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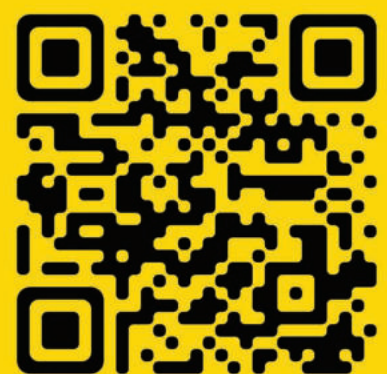
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The influence of leadership style and work environment on the work motivation of employees in the public housing service, settlement area, and land in Merauke Regency with work discipline as an intervening variable

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Abstract. This research was conducted to determine the effect of leadership style and work environment on the work motivation of public housing, residential area, and land affairs officials in Merauke district with work discipline as an intervening variable. The research approach used is quantitative, using the Smart PLS statistical tool. The population in this study were all 120 employees of the Public Housing, Settlement Area, and Land Office of Merauke Regency, but only 105 questionnaires could be analyzed further so that the sample in this study totaled 105 samples. The results of the study show that leadership has a negative and insignificant effect on motivation. Leadership has a negative and insignificant effect on work discipline. Discipline mediates positively and not significantly between leadership variables on work motivation. The work environment has a negative and significant effect on work motivation but a positive and significant effect on work discipline. Discipline mediates a negative and significant relationship between the work environment and significant to work motivation. Meanwhile, discipline has a negative and significant effect on the work motivation of employees of the Public Housing, Settlement Areas and Land Affairs Office of Merauke Regency

Keywords. Leadership, Work Environment, Discipline, Motivation

1. Background

An organization is a social unit that is formed and coordinates itself consciously with an identifiable boundary, working continuously to achieve a common goal or group of goals (Robbins, 2006). The organization is driven by Human Resources (HR). Where HR is the main resource, which is the driving force of the life of an organization (Sobirin, 2014). Human resources as humans have reason and dynamic thoughts that can develop. Generating innovation and creative thinking and the physical ability to process other organizational resources, human resources are the main source of support for achieving organizational goals.

Local Government Organizations are public sector organizations that are responsible for the running of the government. The source of government legitimacy comes from the community, with the trust given by the community, it is hoped that the organization can realize its dedication in the form of good performance. Irianto, (2011) argues that to realize good performance in the organization, HR must have a comparative advantage in terms of ability and competence. Employees must be professional and have a big responsibility to provide services to the state and society.

According to Panggabean, (2004) the success of an organization depends on the attitude and behavior of human resources. This is because HR has an important role and is very necessary to be managed properly, so that the effectiveness and efficiency of organizational performance can increase. HR management is of course inseparable from employee factors who are expected to perform as well as possible in order to achieve organizational goals. If an organization or company has highly skilled and knowledgeable employees accompanied by efforts to manage the organization optimally, employee performance can increase.

The Office of Public Housing, Settlement Areas, and Land Affairs (DPRKPP) is part of the Merauke Regency administrative unit which takes part in the development of regional development. The Service's vision is the realization of public housing and residential areas that are healthy, beautiful and environmentally sound. It is in this institution that the activities of employees are expected to be able to play a role and be technically responsible for achieving development goals and objectives in Merauke Regency.

Civil servants who work for the Service are expected to work optimally for the progress of development in Merauke Regency. However, based on the results of observations, it was found that employee discipline was not optimal. In table 1. below, it can be seen that there are still civil servants who skip work or are absent from work for no reason. This kind of condition still applies to government offices in regencies which are the outskirts of Indonesia.

Table 1.
Recapitulation of Employee Attendance List for 2020-2021

Moon	Year 2020		Year 2021	
	Number of working days	Attendance Percentage	Number of working days	Attendance Percentage
January	21	90	20	80
February	25	98	10	85
March	20	90	20	91
April	20	99	21	96
May	18	100	14	99
June	18	99	21	100
July	22	98	21	98

August	19	80	20	99
November	22	90	22	99
December	21	98	20	99

Source: data processed using Smart PLS, 2022

Employees who work not according to the target, and some employees who are not disciplined at work or it can be said that the employee's work ethic is still low. This is evidenced by the fact that there are still many employees who are not on time when they enter the office as shown in the table above. Employees also delay carrying out office duties, there are still employees who look relaxed, are engrossed in chatting during working hours, leave the office during office hours, and low employee attendance recap. This shows that employee motivation is still low. Under these conditions the leader must be able to set a good example for employees. Motivation for employees can also be realized by creating a conducive atmosphere for employees with good work environment arrangements.

