

(Research/Review) Article

Effect of Leadership Style, Facilities, Infrastructure, and Compensation on ASN Work Motivation through Work Environment in West Sumatra

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Abstract. This study aims to analyze the influence of leadership style, facilities and infrastructure, and compensation on the work environment and work motivation, with the work environment as a mediating variable. The research was conducted on 97 civil servants (ASN) of the General Bureau of West Sumatra Province using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method. The object of this study was the civil servants of the General Affairs Bureau of West Sumatra Province, Indonesia. The research design encompasses all the processes required in planning and implementing the research. This study employed a descriptive and causal research design. The sample was drawn using a saturated sampling design, which included the entire population, resulting in a total of 98 individuals. The results reveal that leadership style and facilities and infrastructure have a significant effect on the work environment, while compensation does not significantly affect the work environment. Furthermore, leadership style, facilities and infrastructure, and compensation significantly affect work motivation, and the work environment also has a significant effect on work motivation. In addition, the work environment mediates the influence of leadership style and facilities and infrastructure on work motivation, but does not mediate the effect of compensation on work motivation. These findings emphasize that employee work motivation can be strengthened through effective leadership, adequate facilities and infrastructure, and a conducive work environment. Therefore, organizations need to prioritize leadership development and workplace facility improvements to sustainably enhance the motivation of civil servants. Facilities and Infrastructure significantly influence Work Motivation through the Work Environment as an intervening variable for Civil Servant Employees of the General Bureau of West Sumatra Province. Compensation does not significantly influence Work Motivation through the Work Environment as an intervening variable for Civil Servant Employees of the General Bureau of West Sumatra Province.

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Keywords: Compensation; Facilities Infrastructure; Leadership Style; Work Environment; Work Motivation.

1. Introduction

An organization requires people as its primary resource to achieve its goals. Humans are a crucial factor in an organization because they are able to mobilize all its components. Humans are resources with thoughts and feelings that distinguish them from other factors of production. The differences in their character and role are crucial, so organizations must consistently manage human resources effectively and efficiently to create excellence within society. High-quality, high-performing human resources will make a significant contribution to organizational advancement.

Implementing development, particularly in providing public services to the community, requires human resources in the form of government officials with specific capabilities. The level of professionalism of government officials needs to be continuously improved through the appropriate placement of government officials, in accordance with job demands, and who possess the qualifications and capabilities to carry out their work. In the current era of globalization, every government organization is required to improve the quality of its human resources to be more innovative in responding to change. Improving the quality of strategic human resources through skills enhancement, development, and management of human resource organization. This is a primary requirement for achieving competitiveness and independence. Within an organization, the role of human resources is crucial in determining the effectiveness of an organization's operations. Competent and qualified human resources are essential for organizations, especially in the current era of globalization. In this era, all business organizations must be ready to adapt and strengthen themselves to be competitive and able to meet all future challenges. Human resources, specifically employees, must always play an active and dominant role in every organizational activity because humans are the planners, behaviorists, and determinants of the achievement of organizational goals. Effective workforce utilization is key to improving employee performance, therefore, organizational policies are needed to motivate employees to work more productively according to established plans, one of which is through employee motivation.

Employee work motivation is a fundamental aspect in supporting the successful implementation of tasks within government agencies, including the General Bureau of the Regional Secretariat of West Sumatra Province. High motivation will drive employee performance, discipline, and loyalty to the organization. However, in practice, various obstacles are still found that impact the low work motivation of ASN. This problem does not exist in isolation, but is influenced by various factors such as leadership style, facilities and infrastructure, and compensation received by employees. All three are interrelated, and their roles can be strengthened or weakened by the work environment in which employees carry out their daily activities.

According to (Andari, 2020), motivation is the willingness to strive/strive to a higher level toward achieving organizational goals, while not neglecting one's ability to achieve satisfaction in meeting personal needs.

According to (Siagian, 2021), motivation is a condition that drives employees to achieve their goals and encourages them to be more motivated to produce satisfactory performance and continuously strive to improve their work results.

Public sector organizations, such as the General Bureau within the Regional Secretariat of West Sumatra Province, are required to provide excellent, effective, and

efficient service to the public. This can only be achieved if all employees, particularly State Civil Apparatus (ASN), have high work motivation. Work motivation is an internal and external drive that influences employee behavior in achieving organizational goals. The higher the employee's work motivation, the higher their commitment and productivity (Samara, 2023).

