	0	0	3,92	78,4	Good Enough
											3,98	79,6	Good Enough
											4,01	80,2	Good

Source: Processed primary data, 2021.

Table 11 shows information on work motivation in the BKPSDM of Pesisir Selatan District. The results of the descriptive test explained that the TCR of the work motivation variable of 80.2% with an average score of 4.01 was in the good category. The indicator of security needs has the lowest TCR of 78.1% with an average score of 3.9. The indicator of the need for self-esteem or recognition has the highest TCR of 82.5% with an average score of 4.13. Thus, BKPSDM employees of Pesisir Selatan Regency need to maintain and even increase employee work motivation.

Test of Classical Assumptions

Normality Test

Table 12.

One-Sample Kolmogorov-Smirnov Test

Kolmogorov-Smirnov Z test	Unstandarize Residual
Kolmogorov-Smirnov Z	0,514
Asymp. Sig. (2-tailed)	0,955

Source: Processed primary data, 2021.

From Table 12 above, it can be clearly seen, from the results of this normality, the variabof leadership, workload, and work environment has an *asympt.sig (2 tailed)* value of $0.955 > 0.05$. Then it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data have been met.

Multicholnearity Test

Table 13.
Multicholnearlity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership	0,439	2,280
Workload	0,925	1,081
Working environment	0,463	2,162

Source: Processed primary data, 2021.

In Table 13, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, *the variance inflation factor* (VIF) value is below 10 so that it can be concluded that leadership, workload, and work environment have been free from the symptoms of multicollinearity so that further data processing stages can be carried out immediately.

Heterochemedasticity Test

Table 14.
Glejser Test

Variable	Sig.
Leadership	0,870
Workload	0,206
Working environment	0,224

Source: Processed primary data, 2021.

From Table 14 above, it can be seen that leadership, work ethics, and work environment have significance values above 0.05 so it can be concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Table 15.

Multiple Linear Regression Results

Constants and Free Variables	Regression Coefficient	Significant	Information
(Constant)	25,291	0,000	-
Leadership	0,411	0,000	Influential
Workload	-0,377	0,011	Influential

Source: Processed primary data, 2021.

Based on the regression results from Table 15 above, the multiple linear regression equations can be determined in this study as follows:

$$Y = 25.291 + 0.411 X_1 - 0.377 X_2 + 0.300 X_3$$

The interplay over the regression equation obtained is as follows:

1. The constant of 25,291 states that if the leadership variables (X_1), workload (X_2) and work environment (X_3) are considered constant or ignored, then work motivation (Y) is as much as 25,291.
2. The leadership regression coefficient (X_1) is 0.411 meaning that if another independent variable has a fixed value and leadership increases by 1 unit of weight, then work motivation will increase by 0.411, and vice versa. A positive coefficient means that leadership has a positive impact on the motivation of the staffing of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.
3. The workload regression coefficient (X_2) is -0.377 meaning that if another independent variable has a fixed value and the workload increases by 1 unit of weight, then work motivation will decrease by 0.377, and vice versa. The negative coefficient means that the workload negatively affects the work motivation of the staffing of the Civil Service and Human Resources Development Agency (BKPSDM) of The South Coast District.
4. The regression coefficient of the work environment (X_3) is 0.300 meaning that if other independent variables have a fixed value and the work environment has an increase of 1 unit of weight, then work motivation will increase by 0.300, and vice versa. A positive coefficient means that the work environment has a positive effect

on the work motivation of the staff of the Personnel and Human Resources Development Agency (BKPSDM) of Pesisir Sela tan Regency.

Hypothesis Test

T-test (Partially)

Table 16.

T test

Free Variables	t_{count}	t_{table}	Sig.	Conclusion
Leadership	3,798	2.015	0,870	H1 accepted
Workload	-4,109	2.015	0,206	H2 accepted
Working environment	2,666	2.015	0,224	H3 accepted

Source: Processed primary data, 2021.

Based on the results of the partial t-test table above, the analysis can be carried out as follows:

1. The Influence of Leadership on Work Motivation

Based on Table 4.19, a leadership regression coefficient of 0.411 and a calculated t value $> t_{\text{of the table}}$ ($3.798 > 2.015$) with a significance of $0.000 < 0.05$, then H₁ is accepted. It can be concluded that leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the leadership, the more work motivation increases. On the contrary, the less good the leadership, the more work motivation decreases.

2. The Effect of Workload on Work Motivation

Table 4.19 shows the value of the workload regression coefficient of -0.377 and the calculated t value $> t_{\text{of the table}}$ ($-4.109 > 2.015$) with a significance of $0.000 < 0.05$, then H₂ is accepted. It can be concluded that workload has a negative and significant effect on the work motivation of employees of the Employee Development and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the higher the workload, the more work motivation decreases. Conversely, the lower the workload, the more work motivation increases.