Assessment of service performance has also been carried out using the Government Agency Performance Accountability System (SAKIP) where, the assessment was carried out in 2020 to assess the performance of the previous year's services obtained values as in Table 2. as follows.

Table 2.
Government Agency Performance Accountability System (SAKIP) Values
2018 - 2019

Components Assessed	Year 2018		Year 2019	
	Value	Weight	Value	Weight
A Performance Planning	30	20,13	30	27,85
B Performance	25	5,00	25	14,38
C Performance Reporting	15	10,88	15	9,59
D Performance evaluation	10	4,88	10	5,83
E Performance	20	19,16	20	19,58
Evaluation Result Value	100	60,04	100	71,22
Performance	B		BB	

Source: Merauke Inspectorate Data, 2020

Assessment in that period showed a good value and increased. However, the point c performance reporting value decreased from 10.88 to 9.59 from the supposed weight of 15. This means that employees do not provide timely reports. So this also results in data for 2020 and 2021 Sakip at the service not being assessed because the inspectorate focuses its attention on assessing other regional apparatus organizations. The motivation to make a report is placed in an important position so that it becomes the dependent variable studied in this study. At the same time employee discipline in making performance reports is a mediating variable in this study.

Based on the description of the problem and the results of the initial research, it can be said that work motivation and work discipline, the end result of which is to increase employee performance, are strongly influenced by leadership style and work environment. This of course must be addressed immediately so that employees within the Merauke Regency DPRKPP can provide excellent service to the community in a more professional manner.

2. Literature Review

Motivation is defined as a state in the individual's personality that encourages the individual to carry out certain activities to achieve organizational goals (Respatiningsih & Sudirjo, 2016). According to Poniasih & Dewi, (2015) motivation is the desire to perform as a willingness to expend a high level of effort for organizational goals. Thus, the existence of work motivation in every employee at work, will make employees produce performance that is in accordance with the predictions of the organization to help the organization achieve its goals.

Maslow's hierarchy of needs cited by Mangkunegara, (2016), namely:

- physiological Needs,
- need for security,
- social Need,
- need for self-esteem,
- The need for self-actualization

Discipline is influenced by various variables. According to Fatoni et al., (2018) sanctions have no significant effect on work discipline. Motivation has a significant effect on work discipline. The work environment has a significant effect on work discipline. According to Kamal, (2017) leadership and supervision have a significant effect on work discipline. According to Saputra (2019) motivation has a significant effect on work discipline. however, according to Rizal, (2019) there is a positive but not significant influence between work motivation and discipline, a positive and significant influence between supervision and work discipline and a negative influence between leadership and work motivation.

Discipline level indicators according to Sutrisno et al., (2010) are divided into 4 dimensions as follows:

- Obey the rules of time: Employees use time efficiently, namely being present on time, resting at predetermined hours and likewise going home at the time according to the rules that apply in the company.
- Comply with company rules: Employees comply with rules both in terms of dress and existing work procedures.
- Comply with the rules of conduct at work: Employees carry out work in accordance with their main duties and functions or in accordance with the position they have, meaning they do not work in other fields and can cooperate with other fields. Such employees also do not want to interfere in the affairs or work of other employees as long as there is no order to do so.
- Compliance with other regulations: Employees are very obedient to all rules in the organization so that they can carry out activities according to existing standard operating procedures.

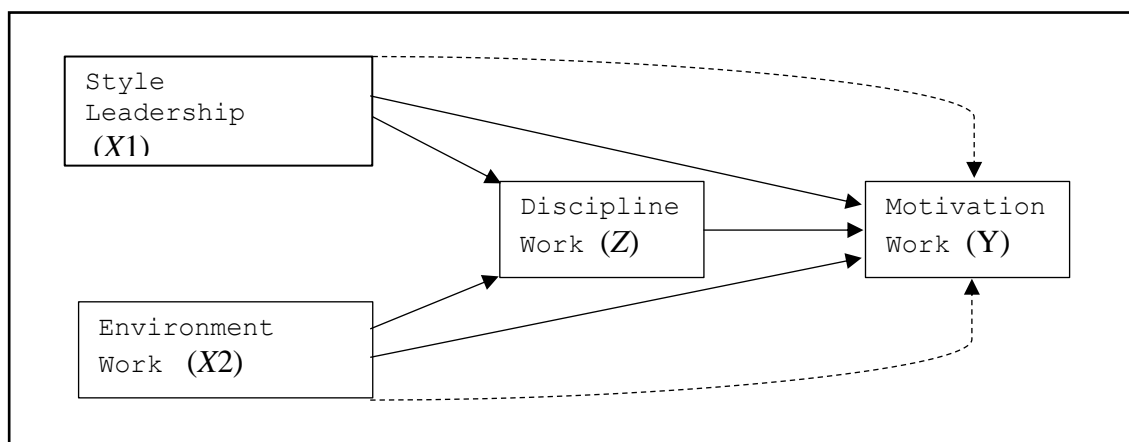
Leadership in an organization or agency is needed in an effort to achieve these goals. The success of an organization is determined by the obedience of employees to the direction of their leaders. It is a leader who is considered capable of influencing or directing employees to have the same goals as the organization. According to Sudarma, (2000) leadership is a process of influencing the activities of individuals or groups. Meanwhile, according to Kartono, (2008), leadership is a trait, habit, temperament, character, and personality that distinguishes a leader in interacting with others.

