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EXAMINING THE ROLE OF LEADERSHIP STYLE, MOTIVATION, AND WORK ENVIRONMENT IN ENHANCING EMPLOYEE MORALE

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ABSTRACT

Objective: This study aims to analyze the influence of leadership style, motivation, and work environment on employee morale at CV Devdan Industries. This research was conducted to provide a more comprehensive understanding of the factors that influence employee morale within the organization.

Research Design & Methods: This study employed a quantitative approach, collecting data through the distribution of questionnaires to all 90 employees of CV Devdan Industries. Saturated sampling was used as the sampling technique. Data were analyzed using multiple linear regression analysis. Before testing the hypotheses, the data were subjected to validity, reliability, and classical assumption tests.

Findings: The results of the study showed that leadership style and motivation had a positive and significant impact on employee morale. This finding indicates that effective leadership and high work motivation can increase employee enthusiasm, engagement, and responsibility at work. Meanwhile, the work environment did not significantly impact employee morale, indicating that the work environment is not a primary factor influencing morale in the context of this study.

Implications & Recommendations: This research offers practical implications for companies to focus more attention on improving leadership quality and employee motivation through effective communication, rewards, regular performance evaluations, and employee competency development. Future research is recommended to include other variables, such as compensation, organizational culture, and job satisfaction, to gain a more comprehensive understanding of the factors influencing employee morale.

Contribution & Value Added: This research makes a theoretical contribution by strengthening the relevance of Human Capital Theory and Two-Factor Theory in explaining employee morale. Furthermore, this study also provides empirical evidence regarding the role of leadership style and motivation as dominant factors in improving employee morale in the industrial sector.

Keywords: leadership style, motivation, work environment, employee morale, human resource management

JEL codes: M12, M54

Article type: research paper

INTRODUCTION

All organizations, both business and non-business, must pay serious attention to human resource (HR) development, because HR is a strategic asset that determines the success of the organization. Human resources are individuals who work in an organization who have the abilities, skills, knowledge, and potential that can be developed to achieve organizational goals effectively and efficiently. HR is the integrated ability of the intellectual and physical powers possessed by individuals, whose behavior and nature are influenced by the environment and their heredity, thus playing a vital role in the implementation of organizational activities (Ahmed et al., 2022; Apascarietei & Elvira, 2022). From a modern management perspective, HR is no longer viewed merely as a workforce, but as human capital that has added value and is able to create competitive advantages for organizations amidst increasingly fierce competition.

The importance of human resource management is increasing in line with the development of a dynamic and complex business environment. Organizations increasingly depend on human resources that are both highly competent and ethically driven to adapt to change and achieve strong performance. Recent research across sectors (education, banking, IT, SMEs, public organizations) supports the idea that competence and work ethic are central drivers of individual and organizational outcomes. A strong organizational learning culture boosts knowledge sharing, which in turn enhances employee competencies and improves organizational effectiveness (Meher et al., 2024). This shows that human resource quality is not static but must be continuously developed through education, training, and targeted coaching. High work ethic is a crucial indicator of successful human resource management within an organization. High employee work ethic has been shown to positively impact various aspects of

organizational performance. According to [Ferine et al., \(2021\)](#) Work ethic is framed as ethical behavior and devotion, leading individuals to work “wholeheartedly” and meet organizational demands; it significantly predicts performance and is recommended as a selection and development focus. High work ethic can reduce absenteeism, decrease turnover, and improve employee performance and loyalty to the organization. This condition indicates that employees with high work ethic tend to have a stronger emotional attachment to their work, resulting in more consistent attendance, retention in the organization, and optimal contribution. Furthermore, individuals with high work ethic are more motivated to complete tasks optimally, which ultimately results in increased work efficiency and maintained quality ([Vergara-Morales et al., 2025](#)). This confirms that work ethic not only influences the quantity of work output, but also the quality and effectiveness of task execution.