At PT Quantum King Sulaiman, research shows that compensation has a positive and significant effect on employee performance, along with the work environment, although leadership style is less significant in this context.

Research on employees with disabilities at the Wistara Batik Gallery (Harahap & Tirtayasa, 2020) noted that compensation had no significant effect on work motivation, in contrast to the dominant leadership style and work environment.

A study by (Suartana & Dewi, 2020) noted that work motivation served as a mediator between compensation and facilities/infrastructure on the performance of cleaning staff, and demonstrated a significant effect on direct performance improvement.

Research (Vita & Setyowati, 2022) demonstrated that work motivation significantly influences "work morale," with compensation and the work environment also contributing positively—demonstrating the importance of motivation as a key variable.

Research (Liana, 2020) confirmed that the work environment has a positive and significant effect on the work motivation of employees with disabilities, paralleling leadership style, although compensation was not significant.

Based on the description above, this research is important to be conducted in order to empirically analyze "The Influence of Leadership Style, Facilities and Infrastructure, and Compensation on Employee Work Motivation, by Making the Work Environment an Intervening Variable for ASN Employees of the General Bureau of West Sumatra Province". This research is expected to contribute to the formulation of more targeted organizational policies in order to improve ASN motivation and performance as a whole.

2. Preliminaries or Related Work or Literature Review

Theoretical Basis

a) Management

According to (Wijaya & Sari, 2020), management is a process that differentiates planning, organizing, mobilizing, implementing, and supervising, utilizing both science and art, to achieve predetermined goals.

b) Human Resource Management

According to (Eri Susan, 2021), human resource management is the science and art of managing relationships and roles among workers to effectively and efficiently help achieve the goals of the company or agency, employees, and the community.

c) Work Motivation

According to (Andari, 2020), motivation is a state in which a person's efforts and willpower are directed toward achieving certain results, such as productivity, attendance, or creative work behavior. Meanwhile, according to (Wijaya & Sari, 2020), motivation is what drives people to do something and can also make people truly strive to expend energy in what they do to achieve their desired goals.

According to (Sari, 2020), motivation is the willingness to strive/strive at a higher level toward achieving organizational goals, provided that one's ability to obtain satisfaction from meeting personal needs is not compromised.

d) Leadership Style

Leadership type can be defined as a form, pattern, or kind of leadership, in which one or more behaviors or leadership styles are implemented as supporting elements. Leadership style, on the other hand, is defined as the behavior or method chosen and used by a leader to influence the thoughts, feelings, attitudes, and behaviors of organizational members and subordinates. Facilities and Infrastructure

Definition of Facilities and Infrastructure

Facilities and infrastructure are two essential elements in supporting organizational activities, whether in education, government, or other sectors. According to (Liana, 2020), facilities are tools directly used in carrying out tasks or activities, such as tables, chairs, books, computers, and others. Infrastructure, on the other hand, is tools or facilities that are not directly used, such as buildings, electricity networks, and clean water.

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b) Compensation

According to (Wijaya & Sari, 2020), compensation or remuneration is defined as the provision of fair and appropriate direct or indirect rewards, both financial and non-financial, to employees for their contributions to achieving organizational goals.

c) Work Environment

According to (Rivai & Mulyadi, 2021), the work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group.

d) Framework of Thought

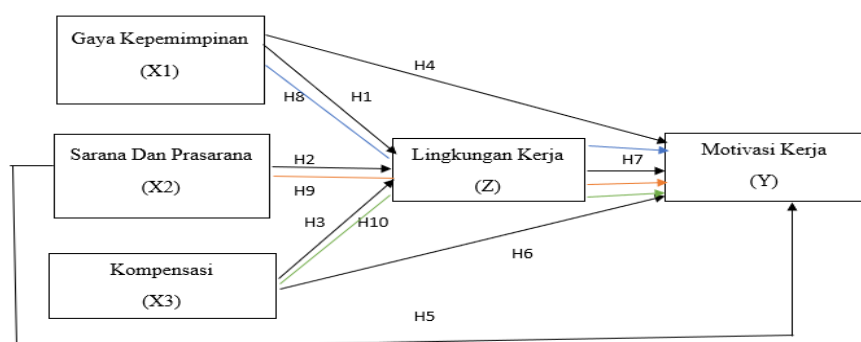


Figure 1. Framework of Thought

3. Proposed Method

Research Object

The object of this research is the Civil Servant Employees of the General Affairs Bureau of West Sumatra Province, Indonesia.