The work environment is everything that is around workers who can influence them in carrying out the tasks assigned by Nitisemito, (2002). According to Supardi (2003) in Purnamasari, (2015) the work environment is the situation around the workplace both physically and non-physically which can give the impression of being pleasant, secure,

reassuring, and the impression of being comfortable working and so on. Meanwhile, according to Timpe, (2000) a pleasant work environment may be a motivator for employees to produce peak performance. Nitisemito, (2002) classifies work environment indicators into three namely work facilities, relationships with colleagues and relations between employees and superiors.

Based on this description, this study focuses on examining the influence of leadership style, work environment on motivation mediated by work discipline. Furthermore, the thinking framework model can be seen in Figure 1.

Figure 1. Thinking Framework



Hypothesis

The hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in the form of a question sentence. In this case it is said to be temporary because the answers given are only based on theory. Therefore, the hypothesis in this study is formulated on the basis of a framework which is a temporary answer to the problem that has been formulated (Sugiyono 2018).

Leadership style according to Tampubolon (2007) is behavior and strategy, as a result of a combination of philosophies, traits, and attitudes that are often applied by a leader when he tries to influence the performance of his subordinates. In addition to leadership style, another factor that also affects employee work discipline is the work environment. Nitisemito (2008) states "The physical work environment is everything that exists around workers who can influence themselves in carrying out assigned tasks, for example lighting, air temperature, space for movement, security, cleanliness, music and others. ". Based on this, it can be said that the work environment is everything that is around employees in a company or organization. A good environment helps employees to carry out the tasks assigned to improve employee performance.

Work motivation is also one of the factors that influence employee work discipline. Sugiyono (2013) says that motivation is a set of factors that can arouse, direct and maintain one's behavior to choose a certain path in achieving goals. Therefore, it can be believed that basically every individual has the motivation to do work, so that through motivation means there is a strong urge both internally and externally within the individual to do something more than what other people do. In other words, work motivation is something that moves individuals to act in a certain way as individuals who have high success motivation.

The above description boils down to the temporary conclusion that leadership style, work environment, and work discipline affect employee motivation. This is because employee motivation relates to and influences performance. The degree of achievement or level of organizational success is how far the plan can be implemented and how far the goals can be achieved. Furthermore, the research hypothesis is formulated as follows:

- 1) It is suspected that the leadership style influences the work motivation of employees at the Public Housing, Residential Areas, and Land Affairs Offices of Merauke Regency.
- 2) It is suspected that the leadership style influences the work discipline of employees at the Public Housing, Residential Areas, and Land Affairs Offices of Merauke Regency.
- 3) It is suspected that the leadership style influences work motivation through the work performance of employees at the Public Housing, Residential Areas, and Land Affairs Offices of Merauke Regency.
- 4) It is suspected that the work environment influences the work motivation of employees at the Public Housing, Residential Areas, and Land Affairs Offices of Merauke Regency.
- 5) It is suspected that the work environment influences the work discipline of employees at the Public Housing, Residential Areas, and Land Affairs Offices of Merauke Regency.
- 6) It is suspected that the work environment influences work motivation through the work discipline of employees at the Public Housing, Residential Areas, and Land Affairs Office of Merauke Regency.
- 7) It is suspected that work discipline affects the work motivation of employees at the Public Housing, Residential Areas, and Land Affairs Offices of Merauke Regency.