Employee work enthusiasm does not arise naturally, but is influenced by various factors originating from within and outside the individual. Work enthusiasm is influenced by several factors, including leadership, motivation, communication, interpersonal relationships, participation, the physical condition of the work environment, and occupational safety and health aspects ([Mazzetti & Schaufeli, 2022](#)). These factors are interrelated in shaping working conditions that can encourage or reduce employee work enthusiasm. This study focuses on three main factors: leadership style, motivation, and work environment, because these three variables are considered to have a dominant role in influencing employee work enthusiasm. In addition, the selection of these variables is also based on differences in findings from previous studies, so further study is needed to gain a more comprehensive understanding of the influence of these three factors on employee work enthusiasm.

Leadership style is a key factor in determining organizational success, particularly in improving employee morale and performance. Leadership is not only related to a leader's ability to give orders, but also includes the ability to influence, direct, and motivate employees to work optimally to achieve organizational goals. Leadership is how a leader influences the behavior of subordinates so that they are willing to cooperate and work productively to achieve organizational goals ([Ángeles López-Cabarcos et al., 2022](#); [Hundie & Habtewold, 2024](#)). Thus, leadership style is a crucial aspect that determines how the working relationship between leaders and employees is formed. In carrying out their role, a leader is required to have a clear vision and mission as well as the ability to manage the organization effectively and efficiently, so that the results achieved are in line with predetermined goals ([Balakrishnan et al., 2024](#); [Khalilov, 2025](#)). Clarity of direction and goals provided by a leader will provide job security for employees, thereby increasing their trust, involvement, and responsibility in carrying out their duties. In addition, [Mphaluwa et al., \(2025\)](#) stated that leadership style can be seen through the leader's behavioral patterns in influencing employees to achieve organizational goals, both through communication, decision-making, and providing motivation.

Motivation is a crucial factor in shaping employee morale within an organization. Motivation not only serves as an internal drive but also as a guide for individual behavior in carrying out their duties and responsibilities. Work motivation is an internal force that can motivate individuals to act optimally and responsibly in carrying out their work ([Grant & Shandell, 2022](#); [Van den Broeck et al., 2021](#)). This suggests that motivation originates from within the individual, which then influences how they think, behave, and act in the work environment. Meanwhile, [Ahmed et al. \(2022\)](#) state that motivation acts as a driving force and direction that encourages individuals to work with a certain enthusiasm. With motivation, employees tend to be able to work effectively, establish good cooperation, and integrate all their potential and efforts to achieve job satisfaction and optimal results. Research by [Tumi et al. \(2022\)](#) shows that motivation influences employee morale. Conversely, research conducted by [Riyanto et al. \(2021\)](#) states that motivation does not influence employee morale. The inconsistency of the results of this study indicates that motivation as a factor influencing work enthusiasm still needs to be studied more deeply in different contexts.

The work environment is a crucial factor in creating supportive working conditions for employee morale. The work environment encompasses not only physical aspects, such as lighting, temperature, cleanliness, and layout, but also non-physical aspects, such as employee relationships, communication, and the psychological atmosphere within the workplace. A conducive work environment can create a work atmosphere that encourages employee motivation, productivity, and morale, while simultaneously increasing efficiency in organizational performance ([Rabuan & Yanuar, 2023](#)). This demonstrates the strategic role of the work environment in supporting the achievement of organizational goals, as employees who work in comfortable conditions tend to be more focused, disciplined, and highly engaged in their work. Conversely, an inadequate work environment can cause discomfort, job stress, and reduce employee concentration. A poor work environment can potentially weaken employee effectiveness, while a positive work environment can increase motivation and enthusiasm ([Nusraningrum et al., 2024](#)). A harmonious work environment, supported by adequate facilities and good working relationships, will create a healthy and productive organizational climate. Conversely, an unfavorable work environment, such as a lack of facilities, disharmonious work relationships, and uncomfortable physical conditions, can directly impact employee morale. These differing findings indicate that the relationship between the work environment and employee morale remains inconsistent.

