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The Influence of Leadership and Work Environment on Employee Work Morale at the East Kutai Regional Secretariat

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Abstract: This study adopts an explanatory design aimed at examining how leadership and workplace conditions affect outcomes on employee morale at the Regional Secretariat of East Kutai Regency. This study analyzes the Independent variable of leadership (X1) with indicators of Guiding, Building and motivating, Driving the organization, Establishing good communication. The work environment variable (X2) with indicators of Facilities and Infrastructure, Work Relations, Tranquility, Lighting and Cleanliness and the Dependent variable of Work Morale (Y) with indicators of absenteeism, cooperation, job satisfaction and discipline. Data analysis used is Data were analyzed through association testing, explanatory power assessment, and linear modeling via SEM-PLS morale with a p value of $0.000 < 0.05$, T statistic $10.486 > 1.96$ and a positive path coefficient of 0.576. The direction of the positive influence indicates that the better the leadership, the better the employee's work morale will be. And workplace conditions significantly affect employee enthusiasm as indicated by statistical testing of $0.000 < 0.05$, T statistic $7.640 > 1.96$ and a positive path coefficient of 0.450. The direction of this positive influence indicates improvements in workplace quality lead to higher employee motivation.

Keyword: Employee Work Morale, Leadership, Work Environment

INTRODUCTION

The importance of employee resources in an organization or institution as stated by Djuwita, (2011) An organization's priority asset is its resources, with human resources being one of the key factors. Organizations can succeed through effective human resource management and the ability to transform effectively. Saputra et al., (2025) This transformation certainly requires adapting to advances in science and technology (Rizki et al., 2024), Take a look Azmy & Alisa, (2018) Development programs within an organization must be implemented in stages and sustainably, without neglecting human resource capacity or dynamics. The resulting perception is that the mindset of those working must be better than in

the past, and future work patterns must be more effective than they are today (Sari et al., 2025). This means that an employee with a mature mindset will be motivated to be dynamic, creative and able to think critically and creatively, and this attitude also encourages the honing of ideas and innovation (Candana, 2018). The realization of this concept certainly requires the development of a human resource strategy (Pandabanjal et al., 2024). Among these factors, leadership and work environment are very crucial variables in influencing the level of individual and group performance in an organization (Jonatan & Masman, 2025). Therefore, it is important to understand the relationship between these three indicators and the spirit of creating optimal working conditions.

Leadership plays a central role in guiding organizational outcomes of an organization (Farhan Saputra, 2021). An effective leader is not only able to provide the right direction and decisions, but is also able to motivate, provide support, and build good relationships with team members (Marvin et al., 2025). Poor or unclear leadership can lead to confusion, conflict, and decreased morale (Salsabilah, 2025). On the other hand, inspirational and supportive leadership can increase employee confidence, enthusiasm and commitment, which will then have a constructive impact on work morale (Putera et al., 2024).

The workplace context is an essential determinant of employee performance, both physically and psychologically, can increase employee comfort and productivity (Riskiya Manulang et al., 2025). Factors including hygiene standards, sufficient infrastructure, and positive peer interactions strong social support can all influence how employees perform their tasks and interact within the organization. A positive work environment can foster better collaboration (Fadhlorrohman et al., 2024) and create a more pleasant working atmosphere, while a stressful and conflict-filled environment can reduce motivation and hinder performance.

Leadership is the desire to take on a role as a leader in a group (Nugroho et al., 2024). Leadership is typically defined by positions of formal authority. Leadership within an organization can be a dominant factor in organizational life, particularly in the increasingly competitive business world. This is characterized by several symptoms, such as increased work volume, complex interactions, and so on. Leadership acts as a regulator of work rhythm, mobilizing others at every level of the organization or institution, so that they are perceived as collectively committed to the organization's or institution's desired goals.

