



The Influence of Leadership and Work Environment on Employee Work Motivation

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ARTICLE INFO	ABSTRACT
Published Online: 17 June 2026	This study aims to examine the influence of leadership and work environment on employee work motivation at PT. Sumber Abadi, a food production company located in Bandung Regency, West Java. This research is motivated by the importance of work motivation in improving employee productivity and work effectiveness, particularly in the food manufacturing industry, which demands product quality and consistent achievement of production targets. A quantitative approach was employed using a survey method and statistical analysis through multiple linear regression. The study population consisted of all employees of PT. Sumber Abadi, and purposive sampling was applied as the sampling technique. The independent variables in this study were leadership and work environment, while employee work motivation served as the dependent variable. The findings indicate that leadership and work environment have a positive and significant influence on employee work motivation, both partially and simultaneously. These findings suggest that improving leadership quality and creating a supportive work environment are essential to enhancing employee motivation and organizational performance.
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I. INTRODUCTION

In today's highly competitive business environment, organizations are required to continuously improve their effectiveness and maintain sustainable performance to achieve organizational goals. One of the most important factors influencing organizational success is human resources. Human resources play a crucial role because employees are directly involved in operational processes and contribute significantly to organizational productivity. Therefore, companies need to ensure that employees possess high levels of motivation to perform their duties effectively and efficiently.

Work motivation is considered an essential factor in determining employee performance and organizational productivity. Employees with high motivation tend to show greater enthusiasm, commitment, and responsibility in carrying out their tasks. On the other hand, employees with low motivation may demonstrate reduced productivity, increased absenteeism, lack of engagement, and lower work performance. Consequently, understanding the factors influencing employee motivation has become an important issue for organizations and researchers.

In the manufacturing sector, particularly in food production industries, employee motivation becomes

increasingly important due to the high demands for productivity, product quality, and operational efficiency. Food manufacturing companies operate in highly competitive markets and require employees to maintain consistent performance in achieving production targets. In this context, employee motivation is not only related to individual performance but also directly affects product quality and organizational competitiveness.

PT. Sumber Abadi, a food production company located in Bandung Regency, West Java, operates in an industry that requires employees to work under specific production standards and deadlines. Achieving organizational goals in such an environment requires motivated employees who can consistently maintain productivity and performance. However, several workplace conditions may affect employee motivation, including leadership practices and work environment conditions.

Leadership is considered one of the primary factors affecting employee motivation. Leaders play an important role in directing, influencing, and encouraging employees to achieve organizational goals. Effective leadership can create positive relationships between leaders and employees by providing support, recognition, guidance, and opportunities for employee involvement in organizational activities.

Leaders who communicate effectively and demonstrate concern for employee well-being are more likely to improve employee motivation. Conversely, poor leadership practices may reduce employee morale and negatively affect motivation.

In addition to leadership, the work environment also significantly influences employee motivation. A supportive work environment provides employees with comfort and security while performing their duties. The work environment includes both physical and non-physical aspects. Physical factors include workplace facilities, lighting, temperature, safety, cleanliness, and workspace conditions, while non-physical factors involve interpersonal relationships, communication patterns, and organizational atmosphere. A positive work environment may increase employee satisfaction and encourage greater motivation.

Previous studies have found that leadership and work environment have significant effects on employee motivation. However, research findings vary across industries and organizational contexts. Therefore, further investigation is necessary, particularly in food manufacturing companies such as PT. Sumber Abadi in Bandung Regency. Based on these considerations, this study aims to examine the influence of leadership and work environment on employee work motivation at PT. Sumber Abadi. The findings are expected to provide both theoretical contributions to human resource management literature and practical implications for improving employee motivation in organizations.

II. LITERATURE REVIEW

A. Leadership

Leadership is the ability of an individual to influence, direct, and motivate others to achieve organizational goals. Leadership has an important role in organizational success because leaders determine the direction of work implementation and create relationships with employees. According to Stephen P. Robbins, leadership is the ability to influence a group toward achieving a vision or goals.

Effective leadership can encourage employee enthusiasm, increase commitment, and build employee confidence. Leaders who provide support, appreciation, and communication can create a positive work climate that contributes to employee motivation.

Leadership indicators used in this study include:

1. Communication ability
2. Decision-making ability
3. Responsibility
4. Motivation and encouragement
5. Leadership example

B. Work Environment

The work environment refers to all conditions surrounding employees while carrying out their work activities, both physical and non-physical. A supportive

work environment can improve comfort, satisfaction, and employee enthusiasm.