Based on the background description, this study has novelty in the integration of three main factors, namely leadership style, motivation, and work environment, in explaining employee work enthusiasm simultaneously in the context of modern organizations facing increasingly complex work dynamics. In addition, this study also offers novelty by trying to explain the inconsistencies in the results of previous studies regarding the

influence of motivation and work environment on employee work enthusiasm, so it is expected to be able to provide a more comprehensive understanding of the factors that influence work enthusiasm. This study aims to analyze the influence of leadership style, motivation, and work environment on employee work enthusiasm, both partially and simultaneously. The results of the study are expected to provide theoretical contributions in the form of developing human resource management studies, especially related to employee work enthusiasm, as well as strengthening theories regarding the important roles of leadership, motivation, and work environment in organizations. In addition, this study also provides practical contributions for organizations or companies as considerations in formulating more effective human resource management policies to increase work enthusiasm, productivity, and employee loyalty.

LITERATURE REVIEW

This study adopts Two-Factor Theory (Herzberg et al., 1959) and Human Capital Theory (Becker, 2019) as theoretical foundations to explain the influence of leadership style, motivation, and work environment on employee morale. Human Capital Theory emphasizes that human resources are a strategic organizational asset with the ability and potential to improve organizational performance if managed effectively (Gautam & Gautam, 2022). Meanwhile, Two-Factor Theory explains that employee morale is influenced by motivating factors, such as recognition and self-development, as well as hygiene factors, such as working conditions, interpersonal relationships, and organizational policies (Ybañez, 2024).

Leadership style plays a crucial role in shaping employee behavior and morale through the processes of direction, communication, and motivation. Leaders who are able to create supportive and participatory working relationships tend to increase employee engagement and loyalty to the organization (Mazzetti & Schaufeli, 2022). Previous research has shown that leadership style positively influences employee morale because leaders play a role in creating a conducive work climate and increasing employee commitment (Haeckl & Rege, 2024). Furthermore, motivation is also a crucial factor that drives individuals to perform optimally in achieving organizational goals (Afuan et al., 2024; Hoxha & Ramadani, 2024). Highly motivated employees tend to demonstrate greater enthusiasm for work, responsibility, and involvement in completing tasks. Several studies have found that motivation has a positive effect on employee morale (Grant & Shandell, 2022; Tumi et al., 2022), although other studies have shown different results (Riyanto et al., 2021), resulting in a lack of empirical consistency in the relationship between variables.

Furthermore, a conducive work environment also plays a role in boosting employee morale. A good work environment, both physical and non-physical, can create comfort, security, and harmonious working relationships, encouraging employees to work more effectively and productively (Dumitriu et al., 2025; Rasool et al., 2025). Conversely, a less supportive work environment can reduce employee concentration, comfort, and morale (Amoadu et al., 2025; Dumitriu et al., 2025). Previous research has shown that the work environment has a positive effect on employee morale, but several other studies have found different results. These inconsistent empirical findings indicate that the relationship between leadership style, motivation, work environment, and morale requires further study in different organizational contexts. Therefore, this study was conducted to provide a more comprehensive understanding of the influence of leadership style, motivation, and work environment on employee morale.

Leadership Style and Work Morale

Leadership style is the behavioral pattern and method a leader uses to influence, direct, and coordinate subordinates to achieve organizational goals. An effective leadership style can create harmonious working relationships, increase employee trust and engagement, and thus boost employee morale in carrying out their duties and responsibilities. According to research by Afuan et al., (2024) and Hoxha & Ramadani, (2024), leadership style has a positive and significant effect on employee morale. This indicates that the better the leadership style implemented, the higher the employee morale. The leadership style influences employee morale, where leaders who provide appropriate direction, support, and motivation will encourage increased morale (Mphaluwa et al., 2025).

According to the Two Factor Model (Herzberg et al., 1959), leadership style plays a crucial role in creating motivating and hygiene factors in the workplace. Good leaders can provide rewards, recognition, responsibility, and development opportunities to employees, thereby increasing job satisfaction and morale. Furthermore, leaders also create harmonious working relationships, fair supervision, good communication, and a comfortable work environment. Fulfilling these two factors will boost employee morale. Therefore, the more effective the leadership style implemented, the greater the boost to employee morale in achieving organizational goals.

H1: Leadership Style Influences Work Morale.