There are many definitions of the workplace context as defined experts, such as Sedarmayanti & Rahadian, (2018) A work environment is defined as a group of members who are provided with the necessary facilities to support the organization's goals. On the other hand, a work environment also offers benefits that can boost work enthusiasm and increase productivity. A positive work environment, such as being surrounded by highly motivated employees, can also foster enthusiasm for completing work effectively (Najib et al., 2022).

An employee with good work ethic will certainly display a positive attitude and a desire to do their work with enthusiasm and enjoyment Kaswan, (2017) "Morale or work enthusiasm represents the psychological orientation of individuals or groups toward their work. The ability to perform work faster and better is an early indication of employee productivity (Turnip & Syamsurizal, 2019). Improving employee morale in a company is crucial. Employees with high morale will benefit the company, while those with low morale can be detrimental. Therefore, company leaders must understand the factors that can measure morale. According to Nitisemito, (2015) Factors for measuring work enthusiasm are:

1. Absence

Because absenteeism indicates an employee's absence from their duties, this includes time lost due to illness, accidents, and unauthorized absence from work for personal reasons. Absences are not counted as temporary layoffs, absences from work, valid leave, and termination of employment.

2. Cooperation

Cooperation takes the form of collective action by one person toward another. Cooperation can be seen in employees' willingness to work together with coworkers or superiors to achieve common goals. Furthermore, cooperation can be seen in the willingness to help each other with their tasks and active participation in organizational activities.

3. Job satisfaction

job satisfaction refers to employees' affective evaluation of their occupational roles.

4. Discipline

Discipline is an attitude and behavior that complies with organizational regulations, whether written or unwritten. In practice, if an organization has made efforts to ensure that most of its regulations are adhered to by the majority of employees, then discipline has been established. This must be implemented throughout the company.

Good governance will run effectively if the organization has a professional human resource development strategy and is able to carry out its authority appropriately (Maladjai et al., 2024). Based on observations, this phenomenon is not merely theoretical; its implications for the East Kutai Regency Regional Secretariat, which implements government activities in the region, need to be understood.

As is well known, human resources remain a significant issue requiring ongoing reform. Human resource management at the East Kutai Regency Regional Secretariat also faces various challenges, such as: 1) some employees register for attendance but then leave the office, returning at the end of the working day. 2) services are often hampered by undisciplined employees. 3) sanctions are considered insufficiently strict. Sanctions for undisciplined employees, such as canceling official travel, have been provided, but these sanctions have not been effective in deterring those who engage in such actions. Furthermore, the workload is often suboptimal in several areas, including the frequent absence of employees following attendance and working according to standard operating procedures (SOPs), resulting in frequent absences during working hours. Because there are several problems, the author is interested in further researching "The Influence of Leadership and Work Environment on Employee Work Morale at the East Kutai Regional Secretariat".

METHOD

This study applies explanatory research using SEM-PLS to examine variable relationships, including intervening variables, in relatively small samples and data distributions that do not have to be normal. The analysis was conducted using SmartPLS software. The sample of this study was employees of the East Kutai Regency Regional Secretariat, which consisted of 86 ASN (State Civil Apparatus). probability-based sampling was employed to ensure equal selection chances.

The author in conducting The instrument employed a Likert-type rating scale, which functions to capture individual and collective attitudes, viewpoints, and perceptions toward social conditions scale, the variables to be measured are broken down into variable indicators. These indicators are then used as a starting point for compiling instrument items, which can be statements or questions. The answers to each instrument item using a Likert scale range from very positive to very negative.

Table 1. Likert Scale
Likert Scale

Answer	Weight
Strongly Agree (SS)	5
Agree (S)	4
Somewhat Agree (N)	3
Disagree (TS)	2

Strongly Disagree (STS)	1
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Source: Sugiyono, (2017).