Research Design

Research design encompasses all the processes required in planning and implementing research. This study employed a descriptive and causal research design.

Population and Sample

a) Population

The population in this study was 98 civil servants at the General Affairs Bureau of West Sumatra Province.

b) Sample

In this study, the sample was drawn using a saturated sampling design, meaning the entire population was sampled. Therefore, the sample size for this study was 98 individuals.

4. Results and Discussion

Research Data Analysis

a) Outer Model Testing (Structural Model) Before Elimination

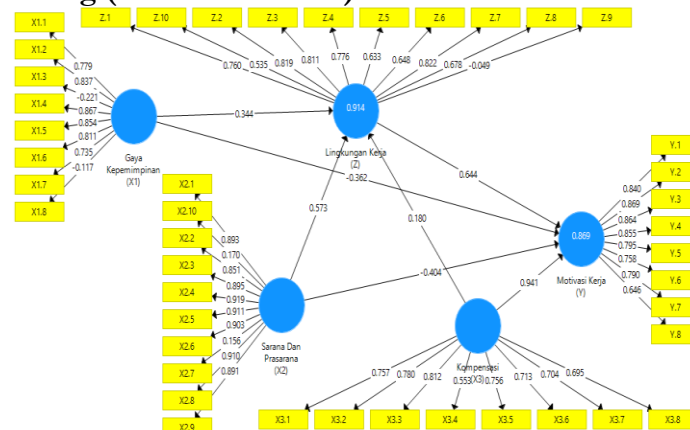


Figure 2. Outer Loadings Before Elimination

Based on the processing results in the SmartPLS application, several variables had statement values below 0.5, requiring elimination.

b) Testing the Outer Model (Structural Model) After Elimination

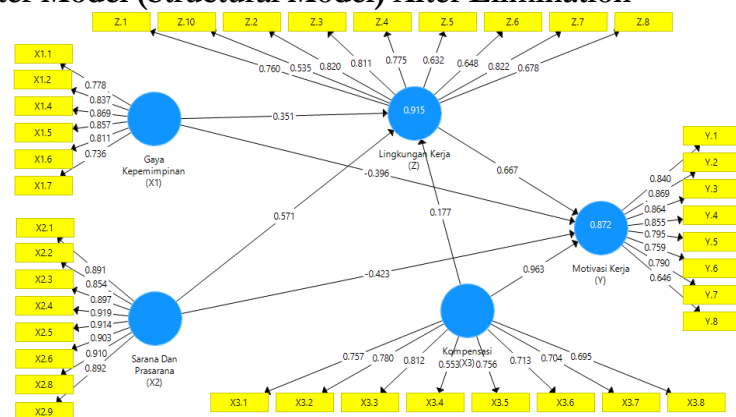


Figure 3. Outer Loadings After Elimination

Based on the processing results in the SmartPLS application, there is one variable whose statement value is below 0.5 so that elimination is carried out where this item has been eliminated.

c) Average Variance Extracted (AVE) Assessment

Table 1. Average Variance Extracted (AVE) Value

Variables	AVE
Work Motivation (Y)	0,648
Work Environment (Z)	0,528
Leadership Style (X1)	0,666
Facilities and Infrastructure (X2)	0,806
Compensation (X3)	0,525

Source: SmartPLS Processed Results, 2025

Based on Table 4.8, it can be concluded that all the constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above 0.50, as recommended by the criteria.

d) Reliability Assessment

Table 2. Reliability Values

Constructs (Variables)	<i>Cronbachs Alpha</i>	<i>Composite Reability</i>	<i>Rule of Thumb</i>	<i>Information</i>
Work Motivation (Y)	0,921	0,936	0,7	<i>Reliabel</i>
Work Environment (Z)	0,885	0,894	0,7	<i>Reliabel</i>
Leadership Style (X1)	0,899	0,923	0,7	<i>Reliabel</i>
Facilities and Infrastructure (X2)	0,965	0,971	0,7	<i>Reliabel</i>
Compensation (X3)	0,869	0,898	0,7	<i>Reliabel</i>