Motivation and Work Morale

Motivation is an internal and external drive that can motivate individuals to work optimally to achieve organizational goals. Highly motivated employees tend to demonstrate greater enthusiasm, responsibility, and commitment in carrying out their work, thereby increasing employee morale. Therefore, the higher an employee's

motivation, the higher their morale in carrying out their duties and responsibilities. Findings by [Vo et al., \(2022\)](#) indicate that motivation has a positive impact on employee morale. This suggests that the higher the level of motivation an employee possesses, the higher the work morale they demonstrate in carrying out their duties. Increased motivation, both intrinsic and extrinsic, can encourage employees to work harder, be more disciplined, and be more responsible ([Udin et al., 2023](#)).

According to Two Factor Theory ([Herzberg et al., 1959](#)), motivation is the primary factor related to motivator factors, namely factors originating from within the job and capable of generating job satisfaction and high work enthusiasm. These factors include achievement, recognition, responsibility, opportunities for development, and work accomplishments. When employees are recognized for their work, given trust, and given opportunities for development, their work motivation increases, leading to higher work enthusiasm. Furthermore, the fulfillment of supporting factors such as good company policies, harmonious work relationships, and comfortable working conditions, known as hygiene factors, can also strengthen employee motivation. Therefore, based on Herzberg's theory, the higher an employee's motivation, the higher their work enthusiasm in achieving organizational goals.

H2: Motivation Affects Work Morale.

Work Environment and Work Morale

The work environment encompasses all conditions surrounding employees, both physical and non-physical, that can influence the comfort, safety, and smoothness of their work. A conducive work environment creates a comfortable, harmonious work atmosphere and supports positive work interactions, enabling employees to feel more secure, focused, and enthusiastic about their work. These conditions encourage increased employee morale, leading to optimal performance of their duties and responsibilities. Therefore, the better the work environment an organization provides, the higher the employee morale. According to [Firmansyah et al. \(2024\)](#), the work environment significantly impacts how employees complete their work. This demonstrates that the work environment plays a crucial role in determining the level of employee comfort and effectiveness. The work environment has a positive and significant impact on employee morale ([Zhenjing et al., 2022](#)). This means that the better the work environment created by a company, the higher the employee morale.

When linked to the Two Factor Theory ([Herzberg et al., 1959](#)), the work environment is included in hygiene factors, namely external factors originating outside the job and related to employee working conditions. These factors include workplace comfort, inter-employee relationships, job security, company policies, work facilities, lighting, air circulation, and a conducive work atmosphere. If these factors are met properly, employees will feel comfortable, safe, and free from job dissatisfaction, thereby increasing work morale. Conversely, a less than ideal work environment can cause discomfort, decrease motivation, and hinder employee productivity. Therefore, based on Herzberg's theory, the better the work environment, the higher the employee's work morale.

H3: Work Environment Affects Work Morale

METHODS

This study used a quantitative approach to analyze the influence of leadership style, motivation, and work environment on employee morale. This approach emphasized examining the relationships between variables through statistical analysis of numerical data. The population in this study was all 90 employees of CV Devdan Industries. The entire population was sampled using a saturated sampling technique, or census, because the population size was relatively small and all employees possessed characteristics relevant to the research variables, namely leadership style, motivation, work environment, and morale.

The research data were obtained by distributing questionnaires to all respondents using a Likert scale to determine their level of agreement with each statement. Leadership style, motivation, and work environment served as independent variables, while employee morale served as the dependent variable. The collected data were then analyzed using multiple linear regression analysis to determine the effect of each independent variable on employee morale, both partially and simultaneously. Prior to hypothesis testing, the data were first tested through validity, reliability, and classical assumption tests to ensure the quality and validity of the research data.

The variables in this study were measured using a questionnaire with a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The work ethic variable was measured using indicators of absence, cooperation, job satisfaction, and discipline developed based on the concept of [Grabowski et al. \(2021\)](#) and [Ferine et al. \(2021\)](#). The leadership style variable was measured using indicators of decision-making ability, motivation capacity, communication skills, control ability, responsibility, and emotional control ability referring to the concept of [Meirinhos et al. \(2023\)](#) and [Batista-Foguet et al. \(2021\)](#). Furthermore, the motivation variable was measured based on indicators of physiology, security, social, appreciation, and self-improvement referring to [Schoofs et al. \(2022\)](#) and [Cui et al. \(2022\)](#). The work environment variable was measured using indicators of lighting, air circulation, noise, movement space, facilities, cleanliness, color, music, and privacy based on the concept of [Mura et al. \(2023\)](#) and [Marzban et al. \(2023\)](#).