The analysis technique used is Structural Equation Modeling based on Partial Least Squares (SEM-PLS) using SmartPLS software. The selection of SEM-PLS was based on several methodological considerations, namely the relatively small sample size (86 respondents), a complex research model with intervening variables, and data characteristics that do not require a normal distribution. The analysis was carried out through two main stages, namely Outer Model and Inner Model testing. Outer Model testing aims to assess construct validity and reliability, which includes convergent validity testing (with indicators of outer loading values > 0.70 and AVE > 0.50), discriminant validity (using the Fornell-Larcker and HTMT criteria < 0.90), and construct reliability (Composite Reliability > 0.70 and Cronbach's Alpha > 0.60). Furthermore, Inner Model testing was conducted to evaluate the relationship between latent variables through the R-Square (R²), Q-Square, and path coefficient values. Hypothesis testing was carried out using the bootstrapping method (5,000 subsamples) to obtain t-statistics (> 1.96) and p-value (< 0.05) as a basis for determining the significance of direct and indirect influences.

RESULTS AND DISCUSSION

The study involved 86 respondents, categorized by gender: 28 were male and 58 were female. This indicates a significant gender disparity in the number of civil servants (ASN) based on gender. Working as an employee undoubtedly impacts performance, as female employees require more time than male employees, significantly impacting their performance. While working at home, in addition to their duties as civil servants, they often also have to fulfill their duties as mothers during work hours.

The questionnaire was distributed directly, with sample data drawn from 86 respondents. The results revealed 28 male respondents, while 58 female respondents. This indicates that there are fewer male civil servants than female civil servants. Based on the educational level, the majority of civil servants at the East Kutai Regency Regional Secretariat Office have a bachelor's degree, followed by high school and postgraduate degrees. This indicates that the overall educational level includes undergraduate and postgraduate degrees. Empirical findings indicate that the dataset satisfies validity and reliability standards for research.

Table 2. Frequency of Leadership Variables (X1)

No	Question	STS	TS	N	S	SS
1	Leaders provide clear direction and work instructions	0	2	1	47	36
2	Leaders are able to communicate well regarding team/agency strategies and goals	0	2	4	52	28
3	Leaders treat all employees fairly and impartially	0	5	4	42	35
4	Leaders are concerned about personal problems or difficulties faced by employees	1	3	23	40	19
5	Leaders provide motivation and attention to encourage employees to work harder	0	1	9	42	34
6	Leaders encourage employees to develop their knowledge and skills (for example, through training)	0	1	7	48	30
7	The leader is able to build solid and harmonious teamwork	0	2	9	42	33
8	The leader is a good role model/exemplar at work	0	1	6	49	30
9	The leader has carried out effective supervision	0	1	9	50	26
10	The leader consistently monitors employee performance effectively and efficiently	0	2	6	48	30

Source: Processed data, 2025.

The analysis shown in Table 2 shows that the most dominant responses regarding

Leadership (Leadership 1) were 47 respondents or 56.65% who agreed that the leader had provided clear direction and work instructions.

Table 3. Frequency of Work Environment Variables (X2)

No	Question	STS	TS	N	S	SS
1	My workspace is clean and tidy	1	2	7	59	17
2	I feel safe and comfortable in this work environment	1	2	18	36	29
3	The facilities and work equipment provided are adequate to support my work	0	1	7	47	31
4	Work relationships between colleagues are good and supportive	0	2	12	43	29
5	The lighting and air circulation in the workplace are comfortable	0	2	8	47	29
6	The location/layout of the workspace supports concentration at work	0	3	7	53	23
7	Company regulations and policies are applied fairly to all employees	0	3	9	51	23
8	The noise level in the work area does not interfere with the performance of duties	2	6	14	44	20
9	Conditions at the East Kutai Regency Regional Secretariat are very good for work	0	2	3	53	28
10	The facilities in the East Kutai Regency Regional Secretariat area help me do my job well	0	3	2	51	20

Source: Processed data, 2025.

The analysis shown in Table 3 shows that the most dominant responses regarding the Work Environment (Work Environment 1) were 59 respondents or 68.60% who agreed that the cleanliness and tidiness of my work space were good.