Source : SmartPLS Processed Results, 2025

Based on the SmartPLS output in Table 4.9 above, the composite reliability and Crombach's alpha values for each construct or variable were found to be greater than 0.70. Therefore, it can be concluded that the data is reliable.

e) Inner Model Testing (Structural Model)

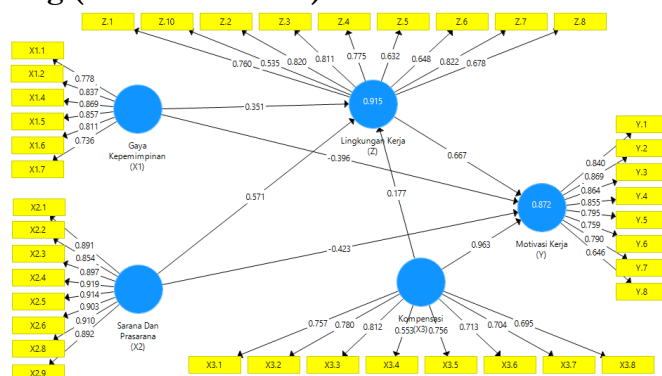


Figure 4. Inner Structural Model

Based on Figure 4.3, the structural model above can be formed using the following model equation:

- a) Equation Model I, is a description of the magnitude of the influence of the constructs of Leadership Style, Facilities and Infrastructure, Compensation on the Work Environment with the existing coefficients plus the error level which is an estimation error or which cannot be explained in the research model.

$$\text{Lingkungan Kerja} = 0.351 X_1 + 0,571 X_2 + 0,177 X_3 + e_1$$

- b) Equation Model II, which illustrates the magnitude of the influence of the constructs Leadership Style, Facilities and Infrastructure, Compensation, and Work Environment on Work Motivation, with each coefficient for each construct plus an error representing the estimation error.

f) Hypothesis Testing

Table 3. Result For Inner Weights

Path Coefficients

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples		
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (IQ...	P Values
Gaya Kepemimpinan_(X1) -> Lingkungan Kerja_(Z)	0.351	0.349	0.087	4.029	0.000
Gaya Kepemimpinan_(X1) -> Motivasi Kerja_(Y)	-0.396	-0.379	0.125	3.165	0.002
Kompensasi_(X3) -> Lingkungan Kerja_(Z)	0.177	0.162	0.095	1.861	0.063
Kompensasi_(X3) -> Motivasi Kerja_(Y)	0.963	0.958	0.107	9.040	0.000
Lingkungan Kerja_(Z) -> Motivasi Kerja_(Y)	0.667	0.678	0.137	4.886	0.000
Sarana Dan Prasarana_(X2) -> Lingkungan Kerja_(Z)	0.571	0.586	0.076	7.522	0.000
Sarana Dan Prasarana_(X2) -> Motivasi Kerja_(Y)	-0.423	-0.445	0.137	3.084	0.002

Source : Source: SmartPLS Inner Model Test Results, 2025.

Based on the SmartPLS test results in Table 4.11, the results of the research hypothesis testing, starting from the first hypothesis to the fifth hypothesis, are shown, which are the direct influence of Leadership Style, Facilities and Infrastructure, Compensation, Work Environment, and Work Motivation.

Research Results

a) Leadership Style on the Work Environment

The results show that leadership style has a positive and significant effect on the work environment ($t = 4.029 > 1.96$; $p = 0.000 < 0.05$). This means that the better the leadership style implemented, the more conducive the work environment perceived by employees. This finding aligns with the theory (Rivai and Sagala 2021) which states that effective leaders are able to create a harmonious and productive work climate. Thus, leadership is a crucial factor in creating a work environment that supports employee motivation and performance.

b) Facilities and Infrastructure on the Work Environment

This hypothesis was accepted ($t = 7.522 > 1.96$; $p = 0.000 < 0.05$). These results indicate that the more adequate the facilities and infrastructure available, the better the work environment. This aligns with the opinion of (Gusty, Tua, and Adianto 2020), who emphasized that complete work facilities will support comfort and efficiency in work. In other words, facilities and infrastructure are one of the main foundations in building a productive work environment.

c) Compensation on the Work Environment

This hypothesis was rejected ($t = 1.861 < 1.96$; $p = 0.063 > 0.05$). The results showed that compensation did not significantly impact the work environment. This means that providing compensation does not automatically create a better work

environment. This is likely due to employee perceptions that compensation is more directly related to financial satisfaction, rather than the physical or social conditions of the work environment. This finding is interesting to study further, because it contradicts some previous studies that found a relationship between compensation and perceptions of the work environment.