RESULT

Based on Table 1, the characteristics of respondents show that the composition of employees at CV Devdan Industries based on gender is in a balanced proportion, namely 45 respondents or 50% for men and women respectively, so that this study is able to represent the views of both gender groups proportionally. Based on the last level of education, the majority of respondents had a high school/vocational school/Islamic high school education background of 71 people or 78.9%, followed by a bachelor's degree of 12 people or 13.3%, junior high school/Islamic junior high school of 6 people or 6.7%, and elementary school/Islamic elementary school of 1 person or 1.1%. This shows that most employees have a secondary education level that tends to support operational and technical work in the company. Meanwhile, based on length of service, the majority of respondents had a work period of 1–3 years of 40 people or 44.4%, followed by a work period of 4–6 years of 25 people or 27.8%, less than 1 year of 15 people or 16.7%, and more than 6 years of 10 people or 11.2%. This condition shows that most respondents have sufficient work experience in understanding organizational conditions, so they are expected to be able to provide objective answers regarding leadership style, motivation, work environment, and employee work enthusiasm.

Table 1. Descriptive statistic

Respondent Characteristics	Frequency	Percentage
Gender		
Male	45	50%
Female	45	50%
Education		
Primary School or Equivalent	1	1,1%
Junior High School or Equivalent	6	6,7%
High School or Equivalent	71	78,9%
Bachelor's Degree	12	13,3%
Length of Employment		
< 1 year	15	16,7%
1-3 years	40	44,4%
4-6 years	25	27,8%
> 6 years	10	11,2%

Source: Data Proceed (2025)

Table 2 shows the results of the validity test, indicating that all statement items for the work morale, leadership style, motivation, and work environment variables had a calculated r value greater than the r table of 0.2072. For the work morale variable, the calculated r value ranged from 0.558 to 0.728, while the leadership style variable had a value between 0.570 and 0.734. Furthermore, the motivation variable had an r value between 0.605 and 0.713, and the work environment variable ranged from 0.556 to 0.710. These results indicate that all statement items for each variable were valid because they accurately measured the research constructs.

Furthermore, the reliability test results showed that all study variables had Cronbach's Alpha values above 0.60, thus being considered reliable. The work morale variable had a Cronbach's Alpha value of 0.605, leadership style 0.756, motivation 0.649, and work environment 0.808. This value indicates that the research instrument has a good level of consistency in measuring each variable. Therefore, all statement items in this study are declared valid and reliable, making them suitable for use in further data analysis.

Table 2. Validity and Reliability Test Results

Variable	rhitung	rtabel	Cronbach's Alpha	Description
Work Morale	Y1 (0.558) – Y2 (0.728)	0.2072	0.605	Valid and Reliable
Leadership Style	X1.6 (0.570) – X1.1 (0.734)	0.2072	0.756	Valid and Reliable
Motivation	X2.3 (0.605) – X2.4 (0.713)	0.2072	0.649	Valid and Reliable
Work Environment	X3.1. (0.556) – X3.4 (0.710)	0.2072	0.808	Valid and Reliable

Source: Data Proceed (2025)

Based on the results of the classical assumption test in Table 3, it can be seen that the regression model in this study has met the assumptions of multicollinearity, heteroscedasticity, and normality. The results of the multicollinearity test indicate that all independent variables have Variance Inflation Factor (VIF) values below 10, namely leadership style at 4.082, motivation at 2.904, and work environment at 3.527. These values indicate that there are no symptoms of multicollinearity among the independent variables in the research model, so each variable can be used together in the regression analysis.