Table 4. Frequency of Work Morale Variables

No	Question	STS	TS	N	S	SS
1	I arrive and leave work on time according to the schedule	1	0	1	46	38
2	I complete my work according to established procedures and plans	0	1	2	47	37
3	I have a high level of commitment and responsibility towards my work	1	0	1	46	38
4	I never procrastinate on work that is my responsibility	0	1	4	52	29
5	I always strive to correct any mistakes I have made at work	0	1	1	50	34
6	I am proud of the work I do	0	1	5	49	31
7	I am motivated to achieve my work targets	0	1	5	52	28
8	I always strive to improve the quality and productivity of my work	0	1	4	43	38
9	I have good working relationships with my fellow employees	0	1	6	43	36
10	I feel that what I receive is commensurate with what I have done	0	1	8	47	30

Source: Processed data, 2025.

The analysis shown in Table 4 shows that the most dominant responses regarding work enthusiasm (work enthusiasm 1) were 46 respondents or 53.48% who agreed by stating that respondents came and went home from work on time according to the specified schedule.

A. Outer Model Test 2

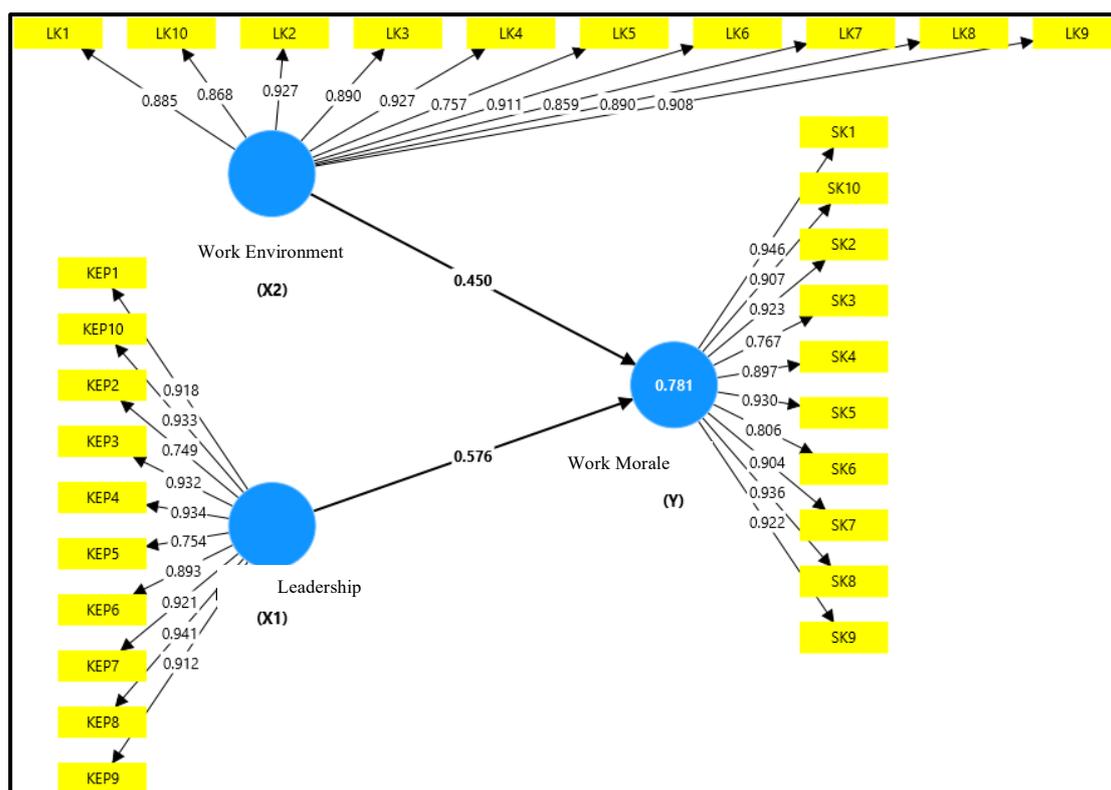
1. Convergent Validity

Table 5. Convergent Validity Calculation Results

Variable	Indicator	Outer loadings	AVE
Leadership	KEP1 <- Leadership (X1)	0,918	0,794
	KEP10 <- Leadership (X1)	0,933	
	KEP2 <- Leadership (X1)	0,749	
	KEP3 <- Leadership (X1)	0,932	
	KEP4 <- Leadership (X1)	0,934	
	KEP5 <- Leadership (X1)	0,754	
	KEP6 <- Leadership (X1)	0,893	
	KEP7 <- Leadership (X1)	0,921	