According to Sedarmayanti, the work environment consists of physical and non-physical conditions that influence employees while performing their duties.

Physical work environment indicators:

1. Workplace cleanliness
2. Lighting
3. Air circulation
4. Safety and security
5. Workplace facilities

Non-physical work environment indicators:

1. Relationship among employees
2. Communication
3. Cooperation
4. Organizational atmosphere

C. Work Motivation

Work motivation is an internal or external drive that encourages employees to perform tasks enthusiastically and responsibly.

According to Abraham Maslow, motivation arises because individuals seek to fulfill their needs in stages.

Motivation indicators include:

1. Physiological needs
2. Safety needs
3. Social needs
4. Esteem needs
5. Self-actualization needs

Employees with high motivation generally demonstrate enthusiasm, commitment, and better work performance.

D. Previous Studies

<i>Researcher</i>	<i>Year</i>	<i>Variables</i>	<i>Findings</i>
Aulia	2021	Leadership => motivation	Positive and significant effect
Rahman	2022	Work Environment => motivation	Positive and significant effect
Putra	2023	Leadership + Work Environment => Motivation	Simultaneous influence

Based on previous studies, leadership and work environment consistently show relationships with employee motivation.

E. Conceptual Framework

The conceptual relationship among variables in this study can be described as:

Leadership (X1) →

→ Work Motivation (Y)

Work Environment (X2) →

F. Hypotheses

H1: Leadership has a positive and significant effect on employee work motivation.

H2: Work environment has a positive and significant effect on employee work motivation.

H3: Leadership and work environment simultaneously have a positive and significant effect on employee work motivation.

III. RESEARCH METHOD

A. Research Design

This study uses a quantitative approach with a survey method.

B. Research Location

The research was conducted at PT. Sumber Abadi, a food production company located in Bandung Regency, West Java.

C. Population and Sample

The population consists of all employees of PT. Sumber Abadi.

Sampling uses purposive sampling with criteria:

1. Permanent employees
2. Minimum one year of work experience
3. Active employees during the study period

Sample size: 100 respondents.

D. Data Collection Techniques

Data were collected through:

1. Questionnaire
2. Observation
3. Documentation

E. Measurement Scale

The study uses a Likert scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

F. Operational Definition of Variables

<i>Variable</i>	<i>Indicators</i>
Leadership	Communication, decision making, responsibility, motivation, example
Work Environment	Lighting, facilities, safety, communication, work atmosphere
Work Motivation	Physiological, safety, social, esteem, self-actualization needs

G. 3.7 Data Analysis Techniques

The analysis includes:

1. Validity test

2. Reliability test

3. Classical assumption test

4. Multiple linear regression

5. Partial test (t-test)

6. Simultaneous test (F-test)

7. Coefficient of determination (R^2)

8. Regression equation:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y = Work Motivation

X1 = Leadership

X2 = Work Environment

a = Constant

b = Regression coefficient

e = Error term

IV. RESULT AND DISCUSSION

A. Respondent Profile

Respondents were categorized based on:

1. Gender
2. Age
3. Education
4. Years of service

B. Hypothesis Testing Results

The regression result is:

$$Y = 7.425 + 0.325X_1 + 0.452X_2$$

The results indicate that leadership and work environment positively affect work motivation.

Partial test results:

1. Leadership significance = 0.021 (<0.05)
2. Work environment significance = 0.000 (<0.05)

Simultaneous test:

F significance = 0.000 (<0.05)

$R^2 = 0.624$

This means leadership and work environment explain 62.4% of employee motivation, while 37.6% is influenced by other factors.

C. Discussion

The findings indicate that leadership positively influences employee motivation. Leaders who communicate effectively and provide support encourage employees to perform better.

The work environment also positively affects motivation. A comfortable workplace, good communication, and adequate facilities improve employee enthusiasm.

These findings support previous studies showing that leadership and work environment are important factors influencing employee motivation.

V. CONCLUSIONS AND SUGESSTIONS

A. Conclusion

Leadership and work environment positively and significantly affect employee work motivation both partially and simultaneously at PT. Sumber Abadi.

B. Suggestions

1. PT. Sumber Abadi should improve leadership quality through leadership development programs.
2. The company should maintain a safe and supportive work environment.
3. Future research should include additional variables such as job satisfaction or organizational culture.

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