Table 3. Classical Assumption Test Results

Variable	VIF	Uji Glejser (Sig.)	One-Sample Kolmogorov-Smirnov Test
Leadership Style	4.082	0.419	Test Statistic .054
Motivation	2.904	0.726	Asymp. Sig. (2-tailed) ^c .200 ^d
Work Environment	3.527	0.296	

Source: Data Proceed (2025)

Table 3 also shows the results of the heteroscedasticity test using the Glejser test, indicating that all variables have a significance value greater than 0.05, namely leadership style at 0.419, motivation at 0.726, and work environment at 0.296. These results indicate that the regression model is free from heteroscedasticity symptoms, so that the residual variance in the research model is constant. In addition, the results of the normality test using the One-Sample Kolmogorov-Smirnov Test show an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05, so that the residual data in this study is normally distributed. Thus, all classical assumptions have been met and the regression model is suitable for testing the research hypothesis.

Table 4. Hypothesis Test Results

Variable	Unstandardized	t	Sig.
(Constant)	-.190	-.135	.893
Leadership Style	.270	2.494	.015
Motivation	.258	2.391	.019
Work Environment	.115	1.627	.107

Source: Data Proceed (2025)

Based on the hypothesis test results in Table 4, the leadership style variable has a regression coefficient value of 0.270 with a significance value of 0.015, which is smaller than 0.05. These results indicate that leadership style has a positive and significant effect on employee morale. This means that the better the leadership style implemented in the organization, the higher employee morale will be. Leaders who are able to provide direction, motivation, and create harmonious working relationships can encourage employees to work with more enthusiasm and responsibility. Thus, the first hypothesis, which states that leadership style has a positive effect on employee morale, is accepted.

Furthermore, the motivation variable has a regression coefficient value of 0.258 with a significance value of 0.019, which is smaller than 0.05. These results indicate that motivation has a positive and significant effect on employee morale. This condition indicates that the higher the motivation of employees, the higher their work enthusiasm in carrying out their work. Motivation can encourage employees to work more optimally, be disciplined, and have a commitment to the organization. Therefore, the second hypothesis stating that motivation has a positive effect on employee morale is accepted.

Meanwhile, the work environment variable has a regression coefficient of 0.115 with a significance value of 0.107, which is greater than 0.05. These results indicate that the work environment has no effect on employee morale. This means that the work environment conditions in this study were not able to provide a strong influence on increasing employee morale. This may be due to the presence of other factors that more dominantly influence morale, such as leadership and work motivation. Therefore, the third hypothesis stating that the work environment has a positive effect on employee morale is rejected.

DISCUSSION

Leadership Style and Work Morale

The research results show that leadership style has a positive and significant effect on employee morale. This finding indicates that a leader's ability to direct, motivate, and build harmonious working relationships can increase employee enthusiasm and engagement in carrying out their work. In an organizational context, an effective leadership style serves not only as a control mechanism but also as a means of building employee trust, communication, and commitment (Mphaluwa et al., 2025). When leaders are able to create a supportive work environment and provide clear direction, employees tend to feel valued and take greater responsibility for their work, thereby increasing morale. Leaders who are able to optimize employee potential through communication, motivation, and appropriate decision-making will create working conditions that encourage increased productivity and morale (Mphaluwa et al., 2025). Furthermore, these research findings align with Two-Factor Theory (Herzberg et al., 1959), which explains that interpersonal relationships and support from leaders are part of the organizational factors that can influence an individual's psychological state and morale. Therefore, leadership style is a crucial factor in shaping positive work behavior within an organization.

These research findings reinforce previous research findings that suggest that leadership style has a significant influence on employee morale (Afuan et al., 2024). Leaders who are able to provide role models, provide support, and create participatory work relationships have been proven to increase employee loyalty and engagement with the organization. These results indicate that the organization's success in improving employee morale is greatly influenced by the quality of leadership applied. Therefore, companies need to encourage the implementation of a communicative, participatory leadership style that can motivate employees to create a more productive and conducive work environment.