	KEP8 <- Leadership (X1)	0,941	
	KEP9 <- Leadership (X1)	0,912	
Work Environment	LK1 <- Work environment (X2)	0,885	0,781
	LK10 <- Work environment (X2)	0,868	
	LK2 <- Work environment (X2)	0,927	
	LK3 <- Work environment (X2)	0,890	
	LK4 <- Work environment (X2)	0,927	
	LK5 <- Work environment (X2)	0,757	
	LK6 <- Work environment (X2)	0,911	
	LK7 <- Work environment (X2)	0,859	
	LK8 <- Work environment (X2)	0,890	
	LK9 <- Work environment (X2)	0,908	
Work Morale	SK1 <- Work Morale (Y)	0,946	0,802
	SK10 <- Work Morale (Y)	0,907	
	SK2 <- Work Morale (Y)	0,923	
	SK3 <- Work Morale (Y)	0,767	
	SK4 <- Work Morale (Y)	0,897	
	SK5 <- Work Morale (Y)	0,930	
	SK6 <- Work Morale (Y)	0,806	
	SK7 <- Work Morale (Y)	0,904	
	SK8 <- Work Morale (Y)	0,936	
	SK9 <- Work Morale (Y)	0,922	

Source: SEM PLS test results (2025).



Source: SEM PLS test results, 2025.

Figure 1. Outer Model Test Results, 2025.

Convergent validity assessment indicates that every indicator fulfills the required criteria constructs, namely Leadership, Work Environment, and Work Morale, have Factor loadings exceeded the recommended threshold alongside sufficient extracted variance of 0.794, 0.781, and 0.802, respectively. These values indicate that each indicator is able to represent its

construct well and consistently. All constructs have met the convergent validity criteria because they have an AVE of more than 0.50 and strong factor loadings on each indicator. Thus, all All measurement items were deemed appropriate for subsequent structural evaluation The structural model can be seen in Figure 1.

2. Discriminant Validity

Table 6. Fornel Larcker's calculation results

	Leadership (X1)	Work Environment (X2)	Work Morale (Y)
Leadership (X1)	0,891		
Work Environment (X2)	0,476	0,884	
Work Morale (Y)	0,791	0,724	0,896

Source: PLS SEM Test Results (2025).

Discriminant testing confirms that each construct demonstrates stronger internal variance than inter-construct associations, including leadership indicators greater than its correlation with Work Environment and Work Morale 0,891, so its discriminant validity is met. Similarly, the Work Environment construct with The extracted variance surpasses the corresponding inter-variable relationships Leadership and Work Morale as value 0,884. Furthermore, the Work Morale The construct exhibits strong internal variance exceeding its associations with other variables as 0,896, so all constructs are declared to meet discriminant validity in the research model.

B. Inner Model Test

1. Goodness of fit model

(1) R2

Table 7. R2 Calculation Results

	R-square	Category
Work Morale (Y)	0,781	<i>strong</i>

Source: processed data (2025).

Statistical output reveals a strong R-square of 0.781 for Work Morale, signifying that most of its variation is explained by the model exogenous variables in the research model. A total of 21.9% of the variation arises from external factors beyond the proposed model that were not examined. Thus, the model's predictive ability for the Work Morale variable can be said to be very strong and adequate for use in structural analysis.

(2) Q2

Table 8. Q2 calculation results

	R-square	Category
Work Morale (Y)	0,576	<i>Big predictive relevance</i>

Source: processed data (2025).