The above description boils down to the temporary conclusion that leadership style, work environment, and work discipline affect employee motivation. This is because employee motivation relates to and influences performance. The degree of achievement or level of organizational success is how far the plan can be implemented and how far the goals can be achieved. Furthermore, the research hypothesis is formulated as follows:

3. Method

The population in this study were all employees of the Merauke Regency PRKPP Office, totaling 120 people. Data analysis techniques according to Sugiyono, (2017) are related to calculations to answer the problem formulation and test the proposed hypotheses. The analysis technique used in this research is path analysis. Ghozali, (2015) states that path analysis is an extension of multiple linear analysis to estimate the quality relationship between variables that has been previously determined based on theory.

Path analysis (Path Analysis) in this study uses a combination of multiple linear regression models with mediation models, where the variables of leadership style and work environment (X) affect the work motivation variable (Z) directly (direct effect) and indirectly (indirect effect), through the intermediary variable work discipline (Y). In this model can be explained as follows:

- 1) The exogenous variable in this study, also known as the X variable (Leadership Style and Work Environment) functions as an exogenous variable to the Z variable (Work Discipline).

- 2) Variable Y (work discipline) has two functions:
 a. The first function is as an endogenous variable to the exogenous variable X (Leadership Style and work environment).
 b. The second function is as an intermediary exogenous variable to see the effect of X (Leadership Style and work environment) on Z (work motivation) through Y (work discipline).
 3) The endogenous variable in this study is also called the Z variable (Employee Motivation).

4. Results and Discussion

4.1. Results

Research can be continued if the variables used are declared valid. The following is the calculation result of Heterotrait Monotrait Ratio (HTMT), Construct Reliability and Validity Calculation Results, R-Square and F-Square

Table 3.
Construct Reliability and Validity Calculation Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Discipline	0,813	0,844	0,874	0,591
Leadership	0,859	0,892	0,889	0,503
Environment	0,864	0,730	0,879	0,716
Motivation	0,911	0,924	0,930	0,629

Source: data processed using Smart PLS, 2022

Table 4.
Bootstrapping Calculation Results for Path Coefficients and P-Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P Values	Influence
Discipline to Motivation	-0,523	-0,528	0,078	0,000	Significant
Leadership to Discipline	-0,298	-0,272	0,228	0,192	Not Significant
Leadership to Motivation	-0,001	0,001	0,146	0,996	Not Significant
Environment to Discipline	0,349	0,344	0,160	0,029	Significant
Environment to Motivation	-0,384	-0,392	0,149	0,010	Significant

Source: data processed using Smart PLS, 2022

Table 5.
Bootstrapping Results Against Indirect Effect Analysis

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Influence
Leadership -> discipline -> motivation	0,156	0,120	1,304	0,193	Not significant
Environment -> discipline -> motivation	-0,183	0,084	2,162	0,031	Significant

Source: data processed using Smart PLS, 2022

4.2. Discussion

4.2.1. The Effect of Leadership on Work Motivation

Analysis of the direct effect data resulted in the conclusion that there is a negative and insignificant influence of the leadership variable on the work motivation variable of the employees of the Public Housing, Residential Area, and Land Office of Merauke Regency. If the value of the leadership variable increases, the value of the employee motivation variable decreases (falls). The total increase in employee performance is 0.10%.

The question about "I am appreciated by people inside and outside the office because I have a good job" gets the smallest score, namely 412 or an average of 3.92. This value proves that employees are proud of the work they are currently doing. There are employees who are proud but there are those who are not.

The results above are in line with research conducted by Hadromi, (2017), which states that leadership has a negative effect on work motivation. The results of this study differ from those conducted by Agung, (2021) and Digdowieiso, (2021), concluding that leadership has a positive and significant effect on motivation. However, the two studies differ in terms of the resulting influence. In this research, the significant effect referred to is the negative influence, while in the research conducted by Agung and Digdowieiso, it is positively related.

4.2.2. The Effect of Leadership on Employee Discipline

Analysis of the direct effect data resulted in the conclusion that there was a negative and insignificant influence of the leadership variable on the employee discipline variable of the Public Housing, Residential Areas and Land Affairs Office of Merauke Regency. If the value of the leadership variable increases, the value of the employee discipline variable decreases (falls). The total increase in employee performance is 29.8%.

The results of this study provide is an employee perspective in a certain period of time. Employees feel that the existing leadership has not been able to play a maximum role in improving discipline. On the question "leaders direct employees to work even better" respondents answered with a total score of 502 or with an average score of 4.78, this can be categorized as high but these directives were not carried out by employees. It can be seen that the lowest value of the work discipline indicator is 391 or an average of 3.72 on the question "I am responsible for completing the work and can work with colleagues to make it happen". This situation shows that the invitation made by the leader is not carried out by the employee properly.