d) Leadership Style on Work Motivation

The results show a positive and significant effect ($t = 3.165 > 1.96$; $p = 0.002 < 0.05$). This means that effective leadership can increase employee work motivation. This finding is consistent with (Terry 2021), who stated that good leadership is an important motivational factor for employees.

e) Facilities and Infrastructure on Work Motivation

The hypothesis was accepted ($t = 3.084 > 1.96$; $p = 0.002 < 0.05$). This indicates that adequate work facilities can increase employee enthusiasm and motivation. This finding aligns with (Arifin et al. 2021), which states that employees feel optimally supported in their work when facilities and infrastructure are adequate, thus tending to increase work motivation.

f) Compensation on Work Motivation

The hypothesis was accepted with a highly significant value ($t = 9.040 > 1.96$; $p = 0.000 < 0.05$). This means that compensation has a strong influence on employee work motivation. (MAULIDIYAH, Rofish, and Nuruddin Armanto 2021) found that appropriate rewards will motivate employees to improve their efforts and performance.

g) Work Environment on Work Motivation

The results show a positive and significant effect ($t = 4.886 > 1.96$; $p = 0.000 < 0.05$). This means that the better the work environment, the higher the employee's work motivation. This aligns with research (Rahayu and Rushadiyati 2021), which explains that comfortable and supportive working conditions will foster employee enthusiasm.

h) Leadership Style on Work Motivation through the Work Environment

The hypothesis is accepted ($t = 3.507 > 1.96$; $p = 0.000 < 0.05$). This means that the work environment mediates the influence of leadership style on work motivation. Good leaders not only provide direction but also create a conducive work environment, which ultimately increases employee motivation.

i) Facilities and Infrastructure on Work Motivation through the Work Environment

The hypothesis was accepted ($t = 3.349 > 1.96$; $p = 0.001 < 0.05$). This indicates that the availability of good facilities and infrastructure can create a conducive work environment, which in turn increases employee motivation. Therefore, the role of facilities and infrastructure is more effective when channeled through improvements in the work environment.

j) Compensation on Work Motivation through the Work Environment

The hypothesis was rejected ($t = 1.780 < 1.96$; $p = 0.076 > 0.05$). This means that compensation does not have a significant effect on work motivation through the work environment. This indicates that although compensation can directly increase

motivation (H6 is accepted), its role is ineffective if it must be mediated by work environment factors. In other words, compensation has a greater impact on personal motivation, rather than on the collectively perceived work environment.

5. Conclusions

From the discussion in the previous chapters, the following conclusions can be drawn:

1. Leadership style has a significant influence on the work environment for civil servant employees at the West Sumatra Province General Bureau.
2. Facilities and infrastructure have a significant influence on the work environment for civil servant employees at the West Sumatra Province General Bureau.
3. Compensation does not have a significant influence on the work environment for civil servant employees at the West Sumatra Province General Bureau.
4. Leadership style has a significant influence on work motivation for civil servant employees at the West Sumatra Province General Bureau.
5. Facilities and infrastructure have a significant influence on work motivation for civil servant employees at the West Sumatra Province General Bureau.
6. Compensation has a significant influence on work motivation for civil servant employees at the West Sumatra Province General Bureau.
7. The work environment has a significant influence on work motivation for civil servant employees at the West Sumatra Province General Bureau.
8. Leadership style has a significant influence on work motivation through the work environment as an intervening variable for civil servant employees at the West Sumatra Province General Bureau.
9. Facilities and Infrastructure significantly influence Work Motivation through the Work Environment as an intervening variable for Civil Servant Employees of the General Bureau of West Sumatra Province.
10. Compensation does not significantly influence Work Motivation through the Work Environment as an intervening variable for Civil Servant Employees of the General Bureau of West Sumatra Province.

Recommendations for Research Subjects (State Civil Servants of the General Affairs Bureau of West Sumatra Province)

1. Strengthening Leadership Style

Because leadership style has been shown to significantly influence the work environment and work motivation (H1, H4, H8 are accepted), leaders are expected to prioritize a participatory, communicative, and exemplary leadership style. This will create a conducive work environment and increase employee morale.

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