The Q-square analysis results show that the Work Morale construct has a value of 0.576, which falls into the category of "Big predictive relevance." This value indicates that the model has excellent predictive ability for the Work Morale variable. The higher the Q-square value, the stronger the model's ability to predict the value of the endogenous construct outside the sample. Thus, this research model is proven to have strong predictive relevance in explaining Work Morale.

(3) Srmr

Table 9. SRMR Calculation Results

Component	SRMR	Estimated Model
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<i>Saturated Model</i>	0,081	<i>Fit</i>
<i>Estimated Model</i>	0,081	

Source: processed data (2025).

The SRMR indicator is obtained from the model evaluation for the Saturated Model is 0.081, which is below the threshold of 0.10, so the model is considered fit. The SRMR value for the Estimated Model is also 0.081, which consistently indicates suggesting that the model achieves satisfactory conformity the observed and predicted covariance matrices. This value indicates that the model error rate is relatively low and the structural model is statistically acceptable. Thus, it overall, the analytical outcomes support the robustness of the PLS-SEM model employed meets the model feasibility criteria based on the SRMR indicator.

2. Multikolinearitas

Table 10. Multicollinearity Results

Leadership (X1)	Work Environment (X2)	Work Morale (Y)
Leadership (X1)		1,293
Work Environment (X2)		1,293
Work Morale (Y)		

Source: processed data (2025).

The VIF statistics indicate that Leadership and Work Environment variables Work Morale is 1.293 each. This VIF value is well below the maximum limit of 5, thus, the independent constructs do not exhibit intercorrelation issues. The low VIF value indicates that the Leadership and Work Environment variables do not influence each other excessively and can stand as independent predictors. Thus, the research model meets the criteria for being free from multicollinearity and is worthy of being continued with the next structural analysis.

3. Effect Size (f²)

Table 11. Effect size calculation results

	<i>f-square</i>
Leadership (X1) -> Work Morale (Y)	1,175
Work Environment (X2) -> Work Morale (Y)	0,715

Source: processed data (2025).

The analysis results show that the effect size value for the influence of Leadership on Work Morale is 1.175, which is categorized as large, so that the Leadership variable contributes a very strong influence on increasing Work Morale. Meanwhile, the effect size coefficient indicating workplace conditions' effect on employee enthusiasm is 0.715, which is also categorized as large. This indicates that organizational conditions meaningfully contribute to employee outcomes Morale. Thus, both variables have a high substantive influence, so that increased Work Morale can be achieved through strengthening Leadership and improving the Work Environment within the organization.

4. Direct Effect Testing

Table 12. Direct Test Results

	Original sample (O)	T statistics (O/STDEV)	P values
Leadership (X1) -> Work Morale (Y)	0,576	10,486	0,000
Work Environment (X2) -> Work Spirit (Y)	0,450	7,640	0,000