This research is not in line with that conducted by Aryani et al., (2021) and Rizal, (2019) that leadership has a negative effect on work discipline. However, it is not in line with the research of Hasanah (2018), Kamal, (2015), Nazar, (2017), and Baskoro, (2012), which proves that leadership has a positive and significant effect on work discipline.

4.2.3. *Work Discipline mediates the relationship between leadership and work motivation*

Analysis of the indirect effect data (Indirect Effect) resulted in the conclusion that there is a mediating effect of motivation positively and not significantly the leadership variable on the work motivation variable of the Public Housing, Residential Area, and Land Affairs Office employees of Merauke Regency. The higher the value of leadership, the higher the value of discipline through motivation. Conversely, if the value of leadership decreases, the value of discipline will also increase through motivation.

In this study work discipline does not mediate the relationship between leadership and motivation. Employees who work well still get their rights and also awards so that this makes employees voluntarily carry out orders from their superiors or leaders. In the question "if I work better I will get an award from the office". The value obtained is 452 or an average of 4.30.

Work discipline mediates the influence of leadership on work motivation strongly, that is, it can change a negative relationship into a positive one. This means that work motivation is an important variable. But work discipline has no significant effect as a mediator of leadership on motivation.

4.2.4. *The Effect of the Work Environment on Work Motivation*

Analysis of the direct effect data resulted in the conclusion that there is a negative and significant effect of the work environment variable on the work motivation variable of the employees of the Public Housing, Residential Area, and Land Office of Merauke Regency. The higher the value of the work environment, the higher the value of motivation. Conversely, if the value of the work environment decreases, the value of motivation also decreases.

In the question "work equipment is available in good condition" the lowest score is 380 or an average of 3.62. The meaning of this value is that employees feel that the work environment they are currently experiencing is still not conducive. However, this situation does not reduce them to be motivated to work hard because the values from other work environments are enough to make them motivated. Increasing the provision of good facilities and infrastructure for employees will increase motivation for employees.

Employees of the Merauke District Public Housing, Settlement Area, and Land Affairs Office work with different assignments and workplaces. Administration is carried out in the office, supervisory work is carried out in the field, namely supervision of housing and settlements including the construction and maintenance of roads in housing. Funeral affairs are carried out in the cemetery complex. With the existence of a good motivational value, it means that the work environment in every workplace has created a conducive and comfortable situation for employees.

This research is in line with the results of research from Nugroho, (2014) which states that the work environment has a positive effect on the work motivation of Soldiers in the KRI X Fleet RI Eastern Region Work Unit.

4.2.5. *The Influence of the Work Environment on Work Discipline*

Analysis of the direct effect data resulted in the conclusion that there was a positive and significant influence of the work environment variable on the work discipline variable of the employees of the Public Housing, Residential Areas and Land Affairs Office of Merauke Regency. The level of influence is very large, namely only 34.9%.

Employees feel that the environment in which they work currently supports them to be more disciplined at work. In accordance with research conducted by Nugroho, (2014) and Inbar, (2018) who obtained the results of the work environment affecting work discipline. On questions about the space provided, the availability of desks and chairs for employees produces the lowest answer. This means that minimal office facilities make employees less disciplined.

4.2.6. *Work Discipline mediates the influence of the work environment on employee motivation*

Analysis of the indirect effect data (Indirect Effect) resulted in the conclusion that there is a mediating influence from discipline negatively and significantly the work environment variable on the work motivation variable of the Public Housing, Residential Area, and Land Office employees of Merauke Regency. The higher the value of the work environment, the lower the value of discipline through motivation. Conversely, if the value of the work environment decreases, the value of discipline will also increase through motivation.

Discipline mediation is classified as part mediation because there is no discipline. However, the mediation value remains negative, this means that to increase employee motivation there must be a change in approach to the existing work environment as well as to work discipline.

The following are some statements that have low scores related to work discipline. a). I agree that I have to be polite to leaders and colleagues in the office. b). I obey the orders of superiors and work according to regulations. c). I am responsible for getting work done and can work closely with co-workers to make it happen. and d). I agree that the punitive sanctions applied influence good/bad employee discipline.

4.2.7. *The Effect of Work Discipline on Employee Motivation*

Analysis of the direct effect data resulted in the conclusion that there was a negative and significant effect of the work discipline variable on the work motivation variable of the employees of the Public Housing, Residential Area, and Land Office of Merauke Regency. The higher the value of work discipline, the lower the value of work motivation.