3. The Effect of the Work Environment on Work Motivation

From Table 4.19 obtained the value of the regression coefficient of the working environment of -0.300 and the calculated t value $> t_{\text{of the table}}$ ($2.666 > 2.015$) with a significance of $0.011 < 0.05$, then H₃ is accepted. It can be concluded that the work

environment has a positive and significant impact on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the work environment, the more work motivation will increase. Conversely, the lower the work environment, the lower the work motivation

The Influence of Leadership on Work Motivation

Based on the results of data analysis, it is further in accordance with the hypothesis proposed that leadership affects the work motivation of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. This suggests that the motivation of the work can be influenced by leadership.

The results of multiple regression analysis by conducting a t test obtained a *variable sig* value $X_1 = 0.000 < 0.05$ so that H_1 was accepted, which means that partial leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the better the leadership, the more work motivation increases. On the contrary, the less good the leadership, the more work motivation decreases.

Descriptive analysis shows that the leadership indicators that have the lowest TCR are autocratic types. This means that employees still feel the type of autocracies that are applied such as having to obey every command without discussing with employees, praise and criticism that are only based on employee considerations and never providing detailed information to employees make employees low work motivation. For this reason, it is necessary to make improvements and concerns towards autocratic type leadership so that employee work motivation can be increased.

This research is in line with research conducted by Akadely (2017) states that leadership has a positive effect on employee work motivation. Other research Uherman et al. (2017) shows that leadership is partially and simultaneously significantly significant to work motivation. In line with the research of Alhudhori & Aldino (2017) that leadership has a positive and significant effect on work motivation. In line with research conducted by Tueno (2016) states that leadership has a significant effect on work motivation.

The Effect of Workload on Work Motivation

Based on the results of data analysis, it is further in accordance with the hypothesis proposed that workload affects the work motivation of employees of the Civil Service and Development Agency (BKPSDM) of South Coast District. This shows that work motivation can be influenced by workload.

From the results of multiple regression analysis by conducting a t test, a *variable sig* value $X_2 = 0.000 < 0.05$ so that H_2 is accepted, which means that partially the workload has a negative and significant effect on the work motivation of employees of the Civil

Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the higher the workload, the more motivation to work sedecreases. Conversely, the lower the workload, the more work motivation increases.

The results of the descriptive analysis of the workload variable showed that the achievement of the lowest TCR value was *the psychological stress load*. This means that employees feel the high *psychological stress load* so that it needs to be adjusted so that the work motivation of employees of the South Coast Regency Personnel and Human Resources Development Agency (BKPSDM) is increasing.

In linewith the opinion of Hariyono et al in Azwar & Siswanto (2015) excessive workload can lead to a decrease in morale and motivation of nurses so that this becomes one of the reasons forwork fatigue. However, if the employee considers that all the work charged is a responsibility at work, then the burden is not felt when the employee completes his duties. This is supported by previous research conducted by Jawad & Iqbal (2018) showing that there is a significant influence between the influence of workload on work motivation. In line with the research of Hardono et al. (2019) stated that workload has a positive and significant effect on work motivation.

The Effect of the Work Environment on Work Motivation

The results of the analysis of the data results and in accordance with the hypothesis proposed, namely the work environment affects the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. This shows that work motivation can be influenced by the work environment.

Based on the results of multiple regression analysis by conducting a t test, *a variable sig value* $X_3 = 0.011 < 0.05$ so that H_3 was received, which means that partially the work environment has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pantai Selatan Regency. That is, the better the work environment, the more work motivation will increase. Conversely, the less good the work environment, the more work motivation decreases.

From the results of the descriptive analysis, it was found that the indicator that has the lowest TCR value of the work environment variable is employee relations. This means that employees feel thatthe relationship between colleagues, employees and leaders needs to be improved in order to create harmony in work and have an impact on increasing the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency.

This study is in line with the research of Warouw et al. (2017)proved that the work environment has a significant effect on work motivation. Likewise in the research of Prakoso et al. (2014)found that the work environment has a significant effect on work

motivation which means that a good work environment will motivate the pegawai at work.

IV. Conclusion

In the results of the research that has been carried out, the conclusion in this study is that the leadership has a positive and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the leadership, the more work motivation increases.

Workload has a negative and significant effect on the work motivation of employees of the Civil Service and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency, South Sumatra. That is, the higher the workload, the more work motivation decreases.

The work environment has a positive and significant effect on the work motivation of employees of the Personnel and Human Resources Development Agency (BKPSDM) of Pesisir Selatan Regency. That is, the better the work environment, the more work motivation will increase.

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