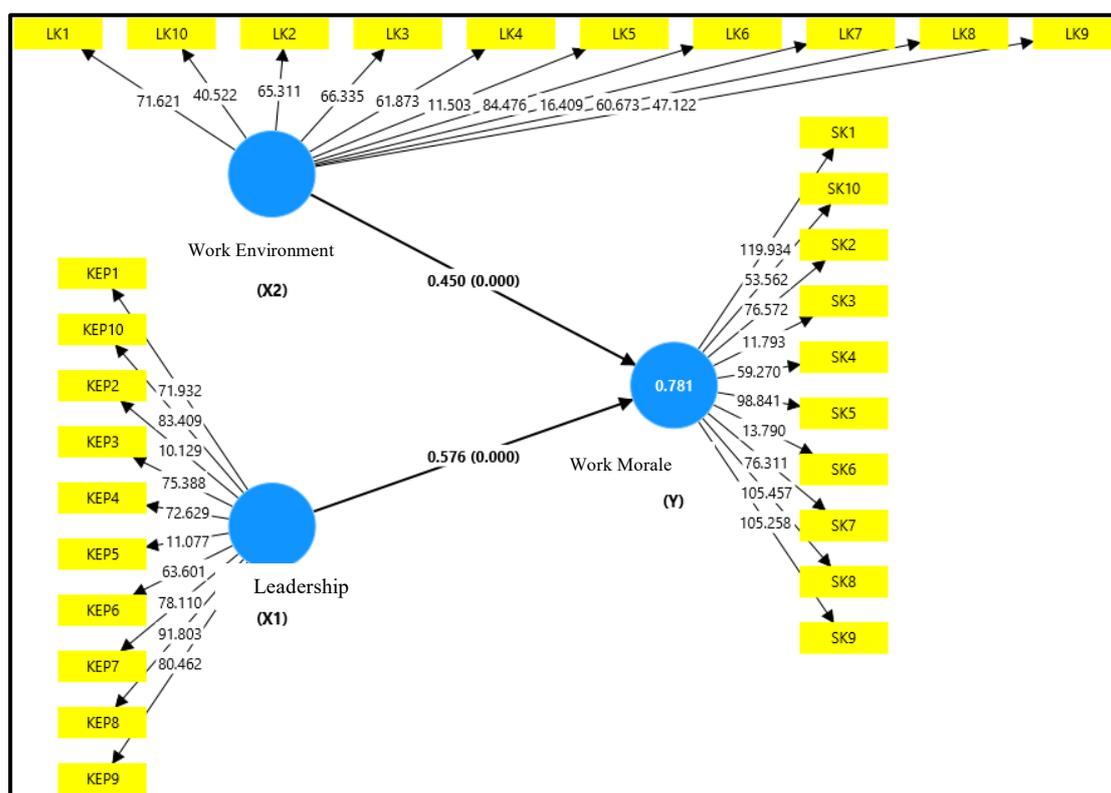
Analytical procedures yielded the following model outcomes and diagrams:

1) Leadership → Work Morale

The analysis demonstrates a statistically meaningful effect of leadership on morale of $10.486 > 1.96$, and a positive path coefficient of 0.576. The direction of this positive influence indicates that higher Leadership leads to higher Work Morale, and conversely, lower Leadership leads to lower Work Morale. Leadership, in this study, has been shown to significantly impact Work Morale, so efforts to improve Work Morale can be implemented through improving the quality of Leadership.

2) Work Environment → Work Morale

The analysis shows that workplace conditions show a statistically robust effect on morale $7.640 > 1.96$, and a positive path coefficient of 0.450. The direction of this positive influence indicates that a better Work Environment leads to higher Work Morale, and conversely, a lower Work Environment leads to lower Work Morale. In this study, the work environment has been proven to be a significant factor in influencing work enthusiasm, so that increasing work enthusiasm can be done through improving and strengthening the conditions of the work environment.



Source: SEM PLS test results, 2025.

Figure 2. Inner Model Estimation Results

Hypothesis Testing

This analysis is conducted to confirm whether an assumption is accepted or rejected. We can examine the degree of agreement between constructs, as well as the t-statistic and p-value. These predicted values and standard errors are determined by the actual data, not the statistical assumptions. According to this study's bootstrapping procedure, a p-value of 5% (less than 0.05) is required for alpha to accept the hypothesis. The following are the results obtained from calculating the direct and indirect effects.

Table 26. Hypothesis Test Results

Hypothesis	Coef, Path	T Statistics	P Value	Conclusion
H1: Leadership has a significant influence on work enthusiasm	0,576	10,486	0,000	Accepted
H2: The work environment has a significant influence on work enthusiasm	0,450	7,640	0,000	Accepted
H3: Leadership and work enthusiasm have a significant influence on work enthusiasm.	0,872	8,986	0,000	Accepted

Source: processed data (2025).