This research is in line with research conducted by oleh Digdowiseiso (2021) which states that discipline has a negative effect on employee motivation. These results are in contrast to several other studies where work discipline has a positive effect on motivation Anggrain, (2018), and Dwipayana (2018). More in-depth studies need to be conducted to understand the relationship between discipline and motivation. Motivation itself consists of intrinsic and extrinsic. Related to the definition of intrinsic motivation, a person is motivated because of awareness from within himself without outside influences, then by himself someone should be aware of discipline. Furthermore, Digdowiseiso (2021) states that employees who have intrinsic motivation tend to dislike coercion. This will give meaning when the agency implements a strict level of discipline that makes its employees uncomfortable and lowers their motivation.

4.3. Theoretical and Managerial Implications

4.3.1. Theoretical Implications

The results of this study can support or provide theoretically different opinions to previous research on variables that affect motivation, especially those related to leadership, work environment, and work discipline.

Leadership does not always have a positive influence on discipline. This research supports the theory that has been revealed by Aryani et al., (2021) and Rizal, (2019) that leadership has a negative effect on work discipline. In addition, leadership also has a negative influence on work motivation as revealed by Hadromi, (2017) which states that leadership has a negative effect on teacher work motivation at Lumajang Islamic Elementary School.

This research supports the research that has been conducted by Herawati, (2019) where the work environment has a positive and significant effect on work discipline.

Work discipline does not always have a positive influence on work motivation. Like the research conducted by Digdowiseiso (2021), the results show that work discipline has a negative effect on work motivation.

4.3.2. Managerial Implications

Work at the Public Housing, Settlement Area, and Land Affairs Office of Merauke Regency is carried out by involving employees with various tasks and functions. Employees in the field work physically while in the office they work using their skills and abilities. The function of the leader plays a more role in office administration activities only. The average value of the leadership variable is very high.

The leader does not have a positive and significant influence on motivation. The frequent change of service heads as well as echelon 3 and 4 officials within the scope of the service has resulted in leaders not being able to implement patterns that are in accordance with the wishes of employees. This causes employees not to be motivated to work even harder.

The existing leadership cannot discipline employees as a whole, so it is better to create work units or known in the service as the Task Implementation Unit (UPT) so that the leadership is closer to the executors in the field.

Environment has a significant influence on motivation in a positive way. This means that the existing facilities provide sufficient reasons for employees to be disciplined. While the existing work environment can significantly impact on decreasing employee motivation. So it is necessary to pay attention to the lowest value of the work environment on the questionnaire, namely: complaints about the quality of employee work equipment. This section means that there is a need to increase or procure new equipment.

The lack of discipline needs to be improved by providing good work facilities. Thus it is necessary for a leader who is firm and authoritative in applying discipline and providing appropriate and fair sanctions will cause the value of discipline to be high.

5. Conclusions and Suggestions

The factors that influence work discipline in this study show mixed results. There is a negative relationship as well as a positive relationship. details as follows:

- 1) Leadership has a negative and insignificant effect on the work motivation of employees of the Public Housing, Residential Areas, and Land Affairs Office of Merauke Regency. Improvements to the leadership style will improve employee motivation.
- 2) Leadership style has a negative and insignificant effect on the work discipline of employees of the Public Housing, Residential Areas and Land Affairs Office of

- Merauke Regency. Improvements to the leadership style will improve employee discipline.
- 3) Discipline mediates positively and insignificantly the influence of leadership style on the work motivation of employees of the Public Housing, Residential Areas and Land Affairs Office of Merauke Regency. Here the role of work discipline is not important or can be ignored which does not change the influence of leadership style on work motivation.
 - 4) The work environment has a negative and significant effect on the work motivation of employees of the Public Housing, Residential Areas, and Land Affairs Office of Merauke Regency. Changes in a good work environment will lead to good work motivation as well.
 - 5) The work environment has a positive and significant effect on the work discipline of employees of the Public Housing, Residential Areas, and Land Affairs Office of Merauke Regency. Work discipline is largely determined by the work environment.
 - 6) Discipline mediates a negative and significant relationship between the work environment and the work motivation of employees of the Public Housing, Residential Areas, and Land Offices of Merauke Regency. Attention to work discipline can make the work environment affect work motivation.
 - 7) Discipline has a negative and significant effect on the work motivation of employees of the Public Housing, Settlement Areas, and Land Office of Merauke Regency. Improvements in work discipline will improve work motivation.

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