Motivation and Work Morale

The research results show that motivation has a positive and significant effect on employee morale. This finding indicates that motivation is a crucial factor in driving individuals to work with greater enthusiasm, discipline, and responsibility in carrying out their tasks. Highly motivated employees tend to demonstrate greater work engagement, have a commitment to the organization, and strive to optimally achieve work targets (Udin et al., 2023). In an organizational context, motivation functions not only as an internal drive but also as a mechanism that increases work energy and individual readiness to face job demands. Individuals are motivated to perform optimally when physiological, safety, social, esteem, and self-actualization needs are met (Grant & Shandell, 2022). Fulfilling these needs can create psychological satisfaction, which impacts employee morale. Furthermore, these findings align with the Two-Factor Theory (Herzberg et al., 1959), which states that motivation is a crucial factor in shaping positive work behavior and increasing individual engagement in the organization. Therefore, motivation is a strategic element in creating productive human resources with high morale.

These research findings reinforce previous research that found motivation has a significant influence on employee morale (Vo et al., 2022). Rewards, opportunities for self-development, a sense of job security, and positive social relationships have been shown to increase employee motivation. These results indicate that improving employee morale can be achieved through organizational strategies that enhance work motivation, such as providing appreciation, career development, and creating supportive work relationships. Therefore, companies need to consider motivational aspects as an important part of human resource management to improve employee morale and productivity.

Work Environment and Work Morale

The results of the study indicate that the work environment does not significantly influence employee morale. This finding indicates that the work environment, both physical and non-physical, is not yet a primary factor determining employee morale. Although a comfortable work environment can support work activities, in this study, employees tended to be more influenced by other factors, such as leadership and work motivation, in building their work morale (Zhenjing et al., 2022). This condition indicates that employees were still able to perform optimally even though their perception of the work environment was not a dominant consideration in carrying out their daily work.

From the perspective of the Two-Factor Theory developed by Herzberg et al. (1959), the work environment is included in the hygiene factors, namely factors that function to prevent job dissatisfaction but do not directly increase employee motivation and morale. This means that a good work environment only creates comfortable and stable working conditions, but it does not necessarily increase work enthusiasm if it is not supported by other motivational factors. Therefore, even though the company has provided adequate facilities and working conditions, this is not strong enough to significantly increase employee morale. In the context of CV Devdan Industries, employees may have become accustomed to the existing work environment, so these factors are no longer the primary drivers of work morale. Therefore, companies need to focus more attention on leadership and work motivation, which have been shown to have a stronger influence on employee morale.

CONCLUSION

This study aims to analyze the influence of leadership style, motivation, and work environment on employee morale. The results show that leadership style and motivation have a positive and significant effect on employee morale. This finding indicates that leaders who are able to provide direction, communication, and motivation effectively can increase employee enthusiasm and engagement in work. In addition, high motivation can also encourage employees to work more optimally, disciplined, and responsible in achieving organizational goals. Meanwhile, the work environment does not have a significant effect on employee morale, which indicates that the condition of the work environment is not a major factor influencing morale compared to leadership and motivation factors.

The results of this study support the relevance of Human Capital Theory developed by Gary Becker and Two-Factor Theory developed by Frederick Herzberg in explaining employee morale within an organization. Human Capital Theory emphasizes that human resources are strategic organizational assets that possess the abilities, skills, and potential to create added value and increase organizational productivity. In the context of this study, leadership style and motivation are proven to have a significant influence on morale, indicating that effective human resource management can increase employee engagement, enthusiasm, and work commitment. Meanwhile, Two-Factor

Theory explains that motivating factors, such as rewards, recognition, and work encouragement, play an important role in increasing employee motivation and morale, while hygiene factors such as the work environment function more in preventing job dissatisfaction. The results of the study, which show that the work environment does not have a significant influence on morale, reinforce Herzberg's view that the work environment is not the main factor that directly increases morale, but only supports the creation of comfortable and stable working conditions. Thus, this study strengthens the understanding that leadership and motivation factors have a more dominant role in shaping employee morale than the work environment.

This research provides practical implications for Industries to focus more on human resource management on improving leadership quality and employee motivation to boost work morale. The company can implement a more communicative and participatory leadership style by providing clear work directions, regular work evaluations, and building more open working relationships between leaders and employees. In addition, the company also needs to increase employee motivation by providing awards for work achievements, providing appropriate incentives and bonuses, providing career development opportunities, and implementing training to improve employee skills and competencies.

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