Hypothesis testing for each variable can be interpreted as follows, in accordance with the research results using the bootstrapping approach presented in the table above:

a) H1: Leadership Has a Significant Influence on Work Morale of Employees at the East Kutai Regency Secretariat

Leadership is a key factor influencing the direction and success of an organization. Effective leaders are not only able to provide direction and make appropriate decisions, but also able to motivate, provide support, and build good relationships with team members. Based on the research findings reveal leadership significantly drives morale indicators of $10.486 > 1.96$, and a positive path coefficient of 0.576. The direction of this positive influence indicates that higher Leadership leads to higher Work Morale, and conversely, lower Leadership leads to lower Work Morale. In this study, Leadership was proven to have a significant impact on Work Morale, so efforts to improve Work Morale can be implemented through improving Leadership quality.

b) H2: Workplace conditions substantially affect employee morale in the region Secretariat

The workplace context is essential in shaping productivity. A conducive setting, both physically and psychologically, can increase employee comfort and productivity. Factors such as cleanliness, sufficient infrastructure, cooperative peer relations, and social backing may influence how employees perform their tasks and interact within the organization. Empirical findings indicate that the examined factor affects the Work Environment on Work Morale is significant with a p-value of $0.000 < 0.05$, a T-statistic of $7.640 > 1.96$, and a positive path coefficient of 0.450. The direction of this positive influence indicates that a better Work Environment leads to higher Work Morale, while a lower Work Environment leads to lower Work Morale. In this study, the Work Environment was proven to be a significant factor influencing Work Morale. Therefore, improving Work Morale can be achieved through improving and strengthening Work Environmental conditions.

c) H3: Leadership and Work Morale Have a Significant Influence on Work Morale of Employees at the East Kutai Regency Regional Secretariat

The Leadership variable has a positive and significant influence on Work Morale, with a calculated t-value of 3.952, a significance value of 0.000, and a regression coefficient of 0.285. Improved leadership quality corresponds with elevated morale levels and significant influence on Work Morale, with a calculated t-value of 8.986, a statistical significance is confirmed with a strong coefficient estimate Work Environment, the higher the Work Morale. The Work Environment variable is the strongest predictor due to its highest statistical test value variables.

CONCLUSION

Drawing from the analysis and interpretation, the study concludes that:

1. Leadership demonstrates a statistically meaningful effect on morale indicators $10.486 > 1.96$, and a positive path coefficient of 0.576. The direction of this positive influence

- indicates that better leadership leads to better employee morale. Therefore, leadership efforts are needed to provide direction and motivation to employees to improve employee morale.
2. Regarding the organizational context significantly affects morale indicators of $7.640 > 1.96$, and a positive path coefficient of 0.450. This positive direction of this influence indicates that a better work environment leads to better employee morale, and vice versa. Therefore, improving work morale can be achieved through ensuring secure and supportive working conditions for employees, including good interactions among staff as well as between management and employees.
 3. Then based on the research that has been done leadership shows a meaningful positive contribution to morale outcomes with a calculated t value of 3.952, a results confirm statistical relevance with a moderate coefficient leadership, the work morale will increase. The workplace conditions exert a favorable and measurable influence on morale of 8.986, a significance value of 0.000, and a regression coefficient of 0.630. This means that the better the work environment, the work morale will increase. The work environment variable is the primary determinant shaping employee motivation because it has the largest calculated t value compared to other variables.

SUGGESTION

In light of empirical findings and the conclusion that leadership and the work environment influence employee morale at the East Kutai Regency Secretariat, the author proposes several suggestions to improve employee performance at the East Kutai Regency Secretariat, as follows:

1. Leadership attitudes toward employees should be able to provide encouragement and motivation, as well as provide supervision, and leaders should maintain good communication with their employees.
2. A conducive workplace facilitates employee performance through adequate resources and harmonious social interaction can increase employee morale.
3. Employees are expected to be demonstrating ethical competence in task execution. In addition to all the facilities and infrastructure and good leadership, a professional attitude is also needed, along with an awareness of their responsibilities and duties. This will enable them to arrive and leave on time, as well as complete work correctly and on time.

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